

Local Growth Deal – Process Review & Options Appraisal

1. Background

The Cambridgeshire & Peterborough Combined Authority (CPCA) first received Local Growth Fund (LGF) in 2014, this was a successful bid by the Greater Cambridge Greater Peterborough (GCGP) Local Enterprise Partnership (LEP), the value of this funding was £146.7million which had to be spent by March 2021.

In 2018 following an 18 month long local government restructure the GCGP LEP was dissolved and all funds and projects transferred to the CPCA, this resulted in £64million of unallocated funding being required to be allocated and spent by the March 2021 deadline.

A call for projects was made in July 2019 linking into the launch of the Local Industrial Strategy (LIS) and the Cambridgeshire & Peterborough Independent Economic Review (CPIER). The process previously in place for the evaluation of projects through the LEP was used as the basis for the evaluation of the new projects being proposed with some minor amendments; those being:

- The introduction of the Entrepreneur Panel for projects over £500k
- The introduction of a scoring matrix to support officers appraising the Expression of Interest forms
- The re procurement of external appraisal teams to complete due diligence checks and appraisal on the Full Applications

In November 2019 we had our first Business Board presentation of projects, followed in January 2020 of a further Business Board presentation of projects. At this point almost all the £64million had been allocated with a small pot remaining to be allocated over the next few months. The allocation of £82.7million prior to 2019 was through the GCGP LEP and the process for allocating the funds was not described anywhere in any detail.

The current process is outlined in Appendix 1

2. Purpose of Review

The large number of applications being submitted for approval to the Business Board created a feeling that they were too removed from the process and lacked an in-depth knowledge of the applications they were being presented with. It was therefore suggested that a review take place into the current process in readiness for the next tranche of funding being allocated to the CPCA.

A member of the Business Board, Andy Neely, Vice Chair of the Business Board volunteered to sponsor the review and met with the LGF Team to identify the parameters of the review and the desired outcomes.

It was acknowledged that the team had now completed its allocation of funding through the LGF and that whilst it was helpful to identify lessons learned and some best practice in other grant funding organisations until the next tranche of funding was allocated along with the resulting criteria there would be no benefit in proposing a completely new appraisal process.

Therefore, the review will identify the following:

- What went well
- What did not go so well, and
- Best practice from other organisations that we would like to implement if possible.

3. Methodology

The review identified that talking to other LEPs and organisations involved in grants would be useful, it was agreed that we would contact the following organisations to gather data on their processes in order to compare how the CPCA process fits and where it could be improved.

The Department for Business, Energy & Industrial Strategy (BEIS) identified 2 LEPs for the team to contact, they felt they were well established and had put in place a process for appraising projects that was robust and transparent; those were:

- South East Midlands LEP (SEMLEP)
- New Anglia LEP (NALEP)

Both LEPs are known to the team and we have close working relationships with them, this made the contacting for information simpler. We also contacted another grant giving organisation, Innovate UK as part of the review.

The information gathered from the external organisations has been collated in Appendix 2.

4. Peer Review

South East Midlands LEP – have a staff of over 35 delivering amongst other things the LGF projects.

- a. LGF Programme Management Board, sit 4 times a year – comprises project managers for each LGF project
- b. The Growth Fund Task Group, sit at least 5 times a year – comprises local Authority Chief executives and a private sector Board member
- c. The SEMLEP Board – receives reports from the Growth fund Task Group and provides final decisions at project and programme level.

SEMLEP carried out an open call for projects, they will only do a call for projects once funding has been secured, they have also done speculative calls to produce a pipeline of future potential projects. They have a 4-stage decision making process, Appendix 3 details this. The first 2 stages take a project from the pipeline to decision to proceed.

They use a Pro-Forma, which is based on the Strategic Outline Business Case set out in the Green book, to appraise and prioritise projects (Appendix 4). The assessment of these projects is done using matrix scoring (Appendix 5) once approved in principle a business case is developed, reviewed and due diligence is carried out. Projects under £5million do not need to complete a Green Book compliant Five Case Business Case but are required to cover all relevant aspects of the Five Case Business Case in an updated Pro-Forma. Projects over £5million complete a Green Book compliant Five Case Business Case.

SEMLEP employ independent appraisers to undertake due diligence assessments of projects, they will classify projects as:

- Ready to proceed

- Ready to proceed pending limited additional information
- Not ready to proceed/require significant additional information

SEMLEP also employ an accountancy company to financially check the applicant and make recommendations to the SEMLEP Growth Funds Task Group.

New Anglia LEP – have a staff of over 57 delivering amongst other things the LGF projects.

- a. NALEP Board comprises 17 members from the public and private sector, each local authority has a representative on the Board. They meet monthly and make LGF decisions regarding funding of projects
- b. Investment Appraisal Committee – comprising 8 members, 7 from the LEP Board (4 private sector & 3 from the public sector) and the Section 151 officer. This committee meets monthly prior to the LEP Board. This Committee makes recommendations to the LEP Board for LGF projects.

NALEP carried out an open call for projects prioritising Capital Projects in October 2017, then followed a further call in October 2018 that focused on Skills, Innovation & Productivity that supported the strategic priorities of the Economic Strategy for Norfolk & Suffolk.

NALEP have a 3-stage process:

- a. Review of submissions – carried out by the LEP assessing against the eligibility criteria and focus of the call (Appendix 6)
- b. Development of projects – requires further information from applicants, and evidence to support the application and associated Business Case.
- c. Appraisal – a full and independent appraisal of projects in accordance with Treasury Green Book principles of
 - viability,
 - value for money,
 - achievability,
 - affordability and
 - need.

The results of the independent appraisal are presented to the Investment Appraisal Committee which makes its recommendations to the NALEP Board

Innovate UK – is a UK Government agency focusing on supporting UK economic growth through science and technology. They have around 250 staff and are now part of UK Research & Innovation.

They have a 5-point plan that underpins their funding decisions:

- a. Accelerating UK economic growth
- b. Building innovation excellence
- c. Developing catapults
- d. Working with the research community & across government
- e. Evolving our funding models

Innovate UK make several funding opportunity calls throughout the year, focusing on specific areas each time. This focus allows them to identify projects that are eligible and will meet the

criteria for funding. Before applying for funding Innovate UK suggest applicants ask themselves 4 simple questions:

1. Is there a big enough market for your innovation?
2. Is it world leading?
3. Is it at the right stage of development?
4. Why should public money be used?

They run 2 types of application process, online and data transfer.

- Online – using an online application form which includes guidance of requirements for each section
- Data transfer – uploading application documents to a secure site

In both cases the standard application is used, this is set around 10 questions that each applicant must answer, see Appendix 7

They have developed a standard assessment process which is as follows:

- Applications are allocated to assessors based on their expertise in the application field and ensuring no conflict of interest.
- Marked by minimum of 3 assessors
- Score sheet for assessment used, includes feedback and comments
- Report compiled ranking applications based on assessors scores
- This report is reviewed and moderated
- Highest ranking, subject to quality thresholds are recommended for funding to Innovate UK
- The final list is presented to the Funders Panel of Innovate UK for final approval

Assessors are engaged by Innovate UK based on their expertise and they act on behalf of Innovate UK. In some cases, an interview panel may be used to assist in the appraisal of applications.

5. Proposal

Following the peer review it has become evident that we are currently carrying out a robust and transparent process that meets the requirements of the LGF calls. The table below compares the processes we reviewed and the current LGF process

SEMLEP	NALEP	Innovate UK	CPCA BB
Open call - website	Open call - website	Theme focused open call - website	Open call - website
Outline Business Case (pro forma)	Expression of Interest	Application form – 10 questions	Expression of Interest
External Appraisal	Internal appraisal by LEP	Appraisal by external experts – min 3	Appraised internally
LEP in principle approval	LEP approval to proceed	Ranking process including report	Approval to proceed
Business Case	Detailed application form	Report reviewed	Full application form
External Due Diligence	Independent appraisal	Highest ranking recommended for funding	Entrepreneur Panel – over £500k

Decision to fund – LEP Board	Recommendation to fund – investment committee	Decision to fund - Funding Panel	Independent appraisal and due diligence
	Decision to fund – LEP Board		Decision to fund – CAPCA BB

This being the case we would not propose to make any changes to our current process for all calls linked to this round of LGF funding.

We are aware that we can make some improvements to the current process, but this is dependent on the next round of major funding from central government and the criteria that are placed on it. We are proposing that we should look at the following areas once the next round of funding is announced:

- a. The development of a pipeline of projects – we have begun this within the LGF team. Does the Business Board want to expand this by advertising the pipeline more widely, but being clear with prospective applicants that any submission is speculative as there is no funding available at the moment?
- b. The initial application submission – it appears that this is a gate keeping stage for LEPs and that whilst a scoring scheme is in place for some it is not used to make the final decision. Does the Business Board want to move to the Expression of Interest being lighter touch and review the scoring matrix once criteria and guidance has been given to LEPs by central government?
- c. The Full Application – if a lighter touch Expression of Interest is in place, we would require a more detailed Application be produced. In the other LEPs this is based on the Treasury Green Book approach to business case development. Does the Business Board want to require applicants to develop a Business Case that is based on the Green Book principles, if so, what level would the Business Board require and should this be dependent on value of funding be requested?
 - i. Strategic Outline Business Case
 - ii. Outline Business Case
 - iii. Detailed Business Case
- d. Entrepreneur Panel (EAP) – the Panel were initially established as an advisory panel but the final decision regarding applications was not to be influenced unduly by their scores. There is the opportunity to expand the panel and make more use of expert advisors when looking at specialist projects. Does the Business Board want to explore the options around expanding the remit of the EAP and give the panel a more formal role in the appraisal process? Does the Business Board want to include the section 151 officer on the Panel?
- e. External Appraisal – seen as key across all LEPs in the decision-making process, we propose that no changes should be made here. There is though the opportunity to bring in additional external or internal support around the financial appraisal of projects in terms of affordability. Do the Business Board want to look at the options we could include around financial advice?

