Coastal Communities

Stage two: application form and project business plan

Congratulations on being invited to stage two of Coastal Communities

Before you start filling in the form, please make sure you have read the guidance notes in part one. We have also re-sent you the stage one guidance as it contains programme rules and timetables.

If your project involves complex capital work we will have sent you a separate publication called **Stage two: capital delivery plan**. This includes additional guidance notes which you also need to read before you make a start on your stage two application.

How to contact us

Our letter inviting you to stage two includes the name and contact details of a funding officer who you can contact if you have any questions. The best way to get in touch with them is by email, so use this if you can. If you don't have email, or prefer not to use it, you can phone them or use the post instead.

If you need us to communicate with you in a particular way, such as by text phone or in Welsh, let your funding officer know.

Sending us your stage two application

Your stage two application will consist of:

- **this stage two application form**

- **a project business plan (if the amount you are requesting is more than £500,000)**

If your project involves complex capital work you'll also need to send us the **capital delivery plan** and **capital cost plan**.

As well as your stage two application and business plan (if relevant to your project) please also send us an approved, signed and dated copy of your organisation's most recent financial statements.

Send this information by the deadline on your letter inviting you to stage two to:

> **Coastal Communities Stage 2 Applications**
> **Big Fund**
> **1 Atlantic Quay**
> **1 Robertson Street**
> **Glasgow**
> **G2 8JB**

Contents

Part one: Guidance notes for all projects

When is the deadline for stage two applications?

You must send us your stage two application by the date given in the letter inviting you to stage two.

For the early round in England and Wales this is only <u>one</u> month as the early round closes for stage two applications on 20 May 2012.

Organisations which applied to the main funding round in Scotland, England and Northern Ireland will have four months from the date of this letter to send us their application.

What do we do with stage two applications once we have received them?

When we receive your stage two application, we will check that you have sent us everything we've asked for. If anything is missing, we will write to you asking for this information.

Once we have received your completed stage two application we will look at the information you have sent to see whether your organisation and project still meet the programme requirements.

If your project remains eligible for funding under this funding programme, we will assess your application and grade it against the following criteria:

- How well your project outcomes help to achieve the programme outcomes.
- How well you can deliver the project and achieve your project outcomes.

As part of the assessment process a funding officer will contact you to discuss your stage two application,

We will tell you our decision within three months of receiving your stage two application.

Managing changes to your project

Some aspects of your project may have changed since your stage one application.

If any major changes are planned or have occurred since your stage one application you should tell your funding officer what changes are planned or have happened.

If there have been any major changes to the project since stage one it may affect your chances of being offered a grant. Major changes include:

Changes to your charity registration
If you are applying as a charity we can only fund registered charities under the Coastal Communities Fund. If you are no longer a registered charity, we won't be able to consider your stage two application.

Changes to legal status
This change usually relates to where the active members and the scope of activities of your organisation remain but your organisation is better placed as a different legal entity to deliver the organisation's activities. If you're unsure whether your organisation is or will soon undergo an organisational change which might affect its legal status, contact your funding officer to discuss this further.

Changes to your project proposal
In your stage one application form you told us how your project would meet the Coastal Communities Fund outcomes. If your project proposals have changed you must let us know so we can check that they still meet these outcomes.

We would expect the substance of your project proposals to remain largely unchanged, but accept that you may have refined them. You should explain the changes in your business plan. We may wish to discuss them with you.

Changes to your project budget
We understand that your budget may have changed since your stage one application. If the amount you are requesting has increased you will need to contact your funding officer immediately with details of how much it has increased by and why. The programme has a fixed budget and as such we cannot guarantee that any increases in your budget will be accepted.

Other changes
Other changes could include the organisations in your partnership, the kinds of beneficiary groups you are targeting, the land and buildings where your project will be located and the project timetable and management.

If you're not sure whether any changes to your project are "major", please contact your funding officer before making these changes.

What happens if we award you a grant?

If your stage two application is successful we will send you an offer letter which you will have to sign and send back to us. If you are awarded a grant from us, you will need to sign these so please read them to make sure you can accept them. We will also send you a Guide to your grant pack with the offer letter.

If you are also awarded a grant for capital costs, you will need to sign our standard terms and conditions for capital grants too (see Appendix B in the separate **Stage two: capital delivery plan** if this applies to you).

Starting your project

If we award you a grant you will have to start the project and make a payment claim within six months of accepting our offer, although this can be up to twelve months for complex capital projects. You need to be sure that you can do this. We will also arrange a grant set-up meeting with successful applicants to discuss our processes and expectations in more detail.

If you applied to the early round (England and Wales only) you will have to start the project within two months of accepting our grant offer.

