**RESTRICTED: Business Case**

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| **FOR TVCA USE ONLY** |
| **TVCA ref and Programme / Project name**  |  |
| **Date of receipt of completed application**  |  |
| **Priority project?**  |  |
| **Form signed** |  |

**ENSURE THE GUIDANCE NOTES ARE READ BEFORE COMPLETING THIS FORM.**

For further advice and guidance see <https://teesvalley-ca.gov.uk/investment/spending-public-money-wisely/> for the:

* Tees Valley Combined Authority Business Case Guidance
* Tees Valley Combined Authority Monitoring and Evaluation Framework and
* HM Treasury Business Case Guidance for Programmes <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749085/Programme_Business_Case_2018.pdf>
* HM Treasury Business Case Guidance for Projects <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749086/Project_Business_Case_2018.pdf>

This form is for Business Case submissions to Tees Valley Combined Authority (TVCA). A minimum font size of 11 is required. All sections including those in the Appendices are mandatory. Further guidance that project sponsors may find helpful is provided against each question and should be deleted on completion. When completing the Business Case form, pay due regard to the relevant logic model as identified in the TVCA Monitoring and Evaluation Framework.

The Business Case form is structured in alignment with the Treasury Green Book 5 Case Model for Business Case Development.

**Note:** Before making a submission, TVCA expect that all other funding sources will have been fully explored. Confirmation of this will be requested with full details/evidence during the application process.

Email signed (no electronic signatures) and completed forms to StrategicInvestment@teesvalley-ca.gov.uk. If further assistance is require, please contact the Strategic Investment team at Tees Valley Combined Authority on 01642 524418.

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| **TVCA Disclaimer**  |
| Submitted Business Cases are subject to Tees Valley Combined Authority’s appraisal process including appropriate due diligence. Following this process, a decision to fund or not will be made under the Local Assurance Framework. There should be no expectation of funding assistance unless and until both parties sign a Funding Agreement. All the project sponsor’s costs and charges incurred as a result of making this Business Case shall be for the project sponsor’s account and cannot be claimed as part of the Programme / Project. |

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| **Project Sponsor Details – Lead Organisation**  |
| **Lead organisation:** |  |
| **Registered address:** |  |
| **Type of organisation:** |  |
| **Date of formation:** |  |
| **VAT No:** |  | **Company Registration No:** |  |
| **Are you part of a group of companies?** |  |
| **If so, who is the parent company?** |  |
| **Contact person:** |  |
| **Position within organisation:** |  |
| **Contact address if different from above:** |  |
| **Telephone no:** |  | **Email address:** |  |
| **Details of any joint venture or consortium arrangements:** |

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| **Soundbite** |
| **Short description** Provide a high level, clear and concise overview of the Programme / Project and what it intends to deliver, max 300 words. The soundbite may be used to publicise this submission, therefore, do not include any commercially sensitive information.  |

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| **Detailed Summary** |
| **Programme / Project name** |  |
| **Location** *(Please delete as appropriate)* | Darlington / Hartlepool / Middlesbrough / Redcar & Cleveland / Stockton-on-Tees / Tees Valley Wide |
| **Total programme / project cost (£)** |  |
| **TVCA amount requested (£)** |  |
| **Other sources of funding (£)** |  |
| **Detailed description**Provide key summary information of the proposal and what the vision and objectives are for the Programme/Project. Provide a more detailed description of the scope and quantum of proposed activities to enable understanding of intended delivery. State clearly what the Programme / Project is and what the proposed TVCA investment would pay for; project cost and type of ask; amount of grant request and type of ask. Capture the key aspects of the Programme / Project and key milestones; this should stand as a read alone statement without the need for reference to appendices.  |

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| **Case 1 - Strategic Case**: The purpose of this section is to make the case for change and to demonstrate strategic fit. |
| * 1. **Strategic fit with TVCA Strategic Economic Plan (SEP)**

*Link to SEP can be found here*: [**https://teesvalley-ca.gov.uk/sep/**](https://teesvalley-ca.gov.uk/sep/)

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| **SEP activities*****(delete as appropriate)***  | **Explain how the Programme/Project will contribute to the SEP activity** (jobs, GVA and other supporting key performance indicators[[1]](#footnote-1)) and where relevant, specify impact by priority sector. |
| **Business Growth**  |  |
| **Research, Development, Innovation & Energy** |  |
| **Education, Employment & Skills**  |  |
| **Culture & Tourism**  |  |
| **Transport & Infrastructure**  |  |
| **Place**  |  |