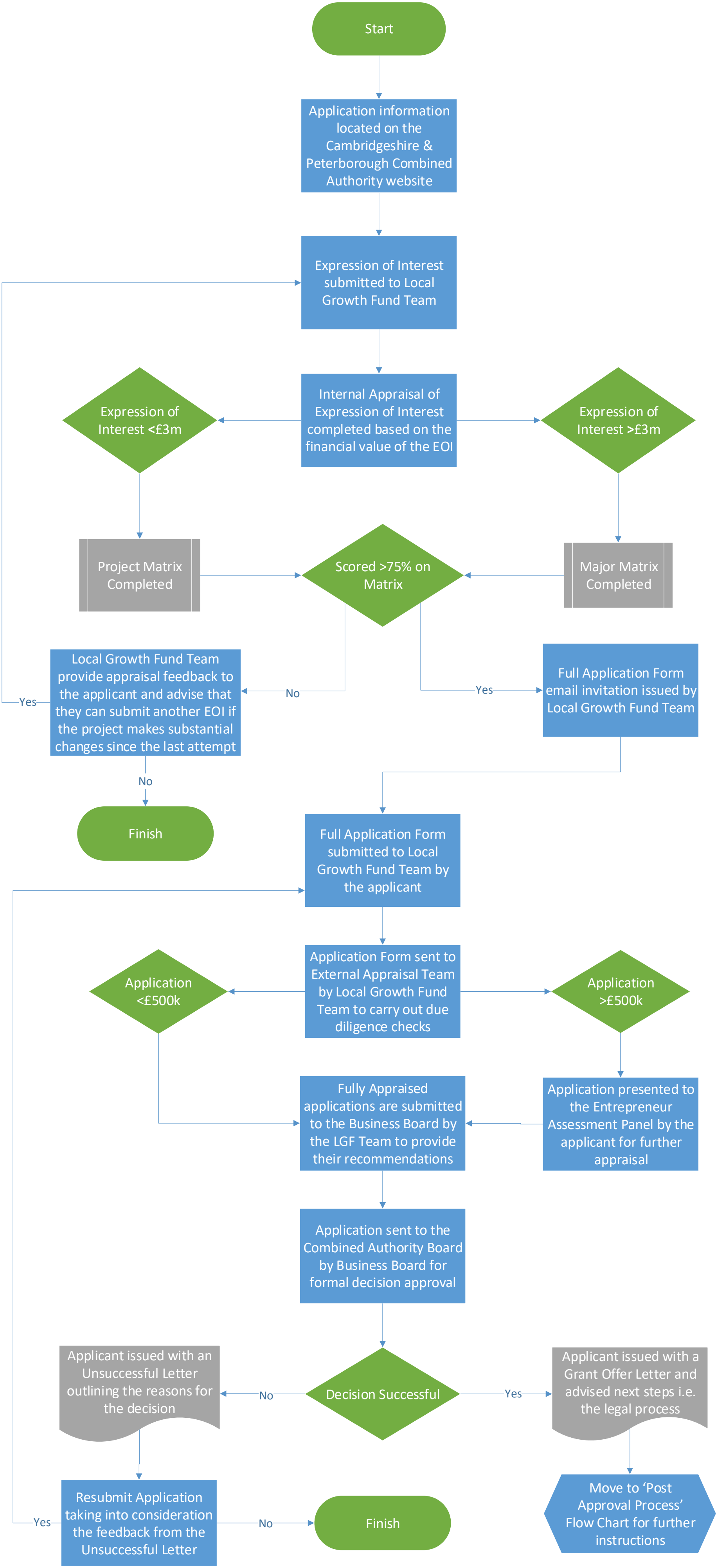
6. Conclusion

We should acknowledge that we have a robust and transparent process for allocating LGF in the CAPCA Business Board, we had a very short timeframe within which to allocate funds and ensure projects would be able to meet the deadline of completion by the 31st March 2021. We have

received plaudits from the team at BEIS for the development of the Entrepreneur panel, this is something they advise other LEPs to look at now.

We have the opportunity to modify the current process before any new funding is announced but with the knowledge that any new funding will come with its own criteria and guidance that may require our process to be amended further. The 5 areas identified for further investigation allow the Business Board to begin the process of change without the commitment to change but establish a clear and robust framework for decision making and potentially projects ready to go when the next funding announcement is made.

Appendix 1



Appendix 2

RE: Process review finding

Louisa Simpson <louisa.simpson@cambridgeshirepeterborough-ca.gov.uk>

Fri 09/10/2020 16:24

To: Kenny Akinkuolie <kenny.akinkuolie@cambridgeshirepeterborough-ca.gov.uk>

Hi Kenny

Hope you are well.

Did you ever hear back from New Anglia LEP re the process review? Could you chase if not?

Did you speak to any other LEPs other than SEM LEP?

Thanks

From: Kenny Akinkuolie <kenny.akinkuolie@cambridgeshirepeterborough-ca.gov.uk>

Sent: 30 September 2020 09:51

To: Louisa Simpson <louisa.simpson@cambridgeshirepeterborough-ca.gov.uk>

Subject: Process review finding

Louisa,

I met with South East Midlands today and below are points

- The call out for projects through bidding- do not use EoI. and keep them in their Pipeline
- Appraise projects using 3 core areas; Deliverability, Strategic fit and value for money (ie.e output)
- External Consultants contact applicants to know more about their projects and send report to LEP
- Based on the report, they choose which projects go to the 2nd round-
- The chosen Applicants then work with the consultant on the checklist using the LEP's Assessment Framework (on their website)
- The consultant produce a report which goes to Board and Committee based on their assessments on each project
- If projects are more than available funds, the projects are ranked in order of importance to the Board e.g if Board thinks the most important is the strategic fit, the projects will be ranked in the order of importance meeting the strategic fit.

I haven't heard from New Anglian LEP.

Regards,
Kenny

Kenny Akinkuolie

Project Delivery Officer

kenny.akinkuolie@cambridgeshirepeterborough-ca.gov.uk

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR



THE BUSINESS BOARD

The Cambridgeshire and Peterborough Combined Authority can be contacted via The Mayor's Office, 72 Market Street, Ely, CB7 4LS.

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Tel: 07715 674805



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
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THE BUSINESS BOARD

The Cambridgeshire & Peterborough Combined Authority can be contacted via The Mayor's Office, 72 Market Street, Ely, CB7 4LS.

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Local Growth Fund (LGF) Application Process Review

Ideas for discussion.

I had a conversation/meeting with Innovate UK to discuss how they ensure a fair and transparent competition for funds. They suggest applicants ask 4 key questions before applying for grant funding:

1. Is there a big enough market for your innovation?
2. Is it world leading?
3. Is it at the right stage of development?
4. Why should public money be used?

They build an application using 10 key questions; those being;

1. Need for Change
 - a. What is the business need, technology challenge or market opportunity driving the application?
2. Approach & Innovation
 - a. What approach will you take and where will the focus of the innovation be?
3. Team & resources
 - a. Who is in the project team & what are their roles?
 - b. Appendix half page per partner
4. Market awareness
 - a. What does the market you are targeting look like?
5. Outcomes and route to market
 - a. How do you propose to grow your business & increase your productivity into the long term as a result of the project?
6. Wider impacts
 - a. What impact might this project have outside the project team?
7. Project management
 - a. How will you manage the project effectively?
 - b. Appendix – Gantt chart/project plan
8. Risks
 - a. What are the main risks for this project?
 - b. Appendix – Risk Register
9. Additionality
 - a. Describe the impact that an injection of public funding would have on this project
10. Cost & Value for Money
 - a. How much will the project cost & how does it represent value for money for the team & the taxpayer

There are some areas of their application process that I think we could learn from and adapt and adopt to improve ours.





Innovate UK utilise a panel of experts to appraise the applications, they are chosen for their expertise in the area the application sits within. This could easily be replicated in the CPCA by a shift in focus and increase in influence of the Entrepreneur Panel – it has been evident that the Panel currently add real value to the application process and could add more.

To maximise the value of the EP we would need to look at membership and expertise across it.

The independent external appraisal currently carried out by the CPCA on the Full Application is over and above that carried out by Innovate UK, the financial viability of the organisation applying is a key decision point for the Business Board and should not be diluted. This service has been procured but will be up for re-procurement at the next round of grant funding allocation.

The Expression of Interest is the main area where I think we can make some useful changes. Currently the form is lengthy and duplicates information that the Full Application holds. I think we could adopt the 10 question approach of Innovate UK at the first stage – but make it more focused and short – who appraises/gate keeps to move them to the next stage could be agreed. At present it is an officer decision within the CPCA. We use officers who have experience of the area of application focus, we could change this but we need to know what purpose the EOI will serve, is it

- Gate keeping only – Yes/No decision?
- Does it influence the Full Application?



Appendix 3

Project Prioritisation and Selection Process

Stage 1	Project Identification / Pipeline
	Call for Projects
	Completion of Pro-Forma
	Project Appraisal and Prioritisation
	In Principle Approval
Stage 2	Business Case Development
	Initial Review
	Detailed Due Diligence
	Decision to Proceed
Stage 3	Funding Agreement
Stage 4	Monitoring and Evaluation

Appendix 4

5

Scoping the proposal and preparing the Strategic Outline Case (SOC)

Introduction

Scoping the proposal and preparing the Strategic Outline Case (SOC) is the first stage in developing the project business case for a significant scheme using the Five Case Model.

The purpose of the SOC is to establish the case for change and to provide a preferred way forward for senior management's approval prior to going onto the more detailed planning stage.

Completing the strategic case section of the SOC requires the following:

Step 2: Making the case for change

Step 2	Making the case for change
Action 2	Agree the strategic context
Action 3	Determine the spending objectives, existing arrangements and business needs
Action 4	Determine the potential scope for the project
Action 5	Determine project benefits, risks, constraints and dependencies

A facilitated workshop is recommended for the completion of Step 2.

Action 2: Agree strategic context

Agree the strategic context for the project by providing an overview of the sponsoring organisation and explaining how the project is strategically placed to contribute to the delivery of organisational goals.

