

York, North Yorkshire and East Riding Enterprise Partnership



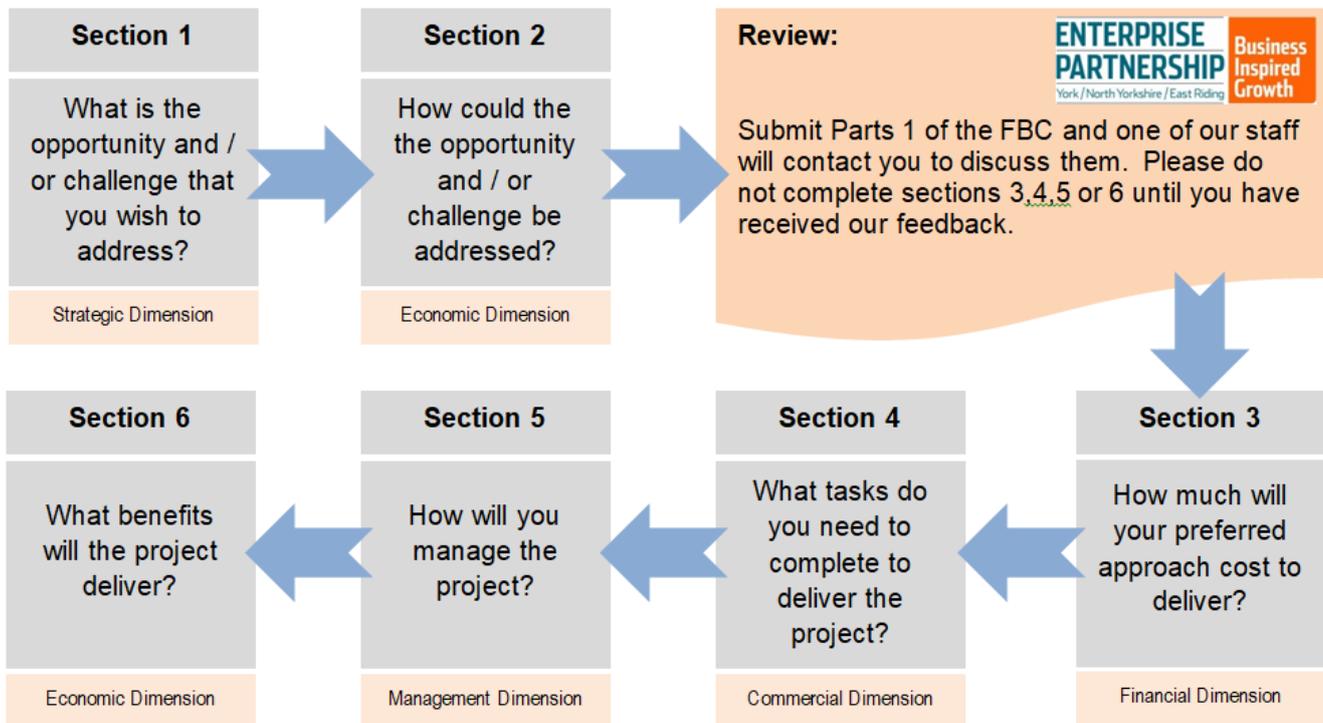
Full Business Case template

Guidance:

This document contains the Full Business Case (FBC) that all applicants must complete when seeking a loan or grant from the York, North Yorkshire and East Riding Enterprise Partnership (the LEP). Our FBC is based on the Green Book published by HM Treasury. The Green Book sets out how public sector organisations should analyse the following five dimensions when appraising applications for funding:

- **Strategic dimension:** *What is the case for change, including the rationale for intervention? What is the current situation? What is to be done? What outcomes are expected? How do these fit with wider government policies and objectives?*
- **Economic dimension:** *What is the net value to society of the intervention compared to continuing with business as usual? What are the risks and their costs, and how are they best managed? Which option offers the optimal value in terms of economic, environmental and societal benefits?*
- **Commercial dimension:** *Is the project commercially viable? Is there clear demand for it? How will suppliers be procured and how will risks be managed?*
- **Financial dimension:** *What is the impact of the proposal on the public sector budget in terms of the total cost of both capital and revenue? Are costs clear and appropriate?*
- **Management dimension:** *Are there realistic and robust delivery plans? How can the proposal be delivered?*

The FBC is designed to allow you to address these areas, and our appraisal template tests the extent to which applications perform well on the five dimensions. Our FBC is laid out to reflect the way that we would like applicants to develop projects. The diagram below summarises the logic model approach that we have adopted.



