

Dorset Pipeline Project Programme

Outline Business Case Masterclass...



Welcome: Dorset Local Enterprise Partnership



Latest News: Dorset LEP invest in agritech

DORSET LOCAL ENTERPRISE PARTNERSHIP (LEP)

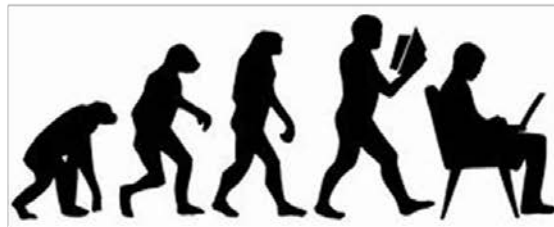
We work in partnership with businesses, local government, education institutes and other industry and community organisations to drive economic growth, attract funding and investment, increase productivity and develop local industrial strategies for Dorset.

Our priorities are to:

- Create new jobs
- Attract new businesses and grow existing ones
- Secure funding for projects that have long-term economic benefits
- Support businesses
- Develop skills, employment and career opportunities
- Support the development of appropriate housing

DORSET
LOCAL
ENTERPRISE
PARTNERSHIP

PROGRAMME Bid Support:



- Nearly 3 decades of experience
- £26.7M over 5 years, e.g.:
 - Business Cases/ Grants/SBRI



PROGRAMME PMO:



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PIPELINE PROJECT PROGRAMME: FUTURE...

Priorities....