Draw on the findings of the strategic assessment for completion of this section of the business case.

Organisation Overview

Provide a brief overview of the organisation.

This summary introduces the organisation to the reader of the business case and can assist post-evaluation of the project at a later stage, because public sector organisations are often reorganised and renamed before their projects deliver all of their outcomes.

The key areas to focus upon include:

- The purpose of the organisation, including its vision and mission statements, strategic goals, business aims and key stakeholders.

- The range of services presently being provided, including key customers, service levels, current demand and annual turnover.
- The organisational structure, including staffing and governance arrangements.
- The organisation's existing financial position, including funding streams and levels of spend.

This information may be gleaned from existing documents, including annual reports. These should be briefly summarised or attached to the Project Business Case.

Alignment to existing policies and strategies

Explain how the project supports the existing policies and strategies of the organisation and will assist in achieving the business goals, strategic aims and business plans of the organisation.

This section should explain:

- all relevant international, national, regional, sector and local policies, initiatives and targets, as required, and focus on those which are most relevant to the project
- how the organisation's policies, strategies and work projects support these policies, as required
- the relationship between the proposed project and other programmes and projects within the organisation's strategic portfolio, including relevant milestones and timescales on the critical path for delivery.

Any linkages and interdependencies with another organisation's programmes and projects should be explained, especially where the proposed project is intended to contribute to shared outcomes across multiple organisations.

This information may be gleaned from existing documents, including organisational strategies and business plans. These should be briefly summarised or attached to the Project Business Case.

Action 3: Determine spending objectives, existing arrangements and business needs

A robust case for change requires a clear understanding of:

- What the organisation is seeking to achieve (the investment or spending objectives).
- What is currently happening (existing arrangements).
- What is required to close the gap between where we are now (existing arrangements) and where we need to be in the future (business needs).

Analysing a proposal in this way helps to establish a compelling case for change based on business needs, rather than the contention it is 'a good thing to do'.

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Determining spending objectives

Specify spending objectives for the project that focus on the rationale and drivers for further intervention and the key outcomes and benefits we are seeking to achieve in support of the organisation's business strategy.

Setting robust spending or investment objectives is essential in terms of making a coherent case for change. They describe clearly what the organisation is seeking to achieve in terms of targeted outcomes and provide the basis for post evaluation. So the key question to answer is "why are we undertaking this project?".

The project's spending objectives should be:

- ☐ Aligned with the underlying policies, strategies and business plans of the organisation and be bound by the strategic context for the project
- ☐ SMART – Specific, Measurable, Achievable, Relevant, and Time-constrained – to facilitate options appraisal and post evaluation
- ☐ customer-focused and distinguishable from the means of provision, so focus is on what needs to be achieved rather than the potential solution
- ☐ not be so narrowly defined as to preclude important options, nor so broadly defined as to cause unrealistic options to be considered at the options appraisal stage
- ☐ focused on the vital outcomes, since a single or large number of objectives can undermine the clarity and focus of the project.

The setting of clear, concise and meaningful SMART spending objectives is an iterative process and will depend upon the nature and focus of the project.

The project's spending objectives will typically address one or more of the following five generic drivers for intervention and spend. These are:

- ☐ To improve the quality of public services in terms of the delivery of agreed outcomes (**effectiveness**). For example, by meeting new policy changes and operational targets.
- ☐ To improve the delivery of public services in terms of outputs (**efficiency**). For example, by improving the throughput of services whilst reducing unit costs.
- ☐ To reduce the cost of public services in terms of the required inputs (**economy**). For example, through 'invest to save' schemes and spend on innovative technologies.
- ☐ To meet statutory, regulatory or organisational requirements and accepted best practice (**compliance**). For example, new health and safety legislation or building standards.
- ☐ To re-procure services in order to avert service failure (**replacement**). For example, at the end of a service contract or when an enabling asset is no longer fit for purpose.

Procuring assets and infrastructure is rarely a spending objective in itself, because it is what the organisation is seeking to achieve through the use of these resources in terms of identifiable and measurable social, economic and environmental outcomes that constitute social value and Value for Money for the related spend.

Determining existing arrangements

Set out the existing arrangements for the service explaining:

- ☐ how services are currently organised and provided to customers on behalf of stakeholders
- ☐ the associated throughput and turnover, and existing cost
- ☐ current asset availability, utilisation and condition.

Providing a clear picture of the organisation's current service model and existing arrangements provides an evidential base against which to challenge current perceptions of what the difficulties are, and the baseline from which to measure future improvements.

Any critique of the difficulties associated with existing arrangements should be provided in conjunction with 'business needs' in order to avoid blurring the clarity of the evidential base.

Identifying business needs

Specify the organisation's business needs in terms of the improvements and changes that are required for the project to fulfil its agreed spending objectives.

This requires a clear understanding of the problems and difficulties associated with existing arrangements and a clear understanding of the opportunities for bridging any existing or future gaps in business operations and service provision.

Specifying the business needs and drivers for the project helps to identify the potential scope for the project, and to ensure that it is predicated on operational needs rather than potential benefits. This analysis should take service demand and capacity planning into consideration and include:

- ☐ confirmation of the continued need for existing business operations with supporting evidence
- ☐ projections of the nature and level of demand for future services, including customer demographics and alternative sources of supply

A useful technique for framing this section of the project business case is to complete the following template for each of the project's spending objectives:

FIG:

Spending objective	Outcome we are seeking to achieve
Existing arrangements	Current situation
Business needs	The opportunities and problems associated with the current situation – the service gap

Action 4: Determine potential business scope and key service requirements

Identify the potential scope of the project in terms of the operational capabilities and service changes required to satisfy the identified business needs.

Consider the range of business functions, areas and operations to be affected and the key services required to improve organisational capability on a continuum of need, where:

- ☐ the 'core' coverage and services required represent the 'essential' changes without which the project will not be judged a success
- ☐ the 'desirable' coverage and services required represent the 'additional' changes which the project can potentially justify on a cost/benefit and thus Value for Money basis
- ☐ the 'optional' coverage and services required represent the 'possible' changes which the project can potentially justify on a marginal low cost and affordability basis.

This will assist in avoiding 'scope creep' during the options appraisal stage of the project.

A table for the use of workshops and capturing this information is provided below.

Table:

Range	Core	Desirable	Optional
Potential scope			
Key service requirements			

Action 5: Determine benefits, risks, constraints and dependencies

Identify the benefits, risks, constraints and dependencies in relation to the agreed scope and key service requirements for the project.

This assists with the early appraisal of the options for delivery of the project and the preparation of supporting economic appraisals.

Identifying the main benefits

Specify the main benefits of the project to be delivered by:

- ☐ Benefit category – type
- ☐ Beneficiary – to whom it will be of value
- ☐ Benefit class – how the benefit will be measured

The approach to benefits identification and measurement should be prudent, proportionate and appropriate.

At this stage in the development of the project business case, focus on the 20% of the benefits which are likely to provide 80% of the project's benefit value.

Benefit category and beneficiary

The categorisation of benefits can be undertaken in different ways and depends upon the nature and focus of the project.

Consider the spending objectives for the project and linking targeted outcomes from the project to the beneficiaries ; because understanding to whom the benefits will be of value is the key to identifying benefits and not confusing them with outcomes.

Benefits in the appraisal of social value

These are:

- ☐ Direct public sector benefits (to originating organisation):
 - ☐ cash releasing benefits (CRB)
 - ☐ monetisable non-cash releasing benefits (non-CRB)
 - ☐ quantifiable but not readily monetisable benefits (QB)
 - ☐ qualitative but not readily quantifiable benefits (Qual).
- ☐ Indirect public sector benefits (to other public sector organisation):
 - ☐ cash releasing benefits (CR)
 - ☐ monetisable non-cash releasing benefits (non-CRB)
 - ☐ quantifiable but not readily monetisable benefit (QB)
 - ☐ qualitative but not readily quantifiable benefits (Qual).
- ☐ Wider benefits to UK society (e.g. households, individuals, businesses)
 - ☐ monetisable, including cash benefits
 - ☐ quantifiable but not readily monetisable benefits
 - ☐ qualitative but not readily quantifiable benefits.

Examples of the different classes of benefits are:

Benefit Classification	Example
Cash releasing (CRB)	Reductions in operating cost Increases in revenue stream
Non-cash releasing (non- CRB)	Re-deployment of existing resources, including staff and infrastructure onto other business Improved efficiency
Quantifiable (QB)	Improved social outcomes Improved retention of trained staff Customer satisfaction
Qualitative (Qual)	Widening the cultural appreciation of school children

Capture your supporting analysis and assumptions in the preliminary benefits register for the project (to be made more detailed later).

In principle, all benefits are measurable and monetisable. The issue is the extent to which it is practical and proportionate to do so given the evidence base and associated costs. This should be agreed between the project and the approving authority prior to preparing the project business case. The scoping document should be used for this purpose.

Identify the main risks

Specify the main risks associated with the achievement of the project's outcomes and the proposed counter measures for mitigation and management.

Risk is the possibility of a 'negative' event occurring, adversely impacting on the project. At this stage in the development of the project business case, focus on the 20% of the risks which are likely to provide 80% of the project's risk values.

Identifying, mitigating and managing the key risks is crucial to successful delivery, since the key risks are likely to be that the project will not deliver its intended outcomes and benefits within the anticipated timescales and spend.

Consider the following key categories of risk in relation to the scope of the project:

Risk categories	Description
Business risks	These risks remain with the organisation (100%), cannot be transferred by the organisation and include political and reputational risks.
Service risks	These associated risks fall within the design, build, financing and operational phases of the project and may be shared with the others from outside of the organisation.
External risks	These non-systemic risks affect all society and are not connected directly with the proposal. They are inherently unpredictable and random in nature. They include technological disruption, legislation, general inflation and catastrophic risks.

The extent to which it is necessary and prudent to provide indicative values for these risks depends on the nature of the project and should be agreed between the project and the approving authority prior to the commencement of the business case. The scoping document should be used for this purpose.