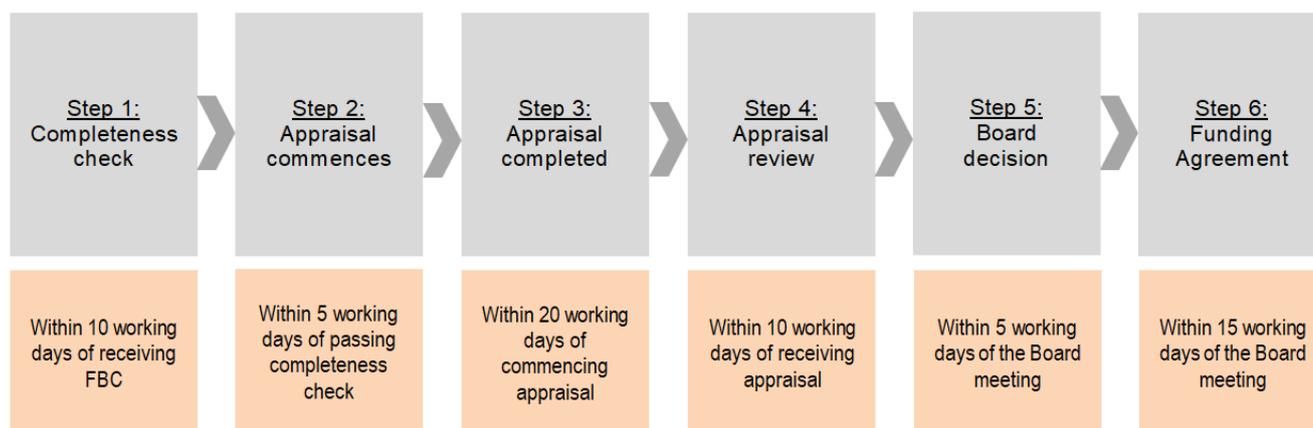
We want you to present your project in the way it has been developed – starting with a description of the challenge and / or opportunity you want to address and ending with the benefits that your preferred approach could deliver.

We have added prompts to each question in italics to try and help convey exactly what we want you to cover in response. However, if you are unsure how best to respond to particular questions please contact the member of the team that shared this document with you. Please answer all of the questions in this form as thoroughly as you can but try not to exceed our recommended **word limit of 400 words per question**.

Please note that you need to submit Sections 1 and 2 to us for review before completing the remainder of the FBC. This is to enable us to understand the challenge and/or opportunity that you wish to address and test the proposed measures of success and option analysis. We may ask you to amend the measures of success and your preferred option based on our knowledge of other activities in the LEP area.

When you are ready to submit the application please check that you have all the documents listed in Appendix 1 and then email the FBC, and the required supporting documents, to the Development Manager assigned to you.

Once you have submitted your FBC we will work to the following process:



Step 1 – Completeness check: we will check that you have answered all questions thoroughly and provided all supporting documents **within 10 working days** of you submitting the FBC.

Step 2 – Appraisal commences: we will issue the FBC and supporting documents to an independent consultant **within 5 working days** of confirming that the FBC is complete.

Step 3 – Appraisal completed: we give our independent appraisers **20 working days** to complete their report. Please note that 20 days can only be achieved if there are not major queries, or you reply quickly to such queries.

Step 4 – Appraisal review: once we receive the independent appraisal report we will review it and identify whether it is ready to schedule for a Board meeting **within 10 working days**. We will contact you and inform you of when your project will be reviewed by our Board. If the appraisal report identifies significant issues that require further work we will contact you and ask you to address them before re-submitting the FBC.

Step 5 – Board decision: we will inform you of the Board decision within **5 working days** of the meeting.

Step 6 - Funding Agreement: we will aim to submit the draft Funding Agreement within **15 working days** of the Board meeting. Please note that we will need you to have submitted all documents listed in Appendix 1, and we may identify additional documents that you will need to provide before we can issue the Funding Agreement. In order to achieve the 15 day timescale we will therefore need your prompt response to any queries.

Please note this important guidance:

- **Please do not complete or submit this Full Business Case unless you have discussed the project with one of our team. We only have limited funding available and are not in a position to support speculative applications.**
- **We will undertake a credit check on your organisation before the appraisal of your application commences. We are unable to provide loans or grants to organisations that appear to be in financial difficulty.**

Background details:

Please provide details of the project location.	
Address:	
Postcode:	
Local Authority areas that your project will benefit:	Craven / East Riding / Hambleton / Harrogate / Richmondshire / Ryedale / Scarborough / Selby / York / Whole of York, North Yorkshire & East Riding LEP area

Please provide details of your organisation.	
Organisation name:	
Organisation address:	
Legal structure:	

Please provide details of your main contact regarding this application.	
Name of main contact:	
Job title:	
Email address:	
Phone number:	

If your organisation is a company please provide the following information.	
Company Registration Number:	
Period that your accounting year covers:	Day/Month to Day/Month
Year that last published accounts cover:	Day/Month/Year to Day/Month/Year
Number of full-time equivalent (FTE) staff:	
Turnover:	£
Balance Sheet total:	£
If you are part of a Group of companies please provide details here:	Yes / No
If you have a Parent Company please provide their name and company registration number here:	

Stage 1 – What is the challenge and/or opportunity you plan to address?