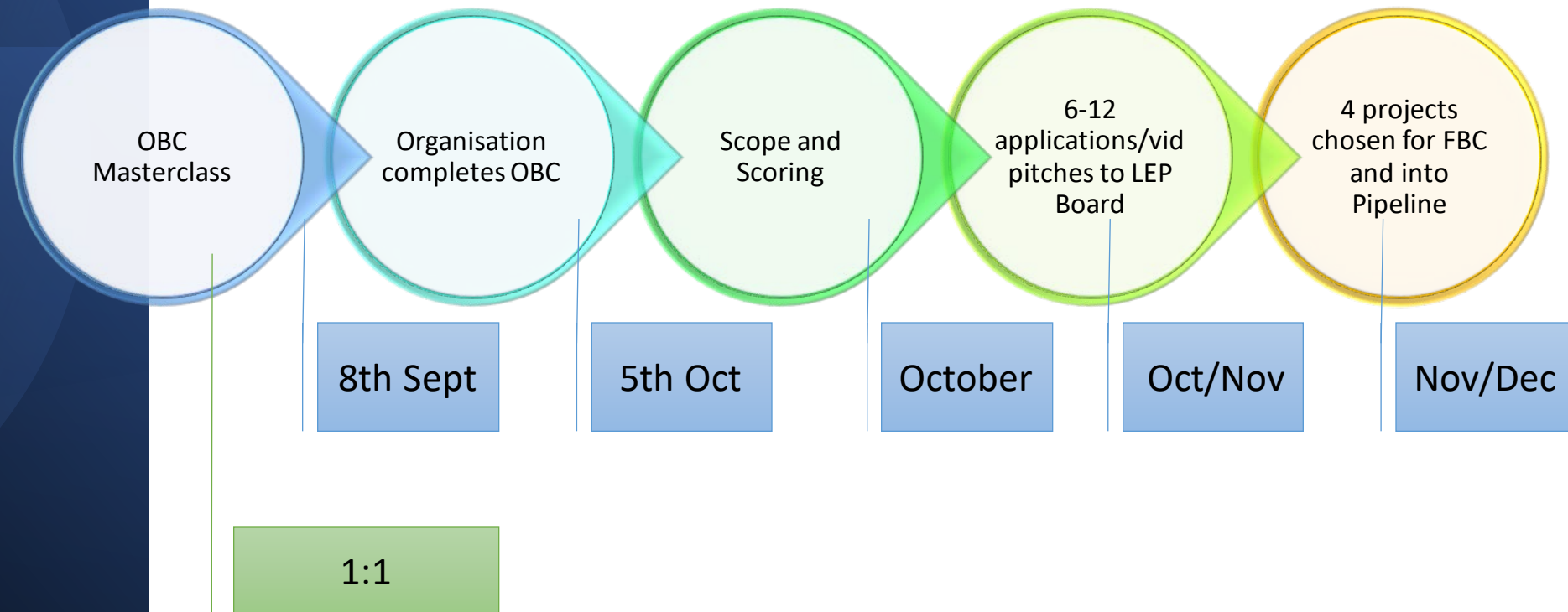
ONE HEALTH - AGEING POPULATION



LOW CARBON ENERGY INFRASTRUCTURE

PIPELINE PROJECT PROGRAMME: FUTURE...

TIMELINE....



PIPELINE PROJECT PROGRAMME: FUTURE...

CRITERIA

- A Project that fits the PIPELINE PROJECT priorities.
- A £2M to £10M Project – CAPEX (capital)

Proposals must be able to demonstrate:

- a strong and deliverable Outline Business Case that addresses (and documents) market potential and needs and clearly states an evidence-based plan to deliver significant economic impact, return on investment (ROI) and growth through commercialisation, as soon as possible after project completion
- a clear game-changing, disruptive, ambitious idea leading to new products, processes or services
- a team, business arrangement or working structure with the necessary skills and experience to run and complete the project successfully and on time
- awareness of all the main risks the project will face (including contractor or equipment failure, recruitment delays, etc) with realistic management, mitigation and impact minimisation plans for each risk
- clear, considerable potential to significantly impact productivity and the Dorset economy, the regional economy, and the UK economy
- sound, practical financial plans and timelines that represent good value for money.

PIPELINE PROJECT PROGRAMME: FUTURE...

CRITERIA

- A Project that fits the PIPELINE PROJECT priorities.
- A £2M to £10M Project – CAPEX (capital)

Eligibility:

- Proposals that fall within the two priority areas of ageing population or low carbon energy infrastructure and result in economic benefit for Dorset. Projects outside of these priority areas will not be considered.
- Project proposals aligned with the appropriate priorities set out in [Dorset Local Industrial Strategy](#), [Dorset Living Well Investment Prospectus](#), [Dorset Low Carbon Investment Opportunities](#), and [HM Treasury Build Back Better - our plan for growth](#) publications.
- If it is a research and development project, the proposal must be in the categories of either early-stage industrial research (e.g. if technology solution - to Technology Readiness Level 4) or late-stage industrial research/market readiness (e.g. to Technology Readiness Level 7). This will be assessed against the [UK Government's definition of TRLs](#). This call does not support concept or feasibility stage projects. We need to ensure the TRL concept is translated for the business community who may be unfamiliar with this.
- Innovative capital (CAPEX) project: proposals will only be supported where the current and future need for proposed built infrastructure or equipment costs have been clearly evidenced and Dorset LEP has deemed these to represent good value for money (VFM) against the [Nation Audit Office's definitions of VFM](#).
- We're interested in projects ranging from £2 million to £10 million and which require capital funding investment. A minimum of 30% match-funding (capital/revenue/in kind) by the applicant must be provided through private/company/organisation funds. Match-funding using UK grants is not allowed in this competition.

PIPELINE PROJECT PROGRAMME: FUTURE...