Adopt a prudent and evidence-based approach and capture supporting analysis and assumptions in a preliminary risk register for the project (to be made more detailed later).

Identify the constraints

Specify any constraints that have been placed on the project.

Constraints are the external conditions and agreed parameters within which the programme must be delivered, over which the project has little or no control.

These can include policy decisions, ethical and legal considerations, rules and regulations, and timescales within which the project must be delivered. Affordability constraints may include agreed limits on capital and revenue spend.

Constraints on the project need to be managed from the outset, since they will constrain the options that can be considered for project delivery.

Identifying the dependencies

Specify any dependencies outside the scope of the project upon which the ultimate success of the project is dependent.

These should include:

- ☐ Inter-dependencies between other programmes and projects.

These are the dependencies that are external to the project but are still within the perimeters of the organisation's project and project management environment, and most likely linked to the scope of another project or project within the strategic portfolio.

- ☐ External dependencies outside the project environment.

These are the dependencies that extend beyond the boundaries of all the projects into other parts of the organisation or even other organisations. These dependencies are outside the control of the project management environment; potentially in business operations, partnering organisations and include external dynamics, such as legislation, strategic decisions and approvals.

A useful technique for completing the strategic case section of the project business case is to build upon the earlier recommended template for each spending objective (Step 2, Action 3) as follows:

Spending objective	Outcome we are seeking to achieve
Existing arrangement	Current situation
Business need	Opportunities and problems associated with the current situation
Potential scope and services	What we need to put in place to address our needs
Potential benefits	The anticipated benefits as a result
Potential risks	The risks that might arise
Potential constraints	The limitations we face
Potential dependencies	The things that must be in place and/or managed elsewhere

Workshop 1 – Case for Change

At least one workshop is recommended for the completion of this section of the Project Business Case, so that the key stakeholders are engaged earlier on, and can challenge and assist in shaping the direction of the project. This may comprise more than one actual workshop depending on need.

The purpose, objectives, key participants and outputs of this workshop are as follows:

Workshop 1	Determining the Case for Change
Objectives	<input type="checkbox"/> To identify and agree spending objectives, existing arrangements, business needs, and potential scope for the project. <input type="checkbox"/> To identify the key service requirements for the project, related benefits and risks, constraints and inter-dependencies.
Key participants	<input type="checkbox"/> Senior Responsible Owner. <input type="checkbox"/> Board Members. <input type="checkbox"/> Project Director. <input type="checkbox"/> Project Manager and team members. <input type="checkbox"/> External stakeholders and commissioners. <input type="checkbox"/> Customer and/or user representatives. <input type="checkbox"/> Technical adviser(s). <input type="checkbox"/> Financial adviser(s). <input type="checkbox"/> Facilitator.
Outputs	<input type="checkbox"/> SMART spending objectives. <input type="checkbox"/> Business needs and potential scope for the project. <input type="checkbox"/> Key benefits and risks, constraints and dependencies.

Checklist for Step 2

There should now be a clear understanding of the project's:

- ☐ spending objectives
- ☐ existing arrangements and related business needs
- ☐ potential scope and service requirements
- ☐ potential benefits, risks, constraints and dependencies

Output from Step 2

The strategic case section of the Strategic Outline Case (SOC) has been completed and must be kept under review.

Step 3: Exploring the preferred way forward

The purpose of the economic case is to identify and appraise the options for the delivery of the project and to recommend the option that is most likely to offer best Value for Money to society, including wider social and environmental effects as well as economic value.

This is achieved in two steps: first, by identifying and appraising a wide range of realistic and possible options (the long-list – Step 3); and second, by identifying and appraising a reduced number of possible options in further detail (the short-list – Step 4).

It should be noted that the 'preferred way forward' for the project emerges from the appraisal of the long-list (Step 3) and the 'preferred option' for the project from the appraisal of the short-list (Step 4).

Completing the first stage of the economic case requires the following:

Step 3	Exploring the preferred way forward
Action 6	Agree critical success factors (CSFs)
Action 7	Determine long-list options and SWOT analysis
Action 8	Recommend a preferred way forward

A facilitated workshop is recommended for the completion of Step 3.

Action 6: Agree critical success factors for the project

Identify and agree the CSFs for the project.

These are the attributes essential for successful delivery of the project, against which the initial assessment of the options for the delivery of the project will be appraised, alongside the spending objectives.

The critical success factors for the project must be crucial, not merely desirable, and not set at a level that could exclude important options at an early stage of identification and appraisal.

Appendix 5

SEMLEP Local Growth Fund 2018 Prioritisation Framework

Criteria	Score Type	Score				
		1	2	3	4	5
Strategic Alignment						
Alignment of the Proposal to LEP Objectives Does the project make an active contribution to SEMLEP's Seven Priorities .	Impact	No alignment with strategic themes	Partial alignment with strategic themes	Limited contribution to one or more strategic theme	Strong contribution to one or more strategic theme	Substantial / transformational contribution to on one or more strategic theme
	Evidence	No evidence provided	Analysis / evidence provides partial support for claims made	Adequate analysis / evidence provided supporting claims	Robust analysis / evidence provided supporting claims	Compelling analysis / evidence provided supporting claims
Contribution to the UK Industrial Strategy	Impact	No alignment with UK Industrial Strategy	Partial alignment with UK Industrial Strategy	Limited contribution to the Five Foundations of Productivity and/or IS Grand Challenges	Strong contribution to one or more of the Five Foundations of Productivity and/or IS Grand Challenges	Substantial / transformational contribution to on one or the Five Foundations of Productivity and/or IS Grand Challenges.
	Evidence	No evidence provided	Analysis / evidence provides partial support for claims made	Adequate analysis / evidence provided supporting claims	Robust analysis / evidence provided supporting claims	Compelling analysis / evidence provided supporting claims
Contribution to the Local Industrial Strategy and emerging SEMLEP priorities	Impact	No alignment with emerging priorities	Partial alignment with emerging priorities	Limited contribution to the emerging priorities.	Strong contribution to one or more of the emerging priorities.	Substantial / transformational contribution to on one or more of the emerging priorities.
	Evidence	No evidence provided	Analysis / evidence provides partial support for claims made	Adequate analysis / evidence provided supporting claims	Robust analysis / evidence provided supporting claims	Compelling analysis / evidence provided supporting claims

Criteria	Score Type	Score				
		1	2	3	4	5
Contribution to the <u>Oxford Cambridge Corridor</u>	Impact	No alignment with Corridor priorities.	Partial alignment with priorities of the Corridor.	Limited contribution to the priorities of the Corridor.	Strong contribution to the priorities of the Corridor.	Substantial / transformational contribution to the priorities of the Corridor.
	Evidence	No evidence provided	Analysis / evidence provides partial support for claims made	Adequate analysis / evidence provided supporting claims	Robust analysis / evidence provided supporting claims	Compelling analysis / evidence provided supporting claims
Contribution to other relevant national policy (Where relevant, please specify)	Impact	No alignment with wider initiatives	Partial alignment with wider initiatives	Limited contribution to identified initiative.	Strong contribution to identified initiative.	Substantial / transformational contribution to identified initiative.
	Evidence	No evidence provided	Analysis / evidence provides partial support for claims made	Adequate analysis / evidence provided supporting claims	Robust analysis / evidence provided supporting claims	Compelling analysis / evidence provided supporting claims
Assessment of Need / Demand						
Evidence of Need / Demand Evidence of which groups require the investment and scale of potential take up	Impact	No need for intervention / adequate alternative provision is available	Limited need for intervention	Need for intervention justified – but limited potential take-up	Need for intervention – good potential level of take-up	Need for intervention – substantial potential take-up
	Evidence	No evidence provided	Limited evidence of need	Evidence of future need provided, based on trend analysis	Evidence of future need provided, based on forecast analysis and/or basic market testing	Evidence of existing need provided supported by robust evidence (e.g. independent market assessment report / in-depth analysis of potential clients)

Criteria	Score Type	Score				
		1	2	3	4	5
Evidence of Market Failure Demonstrate why the project cannot proceed without public sector funding. <i>Refer to the SEMLEP overview of Market Failures</i>	Evidence	No information provided	Rationale to intervene outlined at a high level and/or no supporting evidence provided	Good rationale to intervene provided and/or limited supporting evidence provided.	Very good rationale for intervention provided and outline supporting evidence provided.	Substantial rationale for public sector intervention and evidence of the scale and nature outlined.
Options Assessment Demonstrate that alternative options have been considered and the proposed option is the most appropriate use of public funding.	Evidence	No options assessment provided.	High level options outlined, but no evidence of why the proposed option has been identified.	Reasonable consideration of project options and logical rationale for selection of preferred option is provided.	Detailed overview of project options and selection of preferred option based on Critical Success Factors or similar framework.	Quantified / monetised options appraisal provided, demonstrating the choice of preferred option.
Direct Economic Impacts Quantified direct impacts specified in the pro-forma <i>Assessment of 'reasonable', 'strong' and 'substantial' will be relative to other bids received.</i>	Impact	No impacts identified	Limited direct impacts and/or identified impacts do not align with SEMLEP priorities.	Identified impacts are reasonable and/or have potential for low levels of scheme additionality.	Strong level of impacts expected to be generated with medium-good levels of additionality.	Substantial direct impacts will be generated by the proposals. Net impacts will have a measurable impact on the SEMLEP region.
	Evidence	No evidence provided	Evidence provided is not Green Book compliant	Green Book compliant assessment, including consideration of net impacts, drawing on unverified assumptions. Calculations can be followed and replicated by the appraiser.	Green Book compliant assessment of net benefits, based on verified / established benchmarks and assumptions. Calculations can be followed and replicated by the appraiser.	Independent assessment of Green Book compliant assessment of net benefits, based on verified/established benchmarks and assumptions. Calculations can be followed and replicated by the appraiser.