1.1 – What is the challenge and/or opportunity that you want to address?

Please describe the challenge and/or opportunity that you want to address and provide evidence to support the existence of the challenge and/or opportunity. Please think about what you are ultimately trying to address. In practice you may want to address a mixture of a challenge and an opportunity. The challenge could be classed as a market failure which is when market mechanisms alone cannot achieve economic efficiency. We have provided examples of market failures below, taken from the HM Treasury's Green Book:

- **Public goods:** many aspects of the environment, for example the benefits of clean air, can be described as public goods. We can all enjoy clean air. It is difficult to actively exclude anyone from enjoying it (non-excludable in supply) and once provided, it largely doesn't matter how many people enjoy it (non-rival in demand). These features mean it is difficult for businesses to provide public goods and they are often provided or protected by government policies.
- **Imperfect information:** information is needed for markets to operate efficiently. Buyers need to know the quality of a good or service to judge the value it can provide. Sellers, lenders and investors need to know the reliability of a buyer, borrower or entrepreneur. This information must be available to all or there is 'asymmetry of information' which could lead to moral hazard or adverse selection.
- **Moral hazard:** occurs when individuals or businesses change their behaviour and take risks because they are protected from negative consequences (e.g. someone else bears the costs).
- **Externalities:** occur when an activity produces benefits or costs for others. Negative externalities are associated with, for example, passive or second-hand smoking. An individual may smoke tobacco indoors, in the presence of others, who inhale the tobacco smoke and damage their health. The smoker imposes an external cost on others, which would not be accounted for in the price of cigarettes without government intervention.
- **Market Power:** this failure results from insufficient actual, or potential competition, to ensure that a market operates efficiently. High start-up costs can deter entry by competitors and create market power. This situation may be exacerbated by organisations acting strategically to protect their market position.

With regards to the opportunity do you want to stimulate an incomplete market, or have you identified a business opportunity which you want to pursue? An example of a challenge and/or opportunity could be increasing the provision of managed workspace facilities for small businesses. In which case we would want you to set out why you believe that there is currently a deficit in such facilities and briefly provide evidence to support your conclusion.

1.2 – What are the economic, environmental and/or social benefits that could be achieved as a result of addressing this challenge and/or opportunity

Please detail any economic, environmental or social benefits that could be achieved as a result of addressing the challenge and/or opportunity. Using the example in 1.1, the provision of additional managed workspace could support the creation and growth of small businesses leading to increased employment and Gross Value Added.

1.3 – Is addressing the challenge and/or opportunity identified in international, national, region and local policy?

Please outline any policies that highlight the importance of addressing the challenge and/or opportunity. Please ensure that you explain how addressing the challenge and/or opportunity reflects the LEP's priorities. Please [see our website](#) for details.

1.4 – Have you sought feedback with the people, businesses or organisations that may be affected by you addressing the challenge and/or opportunity?

Please outline any consultation you have undertaken with the people, businesses or organisations that may benefit from you addressing the identified challenge and/or opportunity. What were the key findings of this engagement?

1.5 – What are the consequences of not addressing the challenge and/or opportunity?

Please describe the scenario that would occur if you do not address the challenge and/or opportunity. For example, will a market failure persist and what are the economic, environmental and/or social consequences? Will an opportunity for growth be lost and what are the consequences?

Stage 2 – How could the challenge and/or opportunity be addressed?

2.1 – Before outlining the various ways that you could address the challenge and/or opportunity, please provide a prioritised list of up to 5 measures that can be used to measure the effectiveness of each approach.

For example if you want to address a lack of managed workspace facilities for small businesses, the measures that should be used to test the different approaches could be in the following priority order: 1, Cost; 2, Deliverability; 3, Proximity to good road, rail and bus networks; 4, Availability of grow-on space; and, 5, Proximity to other business parks. You will then use these measures to score 3 different ways to address the challenge and/or opportunity in Question 2.2.

Measure 1:

Measure 2:

Measure 3:

Measure 4:

Measure 5:

2.2 – How could you address the challenge and/or opportunity?

Please outline at least 3 ways that you could address the challenge and/or opportunity by completing the sections below.