CRITERIA

- A Project that fits the PIPELINE PROJECT priorities.
- A £2M to £10M Project – CAPEX (capital)

An applicant needs to provide an Outline Business Case (5 Case Model):

- Strategic Business Case
- Economic Case
- Financial Case
- Commercial Case
- Management Case

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

PROJECT CHECKLIST	Yes	No
This project requires capital funding (minimum £2 million)		
There is an agreed design and detailed cost breakdown in place for the project		
The relevant legal and planning consents (if applicable) are in place or are expected in time for project start date		
The project benefits Dorset / economic benefit is in Dorset		
This organisation has not bid to Dorset LEP before with this project		
This project has 30% match funding (capital/revenue/in-kind) through private/ company/organisation funds		
This project is related to another Dorset LEP/Dorset County/wider projects		
This project is linked to the Dorset Local Industrial Strategy / Dorset Living Well Investment Prospectus / Dorset Low Carbon Investment Opportunities / Build Back Better		
This project is linked to the priority under this specific funding call: One Health – ageing population (including digital health)		
This project is linked to the priority under this specific funding call: Low Carbon Energy Infrastructure		
The required approvals/permissions/consents can be obtained in time to deliver the project		
There is/will be a dedicated Programme Manager in place to deliver this project		
Your organisation has a sound delivery track record to deliver projects on time & budget		
Subsidy control – does the funding/measure meet the definition of a subsidy Subsidy control guidance.		
Subsidy control – if the measure meets the definition of a subsidy, is the proposed measure a prohibited subsidy?		
EU State aid rules will continue to apply to the UK in respect of measures which affect trade in goods and electricity between NI and the EU. Northern Ireland Protocol. Is this applicable to this project?		

Subsidy:

- Is given by a public authority.
- Makes a contribution (this could be a financial or an in kind contribution) to an enterprise, conferring an economic advantage that is not available on market terms.
- Affects international trade.

Subsidy:

- Dependent on export performance.
- Contingent of the use of domestic content.

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Outline Business Case – Project Details

Please first provide a summary of your proposed project before completing Sections A-E below.

PROPOSED PROJECT
Date of submission
Project name
Applicant's organisation & address
Main project contact & contact details
Project location Please provide full address of the project location
Project partners/collaborators
Project budget & funding request Summary breakdown of capital funding required, any match-funding (revenue & capital), in-kind funding & total project cost.
Project start date Please also provide a summary of duration, cost & deliverables/key milestones. If there are scalable options, please provide different durations & funds associated. This can also be addressed in more detail under 'Section B – Business Options' below.
Project end date Project end date indicating the month in which you expect to receive the last drawdown payment. If this date differs from the practical completion of the project (i.e. project being continued to be delivered through match-funding), then please also provide the practical completion date.
Collaboration/partnership Is any other organisation directly involved in the delivery of the project? If yes, provide a list and a short description of their involvement in the project delivery.
Project description summary Please provide a brief summary description of the overall proposed project / scheme, highlighting how the proportion of the requested capital funding and any other additional funding will be used to achieve the project's objectives.

Many reviewers use this summary to inform their review of your funding application. They include entrepreneurs, clinicians, other practitioners and researchers who do not have specialist knowledge of your field.

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Approvals/consent key requirements & timelines

What permissions and consents are necessary to carry out your project? If any, have they been obtained, if not, when will these be obtained (i.e. planning, permits, land purchase, procurement finalisation, etc.) Please ensure you have allowed enough time to obtain any approvals/planning, etc. as these can take months to obtain. We suggest you build time contingency around these into your project plan to mitigate delays.

List all permissions and consents required below.	Have they been obtained?	If YES, provide the date received (mm/yyyy)
	YES / NO	If NO, provide the date expected (mm/yyyy)

Project 'drop dead date'/dependencies

At which point/date the project is no longer deliverable due to other external dependencies and details of these.

Policy and strategy context (national, sub-regional and local)

Brief summary/bullet points only – more details can be provided in the 'Rational & Background' section below. Max 200 words.

Alignment to Dorset LEP priorities under this specific funding call

Brief summary/bullet points only – more details can be provided in the 'Rational & Background' section below. Max 200 words.

Delivery track record & project management

Provide a summary of previous project delivery and track record. Is there/will there be a dedicated experienced Project Manager assigned to deliver this project?

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Section A – Strategic Case

Executive summary

Max 350 words.