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| * 1. **Strategic fit with published national, regional and local policy / strategy documentation**

An understanding of the range of impact the Programme / Project will have and whether this is wider than the Tees Valley is required*.* In the table provided, list any underlying policy or strategy, for example, relevant published national, regional and local policy strategy documentation (such as UK Industrial Strategy). Summarise the appropriate section of the strategy and explain how the Programme / Project aligns with the relevant section.   |
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| **Name of strategy** | **Summary of relevant section of identified strategy** | **Explain how the Programme / Project aligns with the relevant section of the strategy** |
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**Provide an overall conclusion of the strategic fit**Summarise how the Programme / Project fits strategically with TVCA’s aims and ambitions. |
| * 1. **Why is the Programme / Project of strategic importance to the Tees Valley?**

Within your explanation it should include the following: If the proposed Programme / Project is within an Enterprise Zone (EZ), town centre, strategic housing site, key employment site, or mayoral development corporation/airport and identify the location/s. Make clear the full geographic impact / coverage and any distributional benefits[[2]](#footnote-2) of the proposed Programme / Project. **Provide the postcode of the location of the Programme / Project:****Which of the following groups the Programme / Project will impact on ? (Delete if not applicable)** Students / Family carers / Long term sick / Retired / Temporary sick / Economic inactive or long term unemployed / Migrants or ethnic minorities |
| * 1. **Please explain what local impact the delivery of your project will have.**

You need to demonstrate that you have fully considered local impact in your approach to project delivery. TVCA wishes to ensure, in particular, that its investment activity grows local markets, increases opportunities for local employment and supports the growth of regional supply chains to the fullest extent possible.  |
| **Assessment of Need**  |
| * 1. **Evidence of need, supply and demand**

Summarise key findings of any research or feasibility work undertaken to evidence the need for the Programme / Project. Include sufficient information, quoting key statements / facts to explain the need, supply and demand. Clearly evidence how you reached your conclusions:* Explain the market failures / opportunities;
* Analysis of existing and anticipated supply and demand for the Programme / Project;
* Identify the gap in the market;
* Explain the scope and scale of coverage;
* Explain if there is any displacement effect;
* Summarise key findings of any research or feasibility work undertaken to evidence the need;
* Explain the likely local impact and additionality; and
* Provide a summary of Strengths, Weaknesses, Opportunities and Threats (SWOT) and Threats, Opportunities, Weaknesses and Strengths (TOWS) analyses and any conclusions

**Note**: Full studies, SWOT and TOWS analyses should be appended and specific reference to the appendix number and relevant page number should be provided in the summary / conclusions.

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| * 1. **Need for public intervention**

Explain why public funding is needed and why the programme/project would not happen without public funding. Provide justification of why this is the minimum assistance necessary. Explain if the market mechanism alone cannot achieve economic efficiency.  |
| * 1. **Constraints**

Constraints are the external conditions and agreed parameters within the Programme/Project that must be delivered and over which the Programme/Project has little or no control. Indicative constraints may include: technical, financial, legal, timing, locational which are essential for successful delivery of the intervention.In the table below, list the Programme / Project specific constraints (restrictions / limitations) andprovide a description of how the intervention has been developed to address these.

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| Constraint(s) | Description |
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| * 1. **Critical Success factors (CSFs)**

CSFs are the elements essential to the successful delivery of Programme/Project (key success factor). Indicative CSFs may include: strategic fit and business needs; potential value for money; supplier capacity and capability; potential affordability; potential achievability.Identify the CSFs and provide a description of the CSF and their impact on the delivery of the Programme/Project.

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| Critical Success Factor | Description |
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| * 1. **SMART objectives**

State clearly the SMART objectives, indicators and targets of the Programme / Project and over what period of time these will be achieved. Consider intended achievements, objectives and what would constitute a successful output or outcome.  |

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| **Case 2 - Economic Case**: The purpose of this section is to identify the option that delivers the best value and outcomes (including wider social and environmental effects) for the Tees Valley. Specifically address the preferred way forward and the potential Value for Money. |
| * 1. **Options development - long list**

Complete the table below to detail a long list of options (minimum of six options) that have been considered in the Programme / Project development.

|  |  |
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| **Options (Examples)** | **Description**  |
| **Option 1: Status Quo Option (Do Nothing)** |  |
| **Option 2: Do Something - Smaller Scale** |  |
| **Option 3: Do Something - Medium Scale** |  |
| **Option 4: Do Something - Preferred Option** |  |
| **Option 5: Alternative ways of delivery** |  |
| **Option 6: Alternative locations and rationale for selection** |  |
| **Option 7: Phasing Option** |  |

**2.2 Options development - short list** From the long list of options above, assess against the SMART Objectives and Critical Success Factors outlined in the strategic case section. An option which does not score **‘Yes’** against each criteria should not be shortlisted.