Option 1: name of option

Summary of approach

Score against prioritised measures

Measure	Score	Explanation of score
1: <i>Please name</i> <i>(i.e Cost)</i>	High, Medium or Low	
2: <i>Please name</i> <i>(i.e Deliverability)</i>	High, Medium or Low	
3: <i>Please name</i> <i>(i.e Proximity to road, rail, bus)</i>	High, Medium or Low	
4: <i>Please name</i> <i>(i.e Grow-on space)</i>	High, Medium or Low	
5: <i>Please name</i> <i>(i.e Proximity to other parks)</i>	High, Medium or Low	
Estimated total capital cost:	£	
Estimated funding required from LEP:	£	
Estimated outputs		
New jobs created:		
New homes created:		
Match funding from other sources:		
Other outputs (please specify):		
Other outputs (please specify):		

Option 2: name of option

Summary of approach	
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Score against prioritised measures

Measure	Score	Explanation of score
1: <i>Please name</i> (i.e Cost)	High, Medium or Low	
2: <i>Please name</i> (i.e Deliverability)	High, Medium or Low	
3: <i>Please name</i> (i.e Proximity to road, rail, bus)	High, Medium or Low	
4: <i>Please name</i> (i.e Grow-on space)	High, Medium or Low	
5: <i>Please name</i> (i.e Proximity to other parks)	High, Medium or Low	

Estimated total capital cost:	£
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Estimated funding required from LEP:	£
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Estimated outputs

New jobs created:	
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New homes created:	
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Match funding from other sources:	
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Other outputs (please specify):	
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Other outputs (please specify):	
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Option 3: name of option

Summary of approach	
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Score against prioritised measures

Measure	Score	Explanation of score
1: <i>Please name</i> (i.e Cost)	High, Medium or Low	
2: <i>Please name</i> (i.e Deliverability)	High, Medium or Low	
3: <i>Please name</i> (i.e Proximity to road, rail, bus)	High, Medium or Low	
4: <i>Please name</i> (i.e Grow-on space)	High, Medium or Low	
5: <i>Please name</i> (i.e Proximity to other parks)	High, Medium or Low	

Estimated total capital cost:	£
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Estimated funding required from LEP:	£
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Estimated outputs

New jobs created:	
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New homes created:	
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Match funding from other sources:	
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Other outputs (please specify):	
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Other outputs (please specify):	
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2.3 – Which is your preferred approach and why?

Please confirm which approach you are proposing and why, making reference to how they score on the success measures.

2.4 – What evidence do you have that there is demand for your preferred approach?

Please outline why you think there is demand for your preferred approach quoting formal and informal research as appropriate. For example, if your project is the creation of new managed workspace set out why you think businesses need additional workspace. Has your project been designed to address a particular niche?

2.5 – When do aim to start and finish the project?

Please provide target start and end dates below. Please note that the start date should allow sufficient time for us to appraise this application and then issue a Funding Agreement if the application is successful. We suggest that the start date should be at least 8 weeks later than the date this application was submitted.

Date you plan to start claiming costs from:	date/month/year
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Start date of physical capital works:	date/month/year
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Proposed physical completion date:	date/month/year
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2.6 – Are you aware of any other similar activities underway in our LEP area, and if so, how will your project complement them?

Please outline how your proposed project links to other activity underway or planned in our LEP area.

2.7 – Are you aware of which State Aid mechanism you will use for the project, and why do you think your preferred approach is compliant?

Please note that we ask for a State Aid Assessment signed by a qualified solicitor in Question 3.7. At this stage we recommend that you seek initial advice from a qualified solicitor on your preferred option in case State Aid requirements lead you to reconsider how the project is structured. Please set out your understanding of which State Aid mechanism you plan to use and how you will comply with any requirements.

York, North Yorkshire and East Riding Enterprise Partnership



Declaration

I have submitted Sections 1 and 2 of this Full Business Case to the LEP for review and have made any amendments requested, before completing the remainder of the document.

Name:

Signature:

Date:

Stage 3 – How much will your preferred approach cost to deliver?

3.1 – How much will your project cost to deliver and how much funding do you need from us?

Please complete Tabs 1a and 1b, in 'YNYER FBC Annex' and then enter summary figures into the table below.

	2018/19	2019/20	2020/21	TOTAL
Total capital cost	£	£	£	£
Funding sought from the LEP	£	£	£	£
Other capital funding	£	£	£	£
Total capital funding	£	£	£	£

3.2 – How secure is the other funding required for the project?

Please complete the table below detailing the status of other funding required for the preferred approach. For example, if some of the funding will be from your bank or another funding provider have you got confirmation that the funding request has been approved in writing, or are you still applying for the funding?