Take the 'highlights' from each of the cases to build a compelling outline of your project. Making the case for change – i.e., why it is needed.

Project objectives

Please provide key specific objectives/milestones planned to be achieved by this project – these should be SMART (Specific, Measurable, Achievable, Realistic, Time-bound). Max 250 words.

- *Key Specific Objectives 1 [description] [associated milestones] [duration]*
- *Key Specific Objectives 2 [description] [associated milestones] [duration]*
- *Key Specific Objectives 3 [description] [associated milestones] [duration]*
- *Key Specific Objectives 4 [description] [associated milestones] [duration]*

Rationale and background

Narrative to include reasons why project is being undertaken, evidence of why the project is needed (including stakeholder engagement) and how will the project delivers the brief taking into account the local policy and strategy context (national, sub-regional and local), as well as alignment to strategic priorities for Dorset as identified under this specific call.

Max 250 words - include maps/ graphs as appendices.

A1. Is the case for the project (case for change) robust and evidenced with a clear rationale related to meeting market need?

A2. Has the applicant presented clearly defined SMART objectives and are they satisfactory?

A3. Is there clear evidence of stakeholder support and engagement in the project?

A4. Has the applicant set-out how the project delivers the competition brief taking into account the local policy and strategy context (national, sub-regional and local), as well as alignment to Dorset LEP priorities under this specific funding (i.e. referencing how the project meets Dorset-LIS objectives related to One Health/Ageing Society or Low Carbon Energy)?

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Section B – Economic Case	
Business Options Analysis and reasoned recommendation against a range of options. The preferred option must be highlighted, including decisions why that is the preferred option and why others were not taken forward.	
Do nothing (Option 1)	
Max 250 words. <i>[Explanation of current state] [say why not this option]</i>	
Do the minimum (Option 2)	
Max 250 words. <i>[Explanation of minimum change state] [say why not this option]</i>	
Do something (Option 3)	
Max 250 words. <i>[Explanation of a change state] [say why not this option]</i>	
Do something (Option 4)	
Up to 250 words <i>[Explanation of preferred change state (i.e., your project)] [say why this option]</i>	
Key milestones List the key milestones proposed for the delivery of your project and their delivery date. Add additional rows if necessary.	
Milestone activity	Completion date
M1: <i>[Name] [description] [Lead officer/organisation] [£ Cost]</i>	

- B1. Do you consider the preferred option to represent value for money (see outputs and outcomes summary/Financial Case)? Please explain.
- B2. Do you considered it the most efficient and effective business option out of those set-out in the OBC? Please explain.

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Outputs & Outcomes Summary

Indicator <small>Please add/delete rows as appropriate. Detail any other quantifiable outcomes not captured below.</small>	Unit	Total	Financial Year				
			21/22	22/23	23/24	24/25	25/26 +
New jobs created The total number of <u>newly created</u> , permanent full-time equivalent jobs as a direct result of the intervention. Created jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year.	FTEs						
Jobs safeguarded The total number of permanent full-time equivalent safeguarded jobs as a direct result of the intervention. Safeguarded jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year.	FTEs						
New construction jobs created The total number of new construction jobs to deliver the intervention.	FTEs						
New apprenticeships Number of apprenticeship positions created as a direct result of the intervention.	No. FTEs						
New learners assisted/ supported The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification.	No. FTEs						
Housing units unlocked The number of housing units that would be unlocked by the intervention.	No.						
Housing units delivered The number of completed housing units. Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block. Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.	No.						
New commercial/ learning/R&D* floorspace developed The amount of "new build" floor space constructed. <small>*(delete as appropriate)</small>	Sqm						
Commercial/learning/R&D* floorspace developed The amount of floor space refurbished to improve building condition and/or fitness for purpose. <small>*(delete as appropriate)</small>	Sqm						