Monitoring your project

We will expect you to monitor your activities and progress towards achieving its outcomes during the life of the grant, and beyond the life of the grant where appropriate. We also encourage you to monitor the overall performance of your project.

We will ask you to send us information on a regular basis so that we can find out about your project's progress, what difference our money has made and ensure that it is being well spent. When we review your progress, we may ask you for extra information on particular areas. It is therefore important that your main contact has a good understanding of how your project is progressing.

Projects that we fund will need to provide us with the following information:

- Once your grant is awarded we will ask you to confirm what monitoring systems you have put in place and whether these are in line with your original application.
- If your project takes longer than a year, we will ask you to complete a more detailed report about your progress and a more thorough account of your project budget at the end of the first year.
- At the end of your project we will ask you to report on your progress in the final year as well as the overall success of the project.
- At various points throughout the life of our grant we may contact you to discuss project progress, challenges and pick up any key issues detailed within your most recent report.
- We may make arrangements to visit your office to look at your project management and monitoring systems.

Your project partners should be aware of our reporting requirements. You and your partners should have budgeted enough resources for reporting to us when we need you to.

Evaluating your project and sharing learning

If we award you a grant, we want to be confident that your project makes a difference and identifies opportunities for improvement. It is important for your organisation to understand why certain approaches do or do not work, to identify good practice, and to analyse how certain outcomes are being achieved. As such, it forms an important part of project planning and management. We strongly encourage you to develop your own evaluation and dissemination plans as well as collecting the routine information you need to satisfy our monitoring requirements.

Self-evaluation is something that you are in charge of and can carry out in a variety of ways. You should work with people involved in your project (including beneficiaries) to identify the key questions you'd like to explore during the life of your project, how to investigate them, and what to do with the findings. You should fully develop and implement your evaluation plans at the start of the project. For further information about approaches to self-evaluation, please see our 'Understanding self-evaluation' guidance which is available on our website. **Error! Hyperlink reference not valid.**

You may want your project staff to carry out self-evaluation activities or you may want to get support and advice from other agencies or consultants. We are happy for you to budget for this within your grant application under 'Monitoring and evaluation', as long as your plans are in proportion to the size of your project. Typically, we encourage applicants to set around 5 per cent of their total project cost for monitoring and evaluation activities.

Beneficiary monitoring

We want to find out about the people who have benefited from the projects we fund to understand the spread of our funding. We also want to learn from projects and programmes about their success in reaching different types of people to see if these approaches can be replicated elsewhere.

Within six months from the date we receive your grant agreement, we will ask you to:

- estimate the percentage of people that will benefit from your project under a number of categories, for example, ethnic background, age, sexual orientation and gender
- think about how you will reach all of these people and how you will check whether or not you have been successful in doing so.

You should start thinking about how you will collect this information when planning your project.

Every year and at the end of your project, we will ask you to:

- tell us what percentage of people actually benefited from your project, under the same categories, and the evidence you have to back up your figures
- tell us how successful you were at making sure that everyone who could benefit from your project was able to use it or get involved.

Public announcement and acknowledgement

We are required by law to tell the wider public about the grants that we make and, as part of this process, we may want to publicise your project. However, when doing this we would make sure that confidentiality is not compromised.

Good governance

Governance means the way your lead organisation and partnership are set up and run. It is about the procedures, policies, documents and management arrangements you have for the way you administer and control your organisations, including their finances and delivery of what they have been set up to achieve.

We have published a 'Good governance guide' which you can find on our website. The guide also introduces you to our risk analysis process.

Part two: Application form and project business plan

Unique Reference Number (URN)

Tell us the Unique Reference Number (URN) given to you at stage one.

CCF/1/010435977

Section one: Organisation details

We need you to confirm some of the details you provided us with in your stage one application.

1.1 Organisation name

What is the full legal name of your organisation?

The Council of the City of Sunderland

1.2 Organisation address and contact details

In your stage one application you gave us the registered address and contact details for your organisation. Has this changed since stage one?

☐ Yes – please update below

☒ No – go to next question

If you have ticked 'yes' above, what is your organisation's new registered address?

Telephone number one (or text phone)	Telephone number two (or text phone)

Email address (if applicable)	Web address (if applicable)

If your organisation's registered address or contact details have changed, tell us why.

1.3 Reference or registration numbers

Have your organisation's charity, company or other reference or registration numbers changed since stage one?

☐ Yes – please update below

☒ No – go to next question

If you have ticked 'yes' above, what are you organisation's new charity, company or other reference or registration numbers?

Charity number	Company number	HMRC Charitable status number

Other (please specify)

1.4 Main contact details for the application

You gave us details of your main contact in your stage one application. Have any of these details changed since stage one?

☐ Yes – please update below ☒ No

If you have ticked 'yes' above please update the main contact details below.