Funding source	Amount	Status
	£	
	£	
	£	
	£	
	£	
Total other funding	£	Please ensure that the total figure here matches the amount shown in the blue shaded box in Q3.1

3.3 – Will the project have any on-going operational costs and/or income?

Please tick the statement that reflects your project:	<input checked="" type="checkbox"/>	The project has no on-going operational costs or income. <i>Please skip Q3.4 and move to Q3.5.</i>
	<input checked="" type="checkbox"/>	The project has on-going operational costs but will not generate income. <i>Please answer Q3.4.</i>
	<input checked="" type="checkbox"/>	The project has on-going operational costs and will generate income. <i>Please answer Q3.4 and complete Tab 2, Cashflow in 'YNYER FBC Annex.'</i>

3.4 – How is your project commercially viable?

Please outline how your project will be commercially viable referring to market demand and the balance of on-going costs and income. For example, if the project involves the creation of managed workspace please outline why you think there is demand; how you have set prices; and, how you will manage if costs are higher, and income lower, than forecast.

3.5 – In what form do you seek financial support from the LEP?

Please outline whether you seek funding from us in the form of a grant, loan or a combination of both, making reference to your response to Questions 3.3 and 3.4. Please note that our starting point is to provide a loan unless there is clear evidence that this is not appropriate for your project, so if you are seeking a grant please explain why a loan is not appropriate. If you seek a loan please outline what security you can offer and your proposal for the term and interest rate.

3.6 – What difference will receiving financial support from the LEP make to when and how your project proceeds?

Please outline why you need a loan and/or grant from the LEP and set out the difference that receiving funding would make. For example, without a grant or loan would you proceed with one of the other approaches outlined in Q2.2? Does receiving a loan and/or a grant enable you to deliver the project at a greater scale and more quickly than without funding? Does receiving a loan and/or grant secure additional outputs more quickly? Without a loan and/or grant would you need to delay the project and would this reduce the market opportunity that you seek to secure?

3.7 – Which State Aid mechanism will you use and how will you ensure that you comply with any of its requirements.

State Aid mechanism:

Please obtain a State Aid Assessment signed by a qualified solicitor and include this with your submission. Should it be found that the criteria for State Aid are satisfied then the solicitor's written assessment must provide the structure by which the grant is compatible with State Aid in accordance with an available exemption or pre-existing approved scheme.

3.8 – What are the main financial risks to your project and how will you try to reduce the likelihood of them occurring, or their potential impact?

Please complete the risk table below with details of financial risks that could occur and how you plan to try and mitigate or manage them. We have provided some typical risks for you but it is vital that you identify risks that are relevant to your project and score and mitigate them. Each project is different and the context in which it is delivered will also vary. An effective way to identify risks may be to convene a meeting of the team working on the project, and individuals with experience of similar projects and discuss what events could occur that would have an impact on the project's finances. Please amend the table below with risks that reflect your project.

Financial risks	Likelihood	Impact	Mitigation
Our forecast estimate of capital costs proves to be too low and we need to find additional funding or reduce costs.	High / Medium/ Low	High / Medium/ Low	
One or more sources of match funding are withdrawn leaving a shortfall.	High / Medium/ Low	High / Medium/ Low	
Due to an unforeseen event there are delays in the capital project and this leads to contractors seeking additional payments.	High / Medium/ Low	High / Medium/ Low	
Our forecast estimate of operational costs proves to be too low and we need to find additional funding or reduce on-going costs.	High / Medium/ Low	High / Medium/ Low	
Our forecast estimate of income proves to be too high and we receive less income than planned.	High / Medium/ Low	High / Medium/ Low	
Our request for funding from the LEP is not approved.	High / Medium/ Low	High / Medium/ Low	
Our request for funding from the LEP is not approved at the level we requested.	High / Medium/ Low	High / Medium/ Low	

Stage 4 – What tasks do you need to complete to deliver the project?

4.1 – What are the keys tasks that you have completed, and need to complete, before the project can commence?

Please complete the table below with details of any key tasks that need to be completed before the project can commence. Please ensure that you include any tasks relating to external permissions like planning permission, and also set out any tasks relating to procuring suppliers. Please add or delete rows as required.

Tasks	Target date	Status
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced

4.2 – What are the keys milestones after the project has started that we could use to measure your progress?

Please complete the table below with details of any significant milestones that we can include in the Funding Agreement to measure your progress. Relevant milestones could include the start of construction works; the completion of construction works; the recruitment of the first customers for the project; and, the achievement of all project outputs. Please complete the table with milestones that reflect the unique nature of your project and aim for 5 or 6 significant milestones.

Tasks	Target date	Status
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced
	Month/Year	Complete / On-going / Not commenced

4.3 – Which milestones have the greatest risk of slippage and how will you manage this?