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|  | **Option 1 (Y/N)** | **Option 2(Y/N)** | **Option 3(Y/N)** | **Option 4(Y/N)** | **Option 5(Y/N)** | **Option 6(Y/N)** | **Option 7(Y/N)** |
| **Critical Success Factors**  |
| **1.** |  |  |  |  |  |  |  |
| **2.** |  |  |  |  |  |  |  |
| **3.** |  |  |  |  |  |  |  |
| **4.** |  |  |  |  |  |  |  |
| **SMART Objectives**  |
| **1.** |  |  |  |  |  |  |  |
| **2.** |  |  |  |  |  |  |  |
| **3.** |  |  |  |  |  |  |  |
| **4.** |  |  |  |  |  |  |  |
| **5.** |  |  |  |  |  |  |  |
| **Shortlisted (Y/N)** |  |  |  |  |  |  |  |

**Provide rationale for each of the shortlisted options, in a few bullet points to sum up the reason each option has been shortlisted.**1. **Identify and quantify the monetary costs and benefits of options:**

Complete Case 2a Discounted Cashflow for each of the shortlisted options - this is a discounted cashflow and will allow the calculation of the Net Present Social Value (NPSV) or Net Present Social Cost (NPSC) and the Benefit Cost Ratio (BCR). **Cost and Benefit Assumptions -** provide a clear explanation and details of how costs and benefits have been calculated, including any assumptions made. There is a separate tab within Case 2a to records additional information on the figures, ensure you include any assumptions made. |

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| **2.4 Non-monetary costs and benefits of shortlisted options:**There are a number of benefits of any project which cannot be quantified financially. For more guidance on possible benefits, review the relevant logic model within the Monitoring and Evaluation Framework (<https://teesvalley-ca.gov.uk/investment/spending-public-money-wisely/>). For shortlisted options only:In the table list and describe the relevant non-monetary costs and benefits. Show how each non-monetary factor impacts on each of the shortlisted options. Rank the impacts and highlight any important differences between the options.

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|  |  | **Non-Monetary Analysis** |
| **Non-Monetary Factor- Criteria** | **Weighting** | **Scoring** | **Explanation of Impact on****Option 1** | **Explanation of Impact on****Option 2** | **Explanation of Impact on****Option 3** |
| **1.** |  |  |  |  |  |
| **2.** |  |  |  |  |  |
| **3.** |  |  |  |  |  |
| **4.** |  |  |  |  |  |
| **Ranking** |  |  |  |  |  |
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| 1. **Risk assessment of shortlisted options**

In the table below:* Identify and describe the high-level risks to each of the shortlisted options that the Programme / Project may face;
* Explain how these compare under the various options using the table below; and
* Identify measures to ensure that each risk is appropriately managed and mitigated

Apply a RAG rating system to the Probability and Impact and the overall score and use the RAG colour rating:

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| --- | --- | --- |
| Red = 5 High Risk | Amber = 3 Moderate Risk | Green = 1 Low Risk |

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| Description of risk: |  |
| Option | Description | Probability | Impact | Score | Mitigation Measures |
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| 1. **Optimism bias applied for the shortlisted options**

In the discounted cashflow, Case 2a, make adjustments to the costs and benefits to allow for ‘optimism bias.’ If consideration has been given to optimism bias, the assumptions related to impact on specified costs and / or benefits should be summarised below. If not, a reason must be provided as to why it has not been considered. |
| 1. **Sensitivity analysis for the shortlisted option**

Apply sensitivity analysis to test the vulnerability of options to unavoidable future uncertainties and the robustness of the ranking of the options. Choose scenarios to draw attention to the major technical, economic and political uncertainties on which the success of the Programme / Project depends. Detail below assumptions related to the choice of costs and benefits to be reviewed as well as the degree of sensitivity. |
| 1. **Justification for preferred option**

Complete the table below to show the proposed costs and benefits (as identified at points 2.3 and 2.4 above) along with the risks (identified at point 2.5 above) for the shortlist options. Once the table has been completed, rank the options accordingly. The preferred option should be that with the highest risk adjusted net present social value.