Indicator <small>Please add/delete rows as appropriate. Detail any other quantifiable outcomes not captured below.</small>	Unit	Total	Financial Year				
			21/22	22/23	23/24	24/25	25/26 +
Number of new super/ultrafast broadband connections Number of additional commercial premises and domestic dwellings that, as a result of intervention, now have the option to access broadband of at least 30mbps (average), where this was not previously the case.	No.						
Specialist Capital Equipment – provide a list Specialist equipment is considered as resources specific to a particular sector or industry, and which are required in connection with that sector or industry's production of goods and services. These resources will usually comprise specific mechanical devices, but may include bespoke software, or a combination. Includes resources used to produce goods and services, as well as training resources unique to the industry (e.g. simulators). Does NOT include general equipment, IT infrastructure or resources used for several curriculum areas.							
Other Capital Equipment – provide a list Non-specialist capital equipment (see above).							
Number of businesses/ enterprises/institutions* receiving support. The number of organisations assisted by this intervention.	No.						
<small>*delete as appropriate</small> New businesses/ enterprises/institutions* created. The number of organisations created by this intervention. <small>*delete as appropriate</small>	No.						
Increase in turnover	£						
Number of new retrofits delivered Number of domestic and non-domestic retrofits completed as a direct result of the intervention.	No.						

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Indicator Please add/delete rows as appropriate. Detail any other quantifiable outcomes not captured below.	Unit	Total	Financial Year				
			21/22	22/23	23/24	24/25	25/26 +
Kg of CO2 emission avoided Kg of CO2 emissions avoided as a direct result of the intervention.	Kg						
Sqm of new public realm/green space The area (sqm) of public realm or green space improved or created by this intervention.	Sqm						
Private/public/third* sector investment leverage *delete as appropriate	£						
Other e.g. health outcomes/estate improvements Please add details of any additional outcomes expected to be delivered as part of the project and which you feel demonstrate the impact of the project. Add rows as necessary to categorise the additional outcomes.							

Additional & wider non-monetised and non-quantifiable benefits

Max 250 words.

Qualitative benefits to the public which can't be quantified

Wider impacts

Describe, and where possible, measure the economic benefits from the project such as productivity increases and import substitution, to:

- external parties, including customers
- others in the supply chain
- wider industry
- the UK economy

Describe, and where possible, measure:

- any expected impact on government priorities
- any expected regional impacts of the project

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

- quality of life
- social inclusion, exclusion and diversity
- education
- public empowerment
- health and safety regulations

Max 300 words.

Environmental impact

Any expected environmental impacts, either positive or negative.

Please identify how the project will be managed to ensure, as far as reasonably possible, the development is sustainable and there is minimal damaging environmental impact.

Max 200 words.

Expected dis-benefits

Potential outcomes perceived as negative by one or more stakeholders, which would arise as actual consequences (not risks) of carrying out project.

Max 250 words.

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Section C – Financial Case
Narrative surrounding the estimated detailed costs and how they were derived, detail on how risks have been costed and where any local contributions come from. Max 350 words.

Indicative Funding Profile

Year/Financial Year	Required Capital Funding	Capital Match Funding	Revenue Match Funding	In-kind Match Funding	Total Funding
Q1 FY 22/23	£	£	£	£	£
Q2 FY 22/23	£	£	£	£	£
Q3 FY 22/23	£	£	£	£	£
Q4 FY 22/23	£	£	£	£	£
TOTAL FY 2022/23	£	£	£	£	£
Q1 FY 23/24	£	£	£	£	£
Q2 FY 23/24	£	£	£	£	£
Q3 FY 23/24	£	£	£	£	£
Q4 FY 23/24	£	£	£	£	£
TOTAL FY 2023/24	£	£	£	£	£
Q1 FY 24/25	£	£	£	£	£
Q2 FY 24/25	£	£	£	£	£
Q3 FY 24/25	£	£	£	£	£
Q4 FY 24/25	£	£	£	£	£
TOTAL FY 24/25	£	£	£	£	£
Total Funding	£	£	£	£	£

Investment Appraisal
Compare aggregated benefits and dis-benefits to project costs using Return <u>On</u> Investment (ROI) measure. Max 200 words.