Please refer to your response to Q4.1 & Q4.2 and identify the milestones that could potentially slip, and how this will be managed. For example, please identify any permission that you require from third parties in order to commence, or deliver your project. How much time have you allowed for obtaining such permissions, and what will you do if it takes longer than you expected to secure the permissions? If your project involves work on any sites you don't own then please detail how you will secure permission and how long have you allowed for this process, and why you think the time allowed is sufficient.

4.4 – What are the activities involved in delivering the project?

Please details the main activities involved in delivering the project and how they will be managed. For example, if the project is the creation a new managed workspace centre you could categorise activities into workstreams and then describe them. Workstreams could include:

- 1) Complete design of centre
- 2) Centre construction
- 3) Marketing the centre to attract businesses
- 4) Operation of centre

4.5 – How do you plan to purchase the items and procure the suppliers that you need to deliver the project?

Please explain how you plan to purchase the items and procure the suppliers that you need to deliver the project, and provide details as to how the project will be compliant with all applicable UK and EU Procurement requirements. For example, will you need to seek quotes from suppliers or deliver a national procurement exercise to procure them? How will this process be managed, who will be involved in completing it and when will it be completed?

4.6 – What contractual relationships will you need to manage to successfully deliver the project?

Please list any contractors or partners that you will have a contractual relationship with to deliver the project and explain how you will successfully manage them. Can you identify any contractual issues that could arise, and how would they be managed if they do occur?

4.7 – In addition to the financial risks identified in Q3.8, what are the other risks that could arise and disrupt the successful delivery of your project?

Please complete the risk table below with non-financial risks that could occur and how you plan to try and mitigate or manage them. We have provided some typical risks for you but it is vital that you identify risks that are relevant to your project and score and mitigate them. Each project is different and the context in which it is delivered will also vary. An effective way to identify risks may be to convene a meeting of the team working on the project, and individuals with experience of similar projects and discuss what events could occur that would have an impact on the project. Please amend the table below with risks that reflect your project.

Non-financial risks	Likelihood	Impact	Mitigation
One of the permissions we require is not granted.	High / Medium/ Low	High / Medium/ Low	
One or more of the tasks required before the project can start is delayed and this causes a delay to the project's start and end date.	High / Medium/ Low	High / Medium/ Low	
A key member of our team leaves our organisation before the project starts or during delivery.	High / Medium/ Low	High / Medium/ Low	
We are unable to recruit key members of staff needed to help deliver the project.	High / Medium/ Low	High / Medium/ Low	
One of our project partners decides to withdraw from the project.	High / Medium/ Low	High / Medium/ Low	
It is not possible to procure one of the suppliers needed for the project.	High / Medium/ Low	High / Medium/ Low	
There are delays in receiving some of the equipment or materials we need to deliver the project.	High / Medium/ Low	High / Medium/ Low	
One of the contractors we procure goes into administration during the project.	High / Medium/ Low	High / Medium/ Low	
There is an extreme weather event during the project.	High / Medium/ Low	High / Medium/ Low	
The take up of our products and/or services is less high than forecast and this results one or more output forecasts not being achieved.	High / Medium/ Low	High / Medium/ Low	

Stage 5 – How will you manage the project?

5.1 – Who are the key individuals that will manage your project and what relevant skills and experience do they possess?

Please identify the individuals that will manage the project and provide a brief summary of their skills, knowledge and track record.

5.2 – How will the work of the project team be managed and overseen?

Please refer to the organisation chart included with your submission and explain how the work of the individuals identified in 5.1 will be guided, managed and overseen. For example, do you intend to establish a project Steering Group? If so who will be on this Group; what are the proposed Terms of Reference; and, how often will the Group meet? What are the accountability lines for the project within your organisation or company? How will Directors be informed of progress and how will they ensure the project delivers to time, budget and quality measures?

5.3 – How will you manage the project to ensure that it delivers to time and budget and achieves the target outputs?

Please explain the project management approach that will be used to ensure a successful outcome. Please ensure that you outline how progress on expenditure and outputs targets will be monitored and how any changes in approach will be managed. Please also outline how risk will be managed.

5.4 – How will you publicise the project and acknowledge our support?

Briefly set out how you plan to publicise the project and acknowledge our support. For example, will you provide a site board whilst construction work is underway acknowledging our support? When the capital works are completed will you ensure that a plaque acknowledging our support is placed in a prominent position? Will you ensure that we are sent press releases to comment on before they are released? Please [read our brand guidelines](#) before answering this question and please note that our Funding Agreement will require that you:

- *will not publicise the support you have received in the press or any other medium, or host any publicity event without the prior written approval of the Council and the LEP. You must provide four weeks written notice to the Council and the LEP of any activity referred to in this clause.*
- *will use and display all marketing and promotional materials with the LEP logo, Northern Powerhouse logo or such other logo as required by the Council or the LEP in relation to the project when requested by the Council and/or the LEP.*
- *will meet the cost of all marketing and promotional materials relating to the project.*

Stage 6 – What benefits will the project deliver?