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| **Ranking** | **Option x** | **Option x** | **Option x**  | **Option x** |
| **Net present social value (cost)** |  |  |  |  |
| **BCR** |  |  |  |  |
| **Non-monetary benefits** |  |  |  |  |
| **Qualitative risk assessment** |  |  |  |  |
| **Total (ranking)** |  |  |  |  |
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| **2.9 Headline impacts and supporting outputs for preferred option**Complete Case 2b: Logic Model (include description of activities to be undertaken to produce impact and / or outputs / outcomes). The template for the Logic Model has been provided: <https://teesvalley-ca.gov.uk/investment/spending-public-money-wisely/>From the Logic Model, complete the summary table below.

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| **Headline Impacts**  | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **Totals** |
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| **Outcomes** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **Totals** |
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Provide the basis of any assumptions used to determine each of the identified impacts / outputs / outcomes from the table above. |
| **2.10 Dependency on other proposals occurring or being delivered for outputs / outcomes***(Please tick one box only)* | Yes |  |
| No |  |
| ***If yes, please explain the dependency and include the name of the Programme / Project and funding source, nature of relationship with the Programme / Project in question, stage of delivery for the dependent Programme / Project, nature of anticipated impact if Programme / Project does not proceed and mitigating actions if Programme / Project does not proceed:*** |

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| **Case 3 - Commercial Case**: The purpose of this section is to demonstrate the commercial viability. |
| **3.1 State Aid**Provide a formal legal opinion on State Aid compliance from a suitably qualified lawyer - a copy of the lawyer’s advice is required to be appended.  |
| **3.2 Delivery mechanism**Describe the delivery mechanism, how this will ensure delivery of key deliverables (outputs / outcomes) determined as part of the economic case, including any financial and legal implications of the preferred method of delivery, particularly the scope and content of the potential contracts to be made with public and private sector partners. Detail whether there is a need for procurement. |
| **3.3 Procurement approach****(FOR ALL PROJECT SPONSORS WITH THE EXCEPTION OF LOCAL AUTHORITIES)**Outline how the Programme / Project activities will be procured, including the proposed procurement method(s) / framework, plus how this process will be adopted and will deliver the best value for money. |
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|  | ***Stage (Please delete as appropriate)*** | ***Date complete / forecast completion*** | ***Evidence Provided (reference appendix)*** |
| **3.4 Feasibility study**  | * Required not in progress
* Required in progress
* Not required
* Already complete
 | **Done** |  |
| ***Include an explanation of what has been carried out to-date and brief overview of findings as well as outlining any other work proposed:*** |
| **3.5 Land ownership** | * Required not in progress
* Required in progress
* Not required
* Already complete
 |  |  |
| ***Include an explanation of what has been carried out to-date and brief overview of findings as well as outlining any other work proposed:*** |
| **3.6 Planning permission** | * Required not in progress
* Required in progress
* Not required
* Already granted

\* minimum outline application submitted |  |  |
| If granted subject to conditions being *met - target date required* |  |  |
| ***Include an explanation of what has been carried out to-date and brief overview of findings as well as outlining any other work proposed:*** |
| **3.7 Detailed design** | * Required not in progress
* Required in progress
* Not required
* Already complete

\* minimum RIBA 3 |  |  |
| ***Include an explanation of what has been carried out to-date and brief overview of findings as well as outlining any other work proposed:*** |

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| **3.8 Risks to delivery**Please use the template below. However, If you have your own risk register for the Programme / Project this can be attached but ensure it covers the main headings and includes a traffic light system based upon probability and impact. Also, include a risk rating, mitigating actions and a revised score based upon said actions. The risk register is to identify risks covering e.g., planning, funding, delivery, control, and management, and should outline how these will be mitigated, managed, owned and reviewed. *Provide details on who has been responsible for preparing / contributed to the preparation of the risk register and how this will be actively managed throughout the delivery of the Programme / Project.*

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| ***Identified Risk*** | ***Category*** | ***Impact*** | ***Likelihood*** | ***Score*** | ***Mitigating Action*** | ***Senior Risk Owner*** | ***Target Date*** |
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| **Case 4 - Financial Case:** This section sets out the overall financial case (affordability and funding) |
| **4.1 Summary of expenditure and funding** Complete Case 4a Business Case Cashflow and from the detailed cashflow, complete the summary table below. RIBA Stage 2 Costs – 11th October

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Total Project Cost**  | **Total £**  | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** |
| Capital |  |  |  |  |  |  |
| Revenue |  |  |  |  |  |  |
| **Total Expenditure**  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Summary of Funding**  | **Total £** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** |
| Combined Authority Investment Capital |  |  |  |  |  |  |
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| **Total Funding** |  |  |  |  |  |  |
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| **4.2 Other sources of funding** Specify other sources of funding below: e.g., assets, cash, in-kind. If unconfirmed, specify the date when this is expected. Append evidence of other sources of funding and allocate an appendix reference.