Benefits: Yr5 post project generating ~£xxxx in new revenue from [describe/summarise and refer commercial/management case (benefits realisation)]

Dis-benefits: were forecast to be £xxxx [because of...description]

- *Total Project Costs: Land or property acquisition, commissions, statutory fees, consultant fees directly associated with the development, materials, plant and equipment, labour, fixtures and fittings, project insurance, inflation, taxation and financing and internal costs directly associated with the development, etc. Breaking this into 70% CAPEX and 30% match (say where your match will come from - revenue, etc).*
- *Costed financial Risks: Technical, Commercial, Managerial, Environmental.*
- *Costed disbenefits (see Economic Case).*
- *ROI is calculated by subtracting dis-benefits £amount from the benefits £amount (which equals the net return) then dividing the net return by the total Required Capital Funding.*
- *Say how benefits and dis-benefits were costed.*

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Section C – Financial Case

Narrative surrounding the estimated detailed costs and how they were derived, detail on how risks have been costed and where any local contributions come from.
Max 350 words.

C1. Have they set-out the estimated detailed costs and how they were derived?
C2. Have they set-out the detail on how risks (dis-benefits) have been costed?
C3. Have they set-out where any local contributions (match funding) will come from?

Indicative Funding Profile

Quarter/Financial Year	Required Capital Funding	Capital Match Funding	Revenue Match Funding	In-kind Match Funding	Total Funding
Q1 FY 22/23	£	£	£	£	£
Q2 FY 22/23	£	£	£	£	£
Q3 FY 22/23	£	£	£	£	£
Q4 FY 22/23	£	£	£	£	£
TOTAL FY 2022/23	£	£	£	£	£
Q1 FY 23/24	£	£	£	£	£
Q2 FY 23/24	£	£	£	£	£
Q3 FY 23/24	£	£	£	£	£
Q4 FY 23/24	£	£	£	£	£
TOTAL FY 2023/24	£	£	£	£	£
Q1 FY 24/25	£	£	£	£	£
Q2 FY 24/25	£	£	£	£	£
Q3 FY 24/25	£	£	£	£	£
Q4 FY 24/25	£	£	£	£	£
TOTAL FY 24/25	£	£	£	£	£
Total Funding	£	£	£	£	£

Investment Appraisal

Compare aggregated benefits and dis-benefits to project costs using Return On Investment (ROI) measure.

Max 200 words.

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Section D – Commercial Case

Narrative surrounding the market review, procurement and delivery options, contractual milestones, commercial dependencies. Please consider if Subsidy Control would affect this project.

Max 200 words.

Suggested headings –

Market review:

Procurement and delivery options:

Delivery Programme:

Contractual milestones:

Commercial dependencies:

Subsidy control:

- D1. Do they have a clear understanding of the market - size of market, who their customers will be?
- D2. Have they set-out a convincing delivery programme?
- D3. Have they outlined procurement and delivery options?
- D4. Have they set-out contractual milestones and commercial dependencies?
- D5. Have they considered whether Subsidy Control would affect this project?

PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Section E – Management Case

Narrative surrounding project governance and management of the project, delivery programme, key milestones, stakeholder engagement, benefits realisation and risk management.

Link to other existing Dorset LEP projects and wider projects. Evidence your delivery track record. Who will deliver this project is there a team/project manager in place?

Max 350 words.

You can include an organigram showing project governance and a Gantt Chart (suggest Work Packages and associated milestones).

Suggested headings –

Project Governance:

Project Management:

Team:

Delivery Programme:

Key milestones:

Stakeholder engagement:

Benefits realisation:

Risk Management:

Link to other Dorset LEP projects (if applicable):

Track Record:

E1. Have they clearly set-out their project governance and project management approach?