Title ☐ Mr ☐ Mrs ☐ Ms ☐ Miss

Forenames (in full) Surname

Position or job title

Address for correspondence, including postcode. Write 'as above' if this is the same as the organisation's registered address in question 1.2.

As above.

Telephone number one (or text phone) Telephone number two (or text phone)

Email address (if applicable) Web address (if applicable)

www.sunderland.gov.uk

If the address for correspondence is different from the organisation's registered address in question 1.2 please tell us why.

1.5 Project location

Has the main delivery address for your project changed since stage one?

☐ Yes – please update below

☒ No – go to next question

Tell us the postal address where your project will take place. Be as accurate as possible, including the street and postcode, if you know it. If your project takes place in multiple locations, give details of the place where most of the project activity will be based.

In which local authority ward(s) will your project activities take place?

In which local authority area(s) is your coastal community?

Section two: About your project

2.1 What is the name of your project?

Seaburn Masterplan Delivery Project

2.2 What is the aim of your project?

The aim is a brief statement of the overall purpose of your project. Try to keep your answer to one sentence. The aim should help focus everything that you plan to do and explain the changes your project will bring about to meet the needs you have identified:

Example: *"We aim provide pop up sea front premises for organic local food producers. The project will support 20 new businesses and create 32 jobs."*

The project will make vital investments in Seaburn's physical infrastructure, enabling its comprehensive re-development to take place. The project will unlock 53,000 sqm of new commercial development, generate 721 direct and indirect jobs, 1096 construction jobs and trigger additional private sector leverage of £78m.

2.3 What key changes or difference will your project make?

Tell us which of the four programme outcomes your project will address. By outcomes we mean the changes that will come about as a result of your project. All projects have to meet outcome 1:

1. Coastal communities are better able to use their assets (physical, natural, social, economic and cultural) to promote sustainable economic growth and jobs;

And meet at least one of the following outcomes:

2. Coastal Communities have greater capacity to create a sustainable economic future and are better equipped to adapt to change;
3. Partnerships are developed to support economic innovation, enterprise and investment either within a community and/ or across a number of coastal communities;
4. People have more opportunities for training and skills development, including volunteering.

- For each, tell us who will benefit from the change.
- We suggest writing no more than 25 words for each.

If your project addresses only two outcomes then all you need do is list those two.

1	Residents and businesses in the city will benefit significantly from investment in the regeneration of Seaburn's natural and physical assets. The project will lead to sustainable economic benefits including 721 direct jobs and new business growth, resulting from increased visitor spend and accelerated commercial development.
2	The project will result in greater economic resilience, by encouraging diversification of the local economy and improving perceptions of the area as a place to live and work.

3	Comprehensive improvements in the quality of physical infrastructure and seafront environment will provide a significant boost to local business growth and promote innovation, particularly in the creative and leisure sectors. It will give the business and local community a new space to showcase the city's events, businesses and outdoor activities.
4	Through diversification of the local economy, the project will lead to a greater range of employment, training and skills opportunities for young people and residents. At the end of Year 2, it is anticipated that a private developer will be in place and through partnership working we will aim to embed local labour clauses and training in the contract.

2.4 How much difference will your project make and by when?

Use the table below to list up to three indicators for each of the programme outcomes your project will address. Indicators are signs that the change or difference is happening, and they help you to see whether your project is being effective. If there is only one relevant indicator for each outcome then it is perfectly acceptable to list only one.

For each indicator show the level of change (for example, how many people will benefit) and when you would expect to see that change (for example, by the end of the first year of the project). You may want to show the level of expected change at a number of points during your project or, for some indicators, simply just at the end.

As a minimum for each outcome you need to list one indicator that shows the total amount of change you would expect to see at the end of the project (see the example in the table below). We need this information as it tells us how much change we could expect to get in return for any funding we award you.

We suggest writing no more than 20 words for each indicator and each level.

Programme outcome	Indicator	Number of jobs created related to this indicator	Timescale
Leave the relevant lines blank if your project does not address that particular outcome.	*Example: The number of new businesses supported*	*15 new jobs*	*By year one*
	The amount of increased visitor expenditure generated by the project	*20 new jobs*	*By year one, six months*
	The development and growth of 5 food and drink supply chains in the local economy	*32 new jobs*	*At the end of the project (two years)*
Outcome 1 Coastal communities are better able to use their assets (physical, natural, social, economic and cultural) to promote sustainable economic growth and jobs.	The creation of 16300 sq m of improved public realm, resulting from the completion of Phase 1, 2 and 3.	16300 sq m	After 18 months
	The creation of 62 FTE construction jobs through the infrastructure and improvement works.	62 jobs	After 24 months
	Local businesses report improved performance following the project's completion - increased turnover and new jobs	£500,000/yr in additional turnover; 25 new jobs (£20,000 per FTE job)	**At the end of the project**
Outcome 2: Coastal Communities have greater capacity to create a sustainable economic future and are better equipped to adapt to change.	The creation of 1 sustainable drainage project, involving green infrastructure landscaping improvements to alleviate the risk of local flooding.	1	At the end of the project
	The creation of 5 new businesses and new employment opportunities through	47 new jobs	After 18 months