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| **Other sources of funding**  | **Status****(confirmed / unconfirmed)** | **Evidence Reference** | **Amount £** | **% of total cost** |
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| **Total other sources of funding:** |  |  |  |  |
| **If any funding is unconfirmed you need to explain exactly where you are at in the process of securing approvals:****If an asset is being used as other sources of funding, provide an independent valuation from a suitably qualified RICS Registered Valuer.**  |
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| **4.3 What will the TVCA funding be paying for?** Provide a list of costs to be funded (expected and assumed) and ensure costs for evaluation, communication and marketing are included. Relate supporting evidence on costs to detailed cost plans. Note: Cost plans must be up to date and priced to take account of anticipated start date with appropriate inflation assumptions.  |
| **4.4 Details of other funding routes explored**Detail all other funding routes explored and the outcome and any feedback if unsuccessful. If no other funding has been sought, provide clear justification as to why. |
| **4.5 Financial assistance sought:** Specify the financial assistance required and relevant amount (£).Revenue model

|  |  |
| --- | --- |
| **Financial assistance sought** | **Amount (£)** |
| **Grant**  |  |
| **Loan** |  |
| **Guarantee** |  |
| **Joint Investment**  |  |
| **Other** *(Please Specify)* |  |
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| **4.6 Financial return to TVCA** [ ]  **Yes** [ ]  **No** If the Programme / Project offers a financial return to TVCA, provide confirmation here and detail the anticipated return mechanism below.**If loan/financial return to TVCA** Identify: level of payback; timing of payback; how payback will be funded and any guarantees that can be offered etc. below. Please provide a detailed Payback Analysis, template provided at Case 4c Payback Analysis. |
| **4.7 Revenue model and projected income streams** We need to be able to understand the projected revenue operating model and the income streams to determine the sustainability of the project. You must complete Case 4f Business Case Running Costs Cashflow detailing market costs/assumptions and references (where appropriate) and ensure any relevant evidence is provided. Please provide your Revenue Model and allocate an appendix reference.To be provided by Tuesday with assumptionsConfirmation that anything will be reinvested |
| **4.8 Cashflow of project**Grant payments are generally released quarterly in arrears - explain how you are able to cashflow the programme / project and identify any issues this would cause*.* |
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| **Case 5 - Management:** The purpose of this section is to demonstrate that the Programme / Project will be delivered effectively. |
| **5.1 Delivery partners**Provide details of delivery partners and their involvement, including their roles and commitment to the Programme / Project.  |
| **5.2 Formal partnership arrangements**List any formal partnership agreements in place and append evidence. |
| **5.3 Details of Programme / Project management structure**Explain how the Programme / Project will be delivered and detail the key people involved in the delivery. State how you will ensure risks are managed and that the Programme / Project is delivered on time. Explain the governance arrangements in place for decision making and reporting. |
| **5.4 Key milestones**Complete the table below. The milestones listed are the minimum required particularly for Capital Projects – add additional milestones relevant to the delivery of the Programme / Project including any Revenue milestones relevant.

|  |  |
| --- | --- |
| **Key milestones** | **Date** |
| **Description** |   |
| *Expected date complete RIBA Stage 4* |   |
| *Date tender issued* |   |
| *Date contract let* |   |
| *Work start date* |   |
| *Practical completion date* |   |
| *Site open* |   |
| *Financial completion date*  |   |
| *Programme / Project completion date (when all outputs have been achieved)* |  |
|  |  |