Criteria	Score Type	Score				
		1	2	3	4	5
Wider Impacts Additional wider benefits associated with the investment <i>Assessment of 'reasonable', 'strong' and 'substantial' will be relative to other bids received.</i>	Impact	No wider impacts identified	Limited wider benefits identified and minimal alignment to LEP priorities.	Reasonable wider benefits identified and good alignment to LEP priorities	Strong wider benefits identified and strong alignment to LEP priorities	Substantial wider benefits identified with strong alignment to LEP priorities
	Evidence	No evidence provided	Impacts described in broad terms only.	Impacts identified in broad terms with some evidence of the intervention logic.	Specific impacts identified with some indication of the potential scale of contribution made by this project. Case supported by a qualitative description of the intervention logic.	Quantified wider impacts identified with robust supporting evidence and intervention logic (inc. verified / established benchmarks and assumptions).
Value for Money: Value of LGF Requested	Evidence	No rationale for level of LGF requested.	Rationale for level of LGF requested, but other funding sources are available.	Clear rationale for level of LGF funding, but availability of alternative sources has not been sufficiently explored.	Clear rationale for level of LGF funding and evidence that alternative funding sources have been explored and are unsuited to this investment.	Rationale for level of LGF requested is clear and no alternative funding is available.
Value for Money: BCR Ratio of benefits to public investment Impact assessment is based on BCR reported by applicant.	Impact	No VfM / BCR provided or poor VfM (BCR below 1)	Reasonable VfM (BCR above 1)	Good VfM (BCR above 2)	Very good VfM (BCR above 4).	Substantial VfM generated (not based on a pre-determined threshold, but high scoring proposals will be allocated this score).

Criteria	Score Type	Score				
		1	2	3	4	5
<p>Evidence assessment will consider the appropriateness of the assumptions used.</p> <p>BCR to be considered for (i) SEMLEP / LGF contribution and (ii) total public cost.</p>	Evidence	No evidence provided	BCR provided with limited supporting evidence / calculations cannot be replicated and/or concerns over assumptions used to inform the assessment.	BCR provided with supporting evidence / possible to replicate VfM. There may be some concerns over the approach adopted / assumptions used, but these to not have a significant impact on the VfM assessment.	BCR provided with supporting evidence and calculations that can be replicated and are considered to be reasonable. High level optimism bias and sensitivity testing provided.	BCR provided with supporting evidence and calculations that can be replicated and are considered to be reasonable. Assessment considers in detail optimism bias and appropriate sensitivity tests (in line with Green Book guidance).
<p>Private Sector Leverage Ratio of private to public investment</p>	Impact	No private sector leverage identified	Modest private sector leverage identified (less than 10% of project cost)	Less than 25% private sector funding.	Less than 50% private sector funding.	Majority private sector funding (more than 50%).
Assessment of Deliverability						
<p>Project Funding Details of match funding</p>	Evidence	<p>Match funders not identified / funding gap greater than 20% of total project cost identified.</p> <p>Funding for revenue related activity is requested.</p>	Match funders identified, but less than 80% of the funding package will be secured on LGF approval	100% of funding sources are identified. On approval of LGF 80% of funding is expected to be in place and process for securing additional funding, in line with the project timetable, have been identified.	All required sources of funding are identified and are expected to be secured at time project approval would be granted.	All required sources of funding are identified and secured at time of the assessment.
<p>Project Costs Detailed project costs</p>	Evidence	No cost information provided.	High level cost information provided.	Detailed cost information provided, basis of cost estimates are unclear.	Detailed cost information provided with supporting evidence / assumptions.	Application is supported by independently verified cost assessment. Cost assumptions are clearly laid out.

Criteria	Score Type	Score				
		1	2	3	4	5
Risk Assessment and Mitigation Consideration of project delivery risks, given delivery timescales including: <ul style="list-style-type: none"> - Funding availability - Planning consents - Design and feasibility assessments - Additional risks 	Impact	No risks considered / identified	High level of risk that project will fail to deliver as outlined in its application. Limited mitigation in place.	Moderate level of risk to project delivery identified / some risk mitigation processes in place.	Based on the information provided, proposed risk mitigation activities and the proposed delivery timescales, the risks to delivery appear minimal	No substantive barriers to delivery identified given the information provided, the proposed risk mitigation activities and proposed delivery timescales.
Project Management Inclusion of a project management plan	Evidence	No project management structures identified	Limited information on management structures provided	Adequate information on management structure provided using untested approach.	Detailed information on management structures provided, Some activity will be new to the lead organisation, but strong capacity to deliver, within the project team.	Detailed information on management structure provided using established structures and processes that have demonstrated effective delivery of projects of this scope and scale.
Project Timescales The nature and scale of proposed activity in light of LGF timescales.	Evidence	No timescales identified and/or project not deliverable by March 2021.	Some timetable information provided but concerns over deliverability	Detailed delivery timetable provided. Potential risks around deliverability (i.e. key milestones are close to March 2021 and/or potential for slippage).	Detailed delivery timetable provided. Timescales appear realistic and project can be delivered within LGF timescales. Some delivery risks have been identified but appropriate mitigation strategies are in place.	Detailed delivery timetable provided. Timescales appear realistic and there are no apparent challenges to delivery within LGF timescales



Criteria	Score Type	Score				
		1	2	3	4	5
State Aid	Evidence	Significant concerns over state aid – must be addressed before project can proceed		Potential concerns over state aid not adequately addressed in pro-forma. Further legal advice required before project can proceed		No state aid concerns or all concerns adequately resolved in pro-forma (including seeking independent legal advice where required)

Appendix 6

2020 Assurance Framework

Release Status: Draft

Author: New Anglia LEP and Suffolk County Council

Date: 31 March 2015; revised 10 May 2016; revised 14 February 2017; revised 27 February 2018, revised 27 March 2019, revised 31 May 2019, revised 25 March 2020.

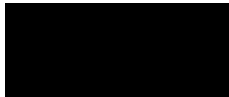

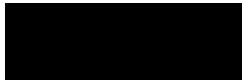
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Revision History - This document has been through the following revisions:

Version No.	Revision Date	Filename/Location stored:	Brief Summary of Changes
1		As above	N/A
2	10/05/2016	As above.	Revisions made to reflect progress on the LEP's governance framework and the processes that underpin this.
3	09/02/2017	As above.	Revisions made in light of the updated National Assurance Framework (published November 2016) and to reflect progress on the LEP's governance framework and the processes that underpin this.
4	27/02/2018	As above	Revisions made to reflect progress on the LEP's governance framework and the processes that underpin this.
5	27/03/2019	As above	Revisions made in the light of the updated National Assurance Framework and to incorporate new policies and practice adopted by the LEP.
6	31/05/2019	As above	Minor additions of information on LEP policies
7	25/03/2020	As above	Revisions to incorporate new programmes, policies and practices adopted by the LEP

Authorisation - This document requires the following approvals:

	Name	Signature	Date
LEP Chair	Doug Field		8/4/2020
Accountable Body	Louise Aynsley		9/4/2020
LEP Chief Executive	Chris Starkie		8/4/2020

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LEP Decision Making

The board is the ultimate decision-making body for the LEP. The board operates through a principle of consensus – that all board members should consent to a decision.

However, there may be occasions where it is not possible to reach a unanimous decision. On these instances the company's Articles of Association provides that a decision may be made by a simple majority.

The LEP board is required to approve the LEP's significant and strategic decisions, including annual budget and business plan and the LEP's Economic Strategy as well as retaining overall responsibility for risk and performance.

It is also responsible for agreeing bids for funding by the LEP, such as bids to the Local Growth Fund and subsequent Growth Deal, requests for funding from the LEP and investment decisions on the Growing Places Fund, other than requests for funding or investment below £500,000 which can be determined by the Investment Appraisal Committee under delegation from the LEP board. All decision-making is made on the basis of access to the application, a detailed appraisal and a clearly argued recommendation with conditions where appropriate.

Delegation of decision making to the LEP chair on any of these areas is permitted through the prior approval of board members. The LEP board also has a mechanism for taking decisions via written procedures.

The LEP board is also the decision-making body for areas covered by its sub-boards and working groups.

Any delegation of decision making by these boards must be agreed by the LEP board. The LEP has an agreed scheme of delegation which can be viewed on our website ([link](#)) and is reviewed annually. Any decision made in contravention of published powers and processes will be invalid.

LEP Staff

The LEP board is supported by the LEP executive, which carries out the actions agreed by the LEP board, provides information and advice to support decision-making and conducts operational activity on behalf of the LEP board. All LEP staff are employed directly by the LEP and directly accountable to the board through the CEO and senior management team. The LEP CEO's performance and remuneration is the responsibility of the LEP's remuneration Committee. All new LEP staff are inducted following a standard process, including familiarisation with LEP policies and processes. LEP staff opportunities are advertised on our website and promoted widely and the LEP follows standard HR practice to ensure a fair recruitment process.

All staff members sign up to the LEP Code of Conduct and declare any conflicts of interest where this is relevant to their job roles.

Scrutiny

Independent scrutiny of the LEP is provided by the scrutiny committees of Suffolk and Norfolk County Councils. Subject to the workload of each committee, the LEP will appear once a year before each of the scrutiny committees, providing an opportunity for independent scrutiny of the LEP.

Scrutiny meetings will be publicised in advance on the LEP website, along with the agendas and minutes of the meetings. In addition to the two annual scrutiny committee meetings, the LEP also makes itself available to other local authority scrutiny sessions on request.

Evaluation

The LEP has developed its own [evaluation framework](#), based on central government guidance.

This has been enhanced with a three-year programme of evaluation covering its programmes and projects, including impact, process and economic (cost benefit) evaluations. This framework has been shared with other LEPs to help inform their thinking on evaluation.

The LEP board agreed in January 2020 to develop a call-on, call-off list of external providers who will provide support the delivery of the evaluation framework, bringing independent evaluation, external expertise and fulfilling contractual requirements of some of the LEP's funding.

The programme of evaluation will be reviewed and updated on an annual basis. This includes: an overview of what will be evaluated by when; whether the evaluation will be conducted internally or externally commissioned; whether the evaluation is a contractual requirement; the chosen evaluation approach; who is leading the evaluation; who the evaluation will report back to; and records the data being collected and monitored.