6.1 – What the main 3 outputs will your project deliver?

Please complete Tab 4, Outputs in 'YNYER FBC Annex' and then list the main 3 outputs that your project will deliver in the table. These would ideally be outputs from Table 1 on Tab 4 of YNYER FBC Annex'. However, if your project doesn't deliver any Government outputs, then please list the main 3 outputs from Table 2.

Core outputs	Total target up to March 2025
Output 1 (please specify, for example new jobs created)	
Output 2 (please specify, for example commercial floorspace created)	
Output 3 (please specify, for example number of enterprises receiving non-financial support)	

6.2 – How have the outputs above been calculated?

Please explain how you have calculated the outputs you have listed above. If the outputs are from Table 1 on Tab 4 of YNYER FBC Annex' then please ensure that you have read the output definitions in Tab 5.

6.3 – How does your project contribute to good growth?

Please outline how your project could contribute to good growth in the LEP area referring to the 10 elements of the good growth index provided in the table below.

No.	Good growth principle	Contribution	How does the project contribute to the principle?
1	Secure jobs	High / Medium/ Low / None	
2	Adequate income	High / Medium/ Low / None	
3	Good health	High / Medium/ Low / None	
4	Work-life balance	High / Medium/ Low / None	
5	Affordable housing	High / Medium/ Low / None	
6	Entrepreneurship and new business start-ups	High / Medium/ Low / None	
7	Good quality transport systems	High / Medium/ Low / None	
8	Skills to assist people access jobs	High / Medium/ Low / None	
9	Protection of the environment	High / Medium/ Low / None	
10	Fair distribution of income and wealth	High / Medium/ Low / None	

6.4 – What wider outcomes will your project deliver?

Please refer back to your response to Q1.2 and consider the outcomes that your project can deliver. Please set out any economic, environmental or social outcomes here. Please try and make the outcomes SMART (specific, measureable, achievable, realistic and timed). If you used any external research or models to calculate figures please ensure that you clearly detail the source.

Economic outcomes

Examples of economic outcomes could include:

- The project will lead to an increase in the number of entrepreneurs starting business in the District of Richmond from 2021 onwards.
- The project will reduce the risk of flooding to 2,000 businesses in York's city centre leading to a reduction in lost productivity valued at £15,000,000 over 10 years.
- The project will reduce cost to the National Health Service (NHS) by delivering a reduction in the number of households living in fuel poverty. This saving is estimated at £1,200,000 per annum from March 2020 onwards.

Environmental outcomes

Examples of environmental outcomes could include:

- The project will lead to the planting of a 100 trees in Bedale by December 2020. Research by the Forestry Commission suggests that this could lead to 0.2 tonnes of carbon dioxide being absorbed per annum over an estimated average lifespan per tree of 100 years.
- A wildlife habitat over 0.25 acres will be created by September 2019 to offset our environmental impact. Schools will be invited to undertake wildlife conservation and monitoring activities leading to improved connection to the natural environment.
- The improved train station facilities will contribute to modal shift and we estimate that by April 2025 100 private car users will instead be travelling by train with a related reduction in emissions of particulates and greenhouse gases.

Social outcomes

Examples of social outcomes could include:

- The project will take 150 households in Richmond District out of fuel poverty by March 2021 delivering social outcomes including improved health.
- The project will assist 100 people that are currently out of employment to gain NVQ5 level skills by September 2020 which will enable them to enter employment leading to greater household income.
- The project will improve a housing estate that is locally recognised as having areas that do not feel safe through measures including improved lighting and new public spaces. These measures will be completed by October 2023 and will deliver an increase in the number of residents that report feeling safe in their community.

6.5 – How will you evaluate your project?

Please outline how you plan to evaluate your project including how you will test if the outcomes listed in Q6.4 have been achieved. For example, are you planning on using any models to test the forecast impacts? We expect that all projects with over £250,000 funding from the LEP will commission an independent evaluation so please ensure that this is reflected in Tab 1a of 'YNYER FBC Annex' under the cost heading 'Fees.'

6.6 – How does your project represent value for money?

Please outline why your project represents good value for money for the LEP referring to the outputs and outcomes it will achieve. If you have created a Benefit Cost Ratio (BCR) please refer to it here. You could also refer to national benchmarks including the unit cost of any new jobs created.