 |
| **5.5 Explain what the Programme / Project delivers in terms of environmental sustainability**If the Programme / Project is not specifically about environmental sustainability, outline what steps have been taken to make it as environmentally sustainable as possible and any measurements which are to be applied.For building projects, acknowledge the BREEAM standard required and provide details of BREEAM assessors appointed / to be appointed. **NB**: Building projects in Tees Valley are required to achieve a minimum of BREEAM ‘very good’.  |
| **5.6 Explain what impact the Programme / Project will have upon equality**Explain how equality will be embedded in relation to the Programme / Project. Provide evidence to show this has been considered specifically for this Programme / Project and not just general policy statements. |
| **5.7 Monitoring and evaluation plan**In the table below, identify the key activities from each benefit and how they will be delivered. Add lines as required.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Benefit owner** | **Benefit description** | **Baseline** | **Target** | **How it will be measured** | **Dates/****Timing** |
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**NB**: Should the Programme / Project complete due diligence and be approved, Tees Valley Combined Authority will work with you to complete a more comprehensive Monitoring and Evaluation Plan.  |
| **5.8 Marketing plan**Provide a clear marketing plan for how the Programme / Project will be publicised and promoted, identifying all planned events, media messages, key dates and how this will be made accessible to target groups. |
| **5.9 Sustainability Plan**How the Programme / Project will be sustained beyond the period of investment. Give details of the exit strategy. |

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| **Applicant Sign Off** **To be signed by the lead organisation prior to submission for approval** |

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| **Authorised Signatories**  |
|  | **Name** | **Officer** |
| **Financial Responsibility** |  |  |
| **Funding Agreement**  |  |  |
| **Change Requests** |  |  |
| **Claims** |  |  |
| I declare that to the best of my knowledge and belief, the information given within this application form is correct. I understand that acceptance of this application form does not in any way signify that Tees Valley Combined Authority has agreed to invest. I am an authorised signatory of the lead organisation to sign off this application form and have notified the necessary senior finance officers.  |
| **­** |  |
| **Signed:** |  |
| **Name:** |  |
| **Position/Title:** |  |
| **Company / Organisation:** |  |
| **Date:** |  |
| **Freedom of Information**  |
| I understand the requirements of the Freedom of Information Act 2000. I understand that Tees Valley Combined Authority is subject to the provisions of the Freedom of Information Act 2000 (“the Act”). The Act provides for information to be exempt from the general right of access if its disclosure would, or would be likely to, prejudice the commercial interests of any person. A Project Sponsor may request that certain information in their submission and any subsequent Agreement is treated as covered by this exemption. However, if the information is requested the availability of this exemption will be subject to a test of whether the public interest lies in disclosing the information or keeping it confidential. We understand that while Tees Valley Combined Authority will endeavour to take into account the Project Sponsor’s views as to the keeping of information confidential, it reserves the right to disclose information if required to do so. |

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| **Appendices Checklist** (Please add / delete appendices as appropriate and ensure any documents appended are saved with the same appendix name as below) |  |
| Appendix | Content | Completed & provided (Y/N) | Reference Document Number |
| **Case 1** | **Strategic Case** |  |  |
| Case 1a | SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) and TOWS (Threats, Opportunities, Weaknesses and Strengths) |  |  |
|  |  |  |  |
| **Case 2** | **Economic Case** |  |  |
| Case 2a | Discounted Cash Flow Analysis  |  |  |
| Case 2b | Logic Model  |  |  |
|  |  |  |  |
| **Case 3** | **Commercial Case** |  |  |
| Case 3a | State Aid / formal legal opinion on letter headed paper |  |  |
| Case 3b | Feasibility Studies |  |  |
| Case 3c | Evidence of land ownership: certificate of title red line plan |  |  |
| Case 3d | Planning Permission – application / approval |  |  |
| Case 3e | RIBA Stage 3 and/or 4 Report (capital builds) |  |  |
| Case 3f | Risk Register |  |  |
|  |  |  |  |
| **Case 4** | **Financial Case** |  |  |
| Case 4a | Business Case Cashflow  |  |  |
| Case 4b | Evidence of other sources of funding |  |  |
| Case 4c | Payback Analysis  |  |  |
| Case 4d | Revenue Model |  |  |
| Case 4e | Private sector applicants only - Financial Due Diligence Questionnaire |  |  |
| Case 4f | Business Case Running Costs Cashflow  |  |  |
|  |  |  |  |
| **Case 5** | **Management Case** |  |  |
| Case 5a | Memorandum of Understanding – partnership agreements |  |  |
| Case 5b | Organogram of key personnel involved in delivery of Programme / Project |  |  |

1. Business Density, Jobs Density, GVA per hour worked, Population, CO2 Emissions and NVQ Level 4+ [↑](#footnote-ref-1)
2. Impacts on Migrants/ethnic minorities, women, students, long term sick, those living in poverty. [↑](#footnote-ref-2)