Evaluations play an important role in setting and delivering the ambitions and objectives in the Economic Strategy and Local Industrial Strategy, demonstrating accountability and providing evidence for independent scrutiny processes. Good evaluations also contribute valuable knowledge towards our evidence base, feeding into future strategy development and occupying a crucial role in determining our future projects, interventions and investments.

Growing Business Fund

Background

The Growing Business Fund is a grant fund which has been run by New Anglia LEP since April 2013. The fund was initially supported by the Regional Growth Fund, with £12m awarded from Rounds 3 and 4 of the funding. In 2015 the New Anglia LEP secured an additional £25.57m by 2021 from the Local Growth Fund through the Growth Deals. The Fund provides grants between £25,000 and £500,000 to local businesses across Norfolk and Suffolk.

The need for such a programme was identified through feedback from SMEs in the region which were unable to access 100% of finance for expansion projects through traditional finance routes. The fund supports the capital costs of expansion by the businesses, up to the maximum allowable contribution under General Block Exemption Regulations (GBER) Articles 14, 17, and 19, of up to 20% of the costs of the project for small businesses employing fewer than 50 people.

Medium-sized businesses can receive funding of up to 10% towards the project cost or 20% if regulated by De Minimis, but no more than equivalent of EUR200,000 around £171k (official exchange rate as of January 2020).

Any previous public sector funding, awards, tax reliefs or benefits regulated by De Minimis received over a three-year fiscal period must be cumulated in such an award. SMEs based in an Assisted Area may apply for an additional 10% of funding. Large businesses based in an Assisted Area of Norfolk or Suffolk may apply for funding for up to 10% of the total project cost for a new activity in the area.

All successful applicants should create new jobs at the rate of one new full time equivalent (FTE) job per £20k of grant awarded, although grants can also be awarded to businesses showing significant growth and increases in productivity without the need for direct job creation. Jobs are profiled to be created over a period of up to five years, but the majority are anticipated within the first two years after grant award.

Applicants must secure all match funding from private sources only, including other finance, company funds or investment. No other public funding is accepted as match funding for the proposed expansion project.

Under current delivery arrangements the fund is exceeding its job and match funding targets.

Processes

- The Growing Business fund is open to any local business meeting the grant programme eligibility criteria. Applicants must be an existing SME business or a large business in an Assisted Area.
- The programme operates on an 'open call' basis, encouraging applicants to come forward at any time of the year.
- Projects must be related to growth of the business and involve new capital costs
- Jobs should be created at the rate of one new FTE job per £20k grant awarded. Cost to the employer for each new job must exceed £20k to ensure value for money is achieved and there is no subsidisation of the individual jobs.
- In the case of applications for innovation and productivity measures, projects must clearly demonstrate growth and an increase in productivity as a result of the grant funding.
- Match funding must come from private sources.
- Businesses must not be pre-revenue or start-ups.
- Projects must be viable, supported by a robust business plan and represent effective use of public funds, representing good value for money for the investment made.

- The fund should not be used where sufficient funding already exists, nor on a retrospective basis

The project application, decision-making and delivery stages are as follows:

Application

- Enquiry – all enquiries are dealt with by New Anglia Growth Hub
- Expression of Interest Form. Gateway assessment conducted to judge eligibility for funding, including a business size status, match funding and sector.
- Full application form issued if gateway assessment successful.
- Independent project appraisal, including financial viability assessment conducted by Finance East, partners to the programme.
- Recommendation for Growing Business Fund panel completed.

Decision-making

- Grant applications are considered by the Growing Business Fund Panel at monthly panel meetings and electronically in between if necessary. Decision-making reviews financial position, deliverability evidence of need and fit within public funding realm.
- Decision plus conditions if relevant conveyed to applicant through legal grant award letter issued by Suffolk County Council as the Accountable Body.

Delivery, claims and monitoring

- Applicant accepts grant offer and project commences. Claim form provided to applicant. Claims submitted to SCC casework team for approval and payment.
- Payments are made against evidence of expenditure, but without application of an intervention rate – payments are made on a one-to-one basis, with further project spend monitored until completion. Payments made through SCC financial systems, approved by SCC Programme Manager.
- Ongoing monitoring of targeted outputs – job creation and private match funding until achieved. Monitoring visit completed by SCC Casework team following final claim by project.
- Clawback procedure in place for failure to achieve outputs or expenditure irregularities.

Governance

The Growing Business Fund is delivered through a casework team of SCC employees seconded to the LEP including an SCC Programme Manager. The PM is supported in this role by the LEP Programmes Manager and LEP Head of Programmes.

The LEP's Programmes Coordinator manages the day-to-day delivery of the programme, promotes the scheme and engages with key stakeholders and delivery partners.

Project approvals are only made through majority decision by the Growing Business Fund Panel, which comprises an independent chair, and representation from the New Anglia LEP Board and Norfolk and Suffolk businesses.

Decisions are recorded in the LEP's decision log, which is published for every LEP board meeting.

Accountability

Suffolk County Council is the Accountable Body for the programme on behalf of the LEP.

The casework team are SCC employees seconded to the LEP. SCC provides the financial systems and support to release grant payments to projects, utilising existing financial procedures.

Payments are approved by the Programme Manager to show a separation of duties between the assessment and payment stages.

All grants issued are subject to State Aid rules and are scrutinised at an early stage of the process by the LEP, Finance East, and SCC to ensure compliance with available legislation. Grants must fall within GBER or De Minimis regulations and only be awarded to SMEs based in Norfolk or Suffolk or to large businesses based within an Assisted Area in Norfolk or Suffolk. Applicants are advised that projects are subject to review by the EU and of the implications should an Aid be considered illegal, including the requirement to repay the funding with interest chargeable.

Resources

New Anglia LEP Business Programmes Coordinator

SCC Programme Manager (F/T)

Casework Team (6xF/T)

SCC Finance Team

New Anglia LEP Programmes Manager

New Anglia LEP Head of Programmes

Small Grant Scheme

Background

The Small Grant Scheme (further after – the programme or the SGS) is a grant fund that has run by New Anglia LEP since August 2013. The programme is currently part of the New Anglia Business Growth Programme supported by £12.48m from the European Regional Development Fund. It provides grants between £1,000 and £25,000 to local businesses across Norfolk and Suffolk.

The SGS covers a gap in the market and there is a clear need for this type of scheme, identified by an ‘in-depth’ consultation with a wide range of organisations. The SGS is derived from other successful grant schemes and has been set up to provide an innovative package of discretionary capital and revenue grant-based support for SMEs, integrated with and complementary to the other New Anglia Growth Hub products and the Growing Business Fund. The programme supports SMEs through the provision of grants to assist them to grow and expand, employ new staff, introduce new products and services, improve productivity or efficiency, increase their competitiveness etc.

Small businesses employing less than 50 people may apply for up to 20% of the costs of the project under General Block Exemption Regulations (GBER) Articles 14, 17, 18 and 19. Medium sized businesses may apply for funding of up to 10% towards the project cost or 20% if regulated by De Minimis regulations (EUR 200,000 is a maximum amount of all De minimis aid a business may receive over a three-year fiscal period). SMEs based in an Assisted Area may apply for an additional 10% of funding.

Successful applicants must be able to explain how their business will benefit from a grant and what will happen if they do not receive funding. They must also be able to secure the remaining funding needed for their proposed project from private sources (private finance, company funds or investment, bank loans etc.). Funding from public sources, eg government, local authorities, lottery funding, is not accepted as match funding for the SGS.

Processes

- The SGS is open to small and medium-sized businesses across Norfolk and Suffolk meeting the grant programme eligibility criteria.
- The programme operates on an ‘open call’ basis while funding is available.
- Projects must be related to growth or expansion or introduction of a new product/service, or improvement of productivity/efficiency.
- Match funding must come from private sources.
- Projects must be viable, supported by a robust business plan/ forecast and represent effective use of public funds, demonstrating good value for money in terms of deliverables and impact.
- The fund should not be used where sufficient funding already exists.

Application

- Enquiry – all enquiries are dealt with by New Anglia Growth Hub
- Application – assessment conducted by the Growth Hub to judge eligibility for funding
- Assessment – independent project appraisal, including financial viability assessment conducted by New Anglia’s Due Diligence Officer
- Recommendation for SGS Panel completed.

Decision making

- Grant applications are considered by the SGS Panel electronically as and when they are ready.
- Decision and conditions (if relevant) are conveyed to the applicant through a legal grant award letter (Offer Letter) issued by Suffolk County Council (SCC).

Delivery, claims and monitoring

- Having signed and returned the Offer Letter to SCC, the Applicant may commence its project.
- Having invested all the project costs, the Applicant may submit only one claim (a claim form template is part of the Offer Letter) to an MGS caseworker at SCC for approval and payment.
- Grant payments are made against evidence of all expenditure through SCC financial system, approved by SCC Programme Manager.
- Ongoing monitoring of targeted outputs (if apply) – job creation and/or introduction of a new product/service and/or improvement of productivity or efficiency until achieved. A possible monitoring visit completed by an MGS caseworker following completion of the project.
- Clawback procedure in place for not complying with the requirements.

Governance

The SGS is delivered by New Anglia LEP, Suffolk Chamber of Commerce (Growth Hub), Nwes and Suffolk County Council.

New Anglia LEP employs the Business Growth Programme Coordinator to manage day-to-day delivery of the SGS, as well as other elements of New Anglia Business Growth Programme, promote the SGS and engage with key stakeholders and delivery partners. The Coordinator is supported by the Administrator, the Finance and Compliance Officer, the LEP Programmes Manager and Head of Programmes.

All SGS enquiries are being dealt with by New Anglia Growth Hub. Due diligence of grant applicants is completed by the New Anglia Due Diligence Officer.

Grant decisions are only made by majority of the SGS Panel which comprises of one representative from each of the following organisations: the LEP, Norfolk and Suffolk County Councils. Offer Letters are issued and claims are checked and paid by a SGS caseworker at SCC that is supported by SCC Programme Manager.