Submission

1 – Please confirm that you agree to our Data Processing terms.

The information that you provide in this Full Business Case will be used by York, North Yorkshire and East Riding Enterprise Partnership (YNYERLEP) to decide whether to offer a loan or grant to your organisation for the project described herewith. The Enterprise Partnership may conduct a credit check on your organisation as part of our responsibility to ensure that any loans or grants are only made to organisations that are in good financial health and are meeting their legal responsibilities.

The Enterprise Partnership commissions external independent consultancy firms to complete the appraisal of Full Business Cases. We have a contract in place with each firm to ensure that they have appropriate technical and contractual measures to ensure the security of Personal Data. The YNYERLEP reserves the right to share your Full Business Case with partner agencies as part of the appraisal process.

Please confirm that you understand and agree to these Data Processing terms, credit check requirements and the sharing arrangements referred to within these terms by signing the box below.

I agree to the terms above:

Name:	
Signature:	
Date:	

2 – Please confirm that the information you have supplied is accurate and that you have the authority to apply for funding and deliver the project if we approve the funding request.

I confirm that the information supplied in this Full Business Case is accurate to the best of my knowledge. I agree to contact York, North Yorkshire and East Riding Local Enterprise Partnership (YNYERLEP) if during the appraisal or contracting process I become aware that any information supplied is no longer accurate.

I also confirm that I have the authority from my organisation to apply for this funding. I can confirm that if this funding request is approved, I have the authority to sign the Funding Agreement and commence the project.

Name:	
Signature:	
Date:	

Appendix 1 - Supporting document checklist:

Please ensure that you supply all of the documents listed below that apply to you as the appraisal of your project will take longer than our published timescales if we have to request any of these documents.

Documents required before appraisal can be completed		
Document required	Notes	Provided?
YNYER FBC Annex spreadsheet	<p>All applications must include this spreadsheet. The following tabs are compulsory for all projects:</p> <ul style="list-style-type: none"> ▪ Tab 1a, Financial tables ▪ Tab 1b, Cost breakdown ▪ Tab 4, Output & outcome tables <p>If your project has on-going operational costs and income you must complete Tab 2, Cashflow. If you are a private company you must complete Tab 3, Accounts.</p>	
Organisation and governance chart	Please provide a diagram showing the staff that will deliver the project and how their work will be overseen. Please include any Governance structures, including, for example a project Steering Group.	
Evidence that any external permissions have been secured, including planning permission or approval to cross or use land.	All applications must provide any permissions required for the project that they have already secured.	
Evidence of ownership or long-term lease of any land required to deliver the project	If your project involves land then you must provide evidence that you own it, or have a long-term lease which allows you to undertake the proposed project.	
Annual accounts covering a 3 year period	If you are a company then this information must be provided for your firm and your parent company if you have one.	
Independent State Aid advice	All applications must provide independent State Aid advice from a qualified lawyer.	
If your project relates to property and infrastructure you will need to provide the following additional documents.		
Market Demand Assessment	If your project involves a speculative development you will need to submit an assessment showing the demand case.	
Site Plans	Details of land and property involved in the project.	
Evidence of site ownership	Evidence of ownership or long-term lease of land involved in the project.	
Architects Plans	Plans for the development with confirmation of RIBA stage.	
Cost Plan	Detailed cost plan developed by Quantity Surveyor.	

Planning Permission	Evidence that planning has been secured, or timetable for securing it.	
Other permissions	Evidence of permissions secured relating to the project.	
Land Value uplift report	Development and housing projects must provide a report providing an estimate of the land value uplift as a result of the project.	
If your project relates to transport and has a total cost of over £5,000,000 you will need to provide the following additional documents.		
Detailed Benefit Cost Ratio (BCR)	A report setting out the adjusted Benefit Cost Ratio (BCR) that the project will achieve in line with the following guidance from the Department of Transport (DfT).	
Site Plans	Details of land and property involved in the project.	
Evidence of site ownership	Evidence of ownership or long-term lease of land involved in the project.	
Planning Permission	Evidence that planning has been secured, or timetable for securing it.	
Other permissions	Evidence of permissions secured relating to the project.	
Documents required before Funding Agreement can be completed		
Confirmation of match-funding	Evidence that all match-funding is in place.	
Service Level Agreements (SLA) with delivery partners	Agreements with delivery partners making roles and responsibilities clear.	
Documents required within 3 months of the Funding Agreement being signed		
Communications Plan	A Plan setting out how you will comply with our publicity requirements and publicise our support for your project.	
Monitoring Plan	A Plan setting out how you will demonstrate achievement of contractual outputs.	
Evaluation Plan	A Plan setting out how you plan to evaluate the project.	