E2. Have they set-out their delivery programme, highlighting key milestones?

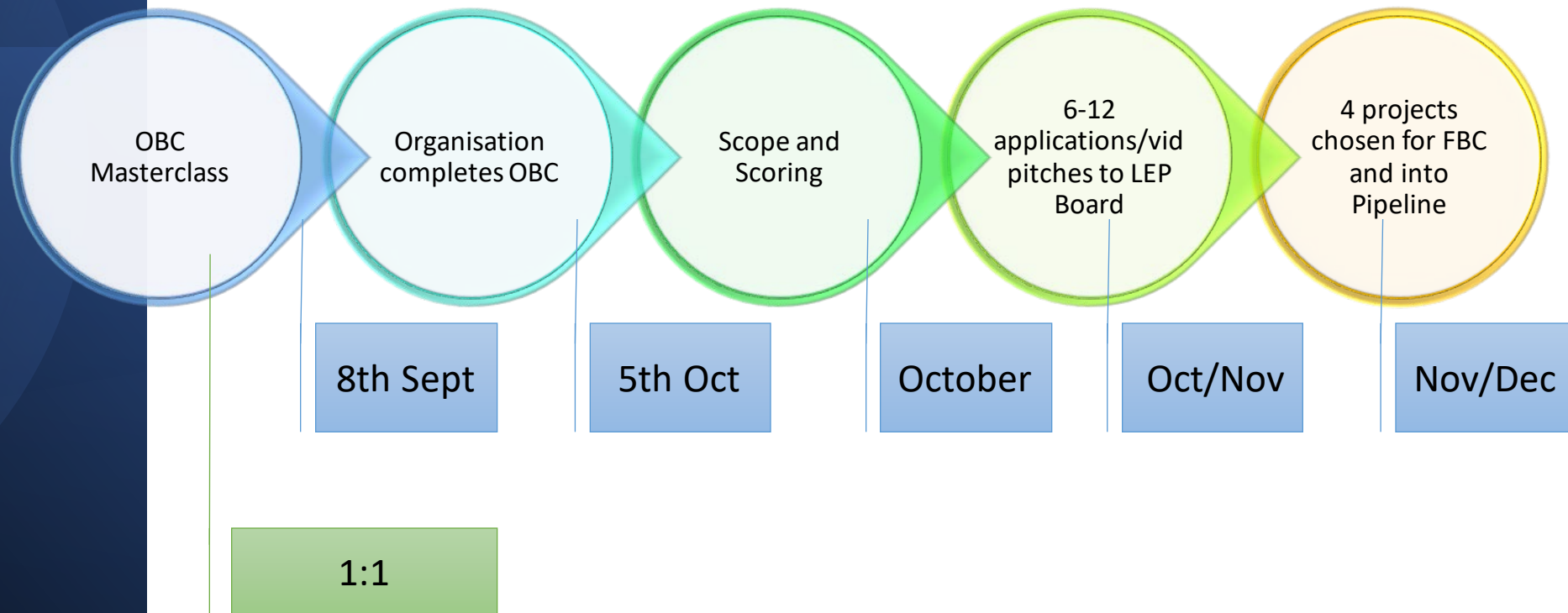
E3. Have they set-out how they will incorporate stakeholder engagement into the project approach?

E4. Do they address benefits realisation and risk management?

E5. Do they have a track record to successful managing major projects to time, quality and cost?

PIPELINE PROJECT PROGRAMME: FUTURE...

TIMELINE....



PIPELINE PROJECT PROGRAMME: FUTURE...

Outline Business Case Template

Please submit your completed outline business case related to **Healthy Ageing and Low Carbon Energy Infrastructure** via email to DorsetLEPProgrammeManagementTeam@bournemouth.ac.uk by 09:00, 5 October 2021.

Dorset Pipeline Project Programme

<https://www.dorsetlep.co.uk/project-proposals>

THANK YOU FOR LISTENING.....