Accountability

New Anglia LEP is the Accountable Body for the SGS and the New Anglia Business Growth Programme as a whole. Our partner organisations Suffolk Chamber of Commerce (Growth Hub), Nwes, Menta, SCC and others are actively promoting the SGS. SCC provides the financial systems and support to release grant payments to grant applicants, utilising existing financial procedures.

All grants issued are subject to State Aid rules and are scrutinised at an early stage of the process by the Growth Hub, LEP, Nwes and SCC to ensure compliance with available legislation. Grants must fall within GBER (Articles 14, 17, 18 or 19) or De Minimis regulations and only be awarded to SMEs based in Norfolk or Suffolk. Applicants are advised that their projects are subject to review by the EU and of the implications should an aid be considered illegal, including the requirement to repay the funding with interest chargeable.

Resources

New Anglia LEP:

- Growth Programme Coordinator (F/T); GP Administrator (F/T); GP Finance & Compliance Officer (F/T); Due Diligence Officer (F/T);
- Supported by the LEP's Programmes Manager and LEP's Head of Programmes.

Suffolk Chamber of Commerce (Growth Hub):

- 17 F/T staff (8 Business Advisers, 1 Marketing and Communications Coordinator, 2 Events Coordinator, 2 Business Support Officer, 2 Business Growth Support Advisers, 1 Office Manager 1 GH Manager)
- 1 P/T Business Adviser

Suffolk County Council:

- 2 Caseworkers – F/T;

Supported by Programme Manager and Finance Team.

Growing Places Fund

Background

The Growing Places Fund (further after the programme or GPF) is a recycling loan fund which has been run by New Anglia LEP since 2012.

The fund was designed to address the problems facing stalled developments, by providing financial support towards costs such as site infrastructure, services or access.

The fund operates predominantly as a loan fund, but some funding is available for smaller grants to support regionally significant cultural and tourism projects where a GPF grant secures a major match funding contribution.

Processes

The Growing Places Fund is open to public and private applicants. The fund now stands at a total allocation of approximately £32 million which has been matched by in excess of £280 million from public and private sources. The Fund has committed more than £25 million on 28 capital investment projects and has supported seven sector developments. The fund remains open to applications and has a pipeline of projects for consideration.

The project application, decision-making and delivery stages are as follows:

Application

- Initial enquiry received. The programme operates on an open call basis with the funding opportunity promoted through the LEP's website and wider marketing opportunities.
- Full application completed following discussion with LEP.
- Project appraisal and due diligence conducted by independent consultants.
- Decision or recommendation by the Investment Appraisal Committee to the LEP board completed.

Decision making

- Projects will be debated by the Investment Appraisal Committee which makes decisions on amounts below £500k or recommendations to the main New Anglia LEP board for amounts above this at monthly LEP board meetings. Decision-making incorporates value for money, ratio of funding to jobs created, security of loan.
- Decision plus conditions if relevant conveyed to applicant
- Bespoke loan/grant agreement set up for each project in conjunction with Accountable Body legal team and signed off by the Accountable Body.

Delivery, claims and monitoring

- Loan agreement confirms payment release mechanisms (retrospective on project spend or works done).
- Loan agreement incorporates claim form, which should be reviewed by both LEP and Suffolk County Council officers to ensure eligibility and compliance with award conditions.
- Payments are subject to standard Accountable Body (Suffolk County Council) accounting procedures and systems. Expedited payment system (The Clearing House Automated Payment Scheme (CHAPS)) available, if necessary, to provide rapid payment. Final sign-off of payment by the Section 151 Officer.
- Ongoing monitoring of targeted outputs and other project outcomes.

Governance

The Growing Places Fund is delivered through a Senior Programme Coordinator, employed by the LEP. The Coordinator also delivers case work and is supported in this role by the LEP Head of Programmes.

Project approvals are only made through majority decision by the LEP's Investment Advisory Committee or Board following consideration of the application for funding and the recommendation made by the Programme Coordinator.

An independent appraisal of each project is conducted in line with Green Book techniques and an initial level of due diligence is carried out on the applicant. Deliverability, leverage, regional or local economic significance and value for money are key areas that any project has to score highly to gain investment from the fund.

Requests for payment are submitted by the applicant as a formal claim process, reviewed by the LEP and by Suffolk County Council and signed off by the appropriate officer at Suffolk County Council on behalf of the Accountable Body.

Accountability

Suffolk County Council is the Accountable Body for the programme.

Suffolk County Council provides the legal support to prepare suitable loan or grant documentation for each approved project. This support is reimbursed at cost by the programme.

All loans and grants issued are subject to State Aid rules and are scrutinised by SCC at an early stage of the process to ensure compliance with available legislation. The majority of loans are issued at or equivalent to a commercial rate of interest to ensure they cannot be considered to be an Aid. Applicants are advised that projects are subject to review by the EU and of the implications should an Aid be considered illegal, including the requirement to repay the funding with interest chargeable.

Resources

New Anglia LEP Senior Growing Places Coordinator (F/T)

New Anglia LEP Head of Programmes

SCC Finance Team

Principal 2020/21 Growing Places Fund operational variances

The fund will be delivered in 2020/21 in accordance with the current procedures and operational methodology. The only changes to the delivery process are:

- Ensuring future projects support the objectives of the Economic Strategy for Norfolk and Suffolk.
- Revised annual allocation agreed in order to meet demand.

Growing Business Fund – Large Company Grant

Background

The majority of applications for grant funding from Norfolk and Suffolk businesses can be serviced adequately from existing programmes, including the Growing Business Fund, Small Grant Scheme and the recently introduced Innovative Projects Fund. The Growing Places Fund has also provided grant interventions of up to £500k to a number of regionally significant cultural and tourism projects, and projects with a local socio and economic impact.

However, on occasion, some regionally significant projects cannot be supported through standard grant mechanisms. Usually this is because applicants are classified as large companies or because the intervention requested exceeds the limits of existing grant schemes.

To enable the LEP to consider occasional applications for funding for projects out of scope for existing programmes, the LEP Executive has introduced the GBF Large Company Grant programme.

Processes

Funding for the Large Company Grant programme comprises a budget of £2.5m to cover the financial years 2019/20 and 2020/21, secured by releasing capacity within the Growing Places Fund budget, part of the overall Growth Deal allocation. The likelihood is that a very small number of projects could be supported, perhaps three or four from the budget allocation.

Commitment levels will be kept under review and any unallocated funds will be re-allocated to the Growing Places Fund or the Growing Business Fund to ensure the budget allocation for each year is fully spent.

Decision making

The programme will be built around the high-level criteria and intent of the existing Growing Business Fund. This means projects must meet at least the following criteria to be eligible for any grant support:

- Applicants must be established and growing businesses, substantially based in Norfolk or Suffolk, or in the case of inward investment projects, with a firm commitment to relocate to the region and meeting all other criteria.
- Grants must be used to support and invest in the expansion and growth of the business.
- Certain sectors, including primary agriculture, retail, care and health sectors are not eligible.
- Projects must be expecting to create new jobs, preferably at the ratio of one job per £20k of grant received. Productivity and innovation measures could also be eligible.
- Jobs created should be full-time and expected to last 12 months or more.

Additional criteria for the new Large Company Grant programme will be very specific. This is principally because projects will need to meet strict State Aid legislation to be able to be supported by the LEP.

Projects must therefore be able to satisfy the following:

- Maximum grant intervention will be a maximum of 15% of the overall project costs. The preferred award size will be no more than 10%, in line with GBF guidelines for projects within assisted areas.
- Projects must be designed to increase productivity, and this should be measurable.
- Projects must involve and benefit the local supply chain
- Inward investments from outside the region may be considered but should meet all other criteria, including identified capital costs beyond the costs of relocation.
- Projects should not normally be located in an Assisted Area (potentially supportable under GBF)

Funding priorities

Priority for support will be given to companies at risk of relocation outside of the region.

In addition, projects must broadly reflect the delivery priorities of the Growing Business Fund, which is designed to support growth and job creation in businesses across Norfolk and Suffolk.

Successful applications must reflect LEP priority sectors and should contribute to the key objectives of the Economic Strategy.

Governance

Applications up to £500k can be approved by the Investment Appraisal Committee. Requests in excess of £500k must be approved by the full LEP board.

All successful applications will receive a formal grant offer issued by Suffolk County Council as the accountable body for the LEP. The grant offer will accommodate standard conditions and measures, including claiming grant, monitoring and reporting and clawback of grant if necessary.

Accountability

As per the Growing Business Fund.

Innovative Projects Fund

Background

An important source of revenue funding comes from our Enterprise Zones. Under the Enterprise Zone legislation, the LEP is entitled to retain 100 per cent of additional business rates generated by the zones for a period of 25 years.

Under agreements reached with our local authority partners, this funding is split on each site into three pots.

- Pot A is retained by the district and county authorities to ensure they are not at a financial disadvantage from the zone. Without EZ status, they would have ordinarily retained a portion of the income.
- Pot B is set aside to accelerate development of the zone and is managed by the local authorities and the LEP.

- Pot C is ring fenced by the LEP to invest in supporting economic growth and in the delivery of the LEP's Economic Strategy.

In January 2017, the LEP board agreed that a portion of funding from Pot C should be set aside to support innovative projects by external partners to deliver the Economic Strategy and Local Industrial Strategy. The Innovative Projects Fund (IPF) was created.

The first call took place in August 2018 with an approved annual allocation of £500k. Following the outcome of the first call, local authority partners in Norfolk and Suffolk indicated interest in matching New Anglia LEP's future allocations of the Innovative Projects Fund through their respective pooled business rates. This resulted in a £1.5 million pot being made available to prospective projects under a 2019/20 call.

Processes

The Innovative Projects Fund is promoted through the LEPs website and wider marketing opportunities and networks. The Innovative Projects Fund is open to public and private applicants located from within the New Anglia LEP area. Preference is that projects bidding for funds from the 2019/20 Innovative Projects Fund are regional in nature. However, this does not preclude countywide or locality-based projects from being supported.

As part of the assessment process, projects that can clearly demonstrate direct links to delivering elements of the Economic Strategy, and, in particular, growth of LEP ambitions, themes, sectors and key growth locations will be prioritised. For example, projects relating to energy, agri-food, ICT/ digital and creative industries with clear and demonstrable outputs will be prioritised.

Cross-sector collaborations, where specialist skills in one sector can drive innovation and growth in another? are of particular interest. Proposals for revenue funding to accelerate the impact of LEP capital schemes are also considered. Transport feasibility studies are not supported through this fund.

Additionally, all projects must be:

- State Aid compliant
- Able to demonstrate their contribution to the delivery of the Economic Strategy and Call Focus through direct and indirect outputs.
- Able to demonstrate the need for funding and the additionality achieved by the funding.

The project application, decision-making, and delivery stages are as follows:

Application

- Initial enquiry received via the Programmes Team.
- Initial project enquiry and applicant contact information is recorded.
- Application form sent to applicant.
- Full application completed by applicant and submitted following discussion with LEP.

Decision making

Once submissions have been received, applicants may be required to respond to queries about their projects from the LEP programmes team as part of the shortlist process.

Applications will then be subject to a full appraisal by an independent consultant.

The appraisal will be in accordance with HM Treasury Green Book principles of viability, value for money, achievability, affordability and need. As such, projects will be scored on a competitive basis against the following criteria:

- Demonstration of clear fit with the Economic Strategy and Local Industrial Strategy.
- Additionality. How is this more than business as usual? The fund should not replace core funding.
- Value for money. Can the project demonstrate this is good use of public money?
- Leverage. What additional funding, public or private or in-kind support does the project generate?
- Impact. What will the project actually deliver and how innovative is the proposal?
- Sustainability. What will happen when the funding ends?

Key areas will be scored 1-5 for each project, with 5 being the highest.

The New Anglia LEP Investment Appraisal Committee (IAC) considers all applications at its scheduled meetings and determines whether to approve or reject each of the Innovative Projects Fund applications. A decision plus any conditions (if relevant) will be conveyed to the applicant.

Delivery, claims and monitoring

All projects approved for funding will be subject to an offer letter and/or agreement drawn up in conjunction with the LEP's Accountable Body, Suffolk County Council. The agreement/ offer letter will include the cycle of anticipated drawdown of funding and the outputs expected to be generated by the project plus any conditions laid down by the Investment Appraisal Committee. The process is then as follows:

- Having signed and returned the Offer Letter to SCC, the Applicant may commence its project.
- Having invested agreed project costs, the Applicant may submit claims in line with its claim schedule (a claim form template is part of the Offer Letter) to the project caseworker at the LEP for approval and payment.
- Grant payments are made against evidence of all expenditure through the SCC financial system, approved by SCC Programme Manager.
- Ongoing monitoring of targeted outputs (if apply) – job creation and/or introduction of a new product/service and/or improvement of productivity or efficiency until achieved. A possible monitoring visit completed by the LEP caseworker following completion of the project.
- Clawback procedure in place for not complying with the requirements.

Governance

The Innovative Projects Fund is delivered by the Project Coordinator, employed by the LEP. The Project Coordinator is supported by the LEP Head of Programmes.

A partnership arrangement between the LEP's IAC and the two local authorities has been put in place to consider eligible applications for funding. An IPF Panel has been created comprising two private sector members of the IAC and two local authority representatives from Norfolk and two from Suffolk, selected by their respective leaders' groups. The two private sector members in attendance at the IPF panel will have delegated authority from the board to approve projects up to £500,000.

Project approvals are only made through majority decision at a meeting of the partnership between the LEP's Investment Appraisal Committee and the two local authorities, following consideration of the application for funding and the recommendation made by the LEP Head of Programmes, following the appraisal process (outlined above).

Requests for payment are submitted by the applicant as a formal claim process, reviewed by the LEP and by Suffolk County Council and signed off by the Section 151 Officer at Suffolk County Council.

The performance of the Innovative Projects Fund is monitored by the LEP's Management Committee, to ensure it is delivered appropriately and within acceptable risk tolerances.

The Management Committee also monitors the spend profile. Performance of the programme is also reported to and monitored by the LEP board through regular board reports.

Accountability

New Anglia LEP is the Accountable Body

SCC provides the financial systems and support to release grant payments to grant applicants, utilising existing financial procedures.

Suffolk County Council provides the legal support to prepare suitable grant documentation for each approved project. This support is reimbursed at cost by the programme.

Resources

New Anglia LEP Project Coordinator (P/T)

New Anglia LEP Head of Programmes

SCC Finance Team

Appendix 7

Question 1. Need or challenge

What is the business need, technological challenge or market opportunity behind your innovation?

Describe or explain:

- the main motivation for the project
- the business need, technological challenge or market opportunity
- the nearest current state-of-the-art, including those near market or in development, and its limitations
- any work you have already done to respond to this need, for example if the project focuses on developing an existing capability or building a new one
- the wider economic, social, environmental, cultural or political challenges which are influential in creating the opportunity, such as incoming regulations, using our [Horizons tool](#) if appropriate

Question 2. Approach and innovation

What approach will you take and where will the focus of the innovation be?

Describe or explain:

- how you will respond to the need, challenge or opportunity identified
- how you will improve on the nearest current state-of-the-art identified
- whether the innovation will focus on the application of existing technologies in new areas, the development of new technologies for existing areas or a totally disruptive approach
- the freedom you have to operate
- how this project fits with your current product, service lines or offerings
- how it will make you more competitive
- the nature of the outputs you expect from the project (for example report, demonstrator, know-how, new process, product or service design) and how these will help you to target the need, challenge or opportunity identified

You can submit one appendix to support your answer. It must be a PDF and can be up to 2 pages long. The font must be legible at 100% zoom.

Question 3. Team and resources

Who is in the project team and what are their roles?

Describe or explain:

- the roles, skills and experience of all members of the project team that are relevant to the approach you will be taking
- the resources, equipment and facilities needed for the project and how you will access them
- the details of any vital external parties, including sub-contractors, who you will need to work with to successfully carry out the project
- if your project is collaborative the current relationships between project partners and how these will change as a result of the project
- any roles you will need to recruit for

You can submit one appendix describing the skills and experience of the main people working on the project to support your answer. It must be a PDF and can be up to 4 pages long. The font must be legible at 100% zoom.

Question 4. Market awareness

What does the market you are targeting look like?

Describe or explain:

- the markets (domestic, international or both) you will be targeting in the project and any other potential markets
- the size of the target markets for the project outcomes, backed up by references where available
- the structure and dynamics of the target markets, including customer segmentation, together with predicted growth rates within clear timeframes
- the target markets' main supply or value chains and business models, and any barriers to entry that exist

- the current UK position in targeting these markets
- the size and main features of any other markets not already listed

If your project is highly innovative, where the market may be unexplored, describe or explain:

- what the market's size might to be
- how your project will try to explore the market's potential

Question 5. Outcomes and route to market

How are you going to grow your business and increase your productivity into the long term as a result of the project?

Describe or explain:

- your current position in the markets and supply or value chains outlined, and whether you will be extending or establishing your market position
- your target customers or end users, and the value to them, for example why they would use or buy your product
- your route to market
- how you are going to profit from the innovation, including increased revenues or cost reduction
- how the innovation will affect your productivity and growth, in both the short and the long term
- how you will protect and exploit the outputs of the project, for example through know-how, patenting, designs or changes to your business model
- your strategy for targeting the other markets you have identified during or after the project

If there is any research organisation activity in the project, describe:

- your plans to spread the project's research outputs over a reasonable timescale
- how you expect to use the results generated from the project in further research activities

Question 6. Wider impacts

What impact might this project have outside the project team?

Describe, and where possible measure the economic benefits from the project to

- external parties, including customers
- others in the supply chain
- broader industry
- the UK economy, such as productivity increases and import substitution

Describe, and where possible measure:

- any expected impact on government priorities
- any expected environmental impacts, either positive or negative
- any expected regional impacts of the project

Describe any expected social impacts, either positive or negative on for example:

- quality of life
- social inclusion or exclusion
- jobs, such as safeguarding, creating, changing or displacing them
- education
- public empowerment
- health and safety
- regulations
- diversity

Question 7. Project management

How will you manage the project effectively?

Describe or explain:

- the main work packages of the project, indicating the lead partner assigned to each and the total cost of each one
- your approach to project management, identifying any major tools and mechanisms you will use to get a successful and innovative project outcome
- the management reporting lines

- your project plan in enough detail to identify any links or dependencies between work packages or milestones

You can submit a project plan or Gantt chart as an appendix to support your answer. It must be a PDF and can be up to 2 pages long. The font must be legible at 100% zoom.

Question 8. Risks

What are the main risks for this project?

Describe or explain:

- the main risks and uncertainties of the project, including the technical, commercial, managerial and environmental risks, providing a risk register if appropriate
- how you will mitigate these risks
- any project inputs that are critical to completion, such as resources, expertise, data sets
- any output likely to be subject to regulatory requirements, certification, ethical issues and so on, and how you will manage this

You can submit a risk register as an appendix to support your answer. It must be a PDF and can be up to 2 pages long. The font must be legible at 100% zoom.

Question 9. Added value

What impact would an injection of public funding have on the businesses involved?

Describe or explain if your project could go ahead in any form without public funding and if so, the difference the public funding would make, such as a faster route to market, more partners or reduced risk.

Explain the likely impact of the project on the businesses of the partners involved.

Explain why you are not able to wholly fund the project from your own resources or other forms of private-sector funding, and what would happen if the application is unsuccessful.

Describe how this project would change the nature of R&D activity the partners would undertake, and the related spend.

Question 10. Costs and value for money

How much will the project cost and how does it represent value for money for the team and the taxpayer?

In terms of project goals, describe or explain:

- the total eligible project costs for the proposal
- the total grant amount you are requesting and how each partner will finance their contributions to the project
- how this project represents value for money for you and the taxpayer
- how it compares to what you would spend your money on otherwise
- the balance of costs and grant across the project partners
- any sub-contractor costs and why they are critical to the project