	the Seaburn Shelter redevelopment project (Phase1).		
	Unlocking key development sites for private investment estimated at £78m+ during the period 2013-2019.	53,000 sq m	**At the end of the project**
Outcome 3: Partnerships are developed to support economic innovation, enterprise and investment either within a community and/ or across a number of coastal communities.	An increase in the number of cultural and leisure events taking place in the immediate locality.	10 new jobs in the supply chain	At the end of Year 1
	An increase in visitor spend of £500,000 and visitor numbers of 10,000 per annum.	25 new jobs (£20,000 per FTE job)	At the end of Year 2
	Procurement of a private sector partner to undertake the next phase of investment (2013-2019).	674 new jobs / 1096 construction jobs (over 6.5 years	**At the end of the project**
Outcome 4: People have more opportunities for training and skills development, including volunteering.			
			At the end of the project

2.5 What are the most important activities you will deliver during your project?

Activities are the tasks, actions or services that take place in your project to achieve its outcomes. They:
- specify **what** will be done, **how** it will be done, **who** will do it and **when** in order to achieve success
- form the main content of your **project planning**
- determine the **resources and budget** that you need to run your project

How will you deliver your project? Please provide a timetabled project plan of key activities or services, stating when they are due to happen any risks or key challenges and how these will be addressed.

We suggest listing no more than four activities a year and writing no more than 20 words for each.

When	Activity
Year one	Example: We will provide 12 new sea front premises, with combined business support services, to help up to 12 start-up local organic food producers/ retailers within 2 years.
	We will complete the implementation of Phase 1 Promenade infrastructure improvements -

	July 2012
	We will complete the delivery of a mixed use leisure scheme at Seaburn Shelter alongside private sector partners
	We will secure all copnsents necessray to deliver Whitburn Road highway and public realm enhancements (Phase 2a)
	We will have designs for Phases 2b and 3 finalised with our engineering and sustainable drainage consultants
Year two	Phase 2a improvements to Whitburn Road will start on site and be completed
	All statutory consents for phase 2b will be secured and works on site commenced
	Statutory conesnts will be secured and contractors procured to deliver Phase 3 works with completion in October 2014
	A Full gantt Chart programme can be viewed in Appendix C of the business case

2.6 How will you measure and track your progress towards achieving the programme outcomes?
(Maximum 300 words)

Project progress and the degree to which it is achieving its objectives will be monitored against the project programme forecast and indicators identified in section 2.4 of the application form.

The monitoring and evaluation process will assess:

- The degree to which the project is delivering the physical infrastructure works at Seaburn

- Whether the project programme is realistic and achievable

- Any unintended consequences as a result of the interventions

- Whether the interventions are achieving the intended outcomes

The project is being managed using PRINCE2 and has a robust ongoing monitoring and evaluation framework in place.

The project manager will provide monthly progress reports on the Seaburn project to the established Seafront Project Group as well as updates to Executive Management, Ward Members, Sunderland Partnership and Economic Masterplan AIM 3 Project group. The Leader of the Council, Chief Executive and Portfolio holders will be routinely updated on progress.

The monthly progress reports will be accompanied by an issues log, which will enable the project team to identify any issues with project progress as they arise and identify appropriate mitigation actions. Regular

briefings with the Project Executive – who chairs the seafront project group – will also take place.

A detailed Gantt chart has been prepared to assist in monitoring progress against key milestones. A project review will be undertaken once every 6 months, 1 year and 2 years after the completion of the work. Regular inspections will be undertaken to identify maintenance requirements.

The baseline evidence used to support the Regeneration Strategy, Masterplan and project development will be regularly reviewed to provide evidence of the impact of the interventions. Analysis of both economic and social returns on investment will be conducted at the end of the project to quantify wider socio-economic outcomes.

2.7 Projects relating to coastal flooding or erosion

2.7.1 Does the proposal involve works to improve protection against flooding and/or coastal erosion?

☒ Yes – go to question 2.7.2

☐ No – go to question 2.8

2.7.2 If so, does the relevant Flood Risk/Coastal Erosion Risk Management Authority (such as the Environment Agency or local authority) support the proposal?

☒ Yes

☐ No

2.7.3 Please provide a brief description to support the responses given if you are delivering a coastal flooding or erosion alleviation project. The usual consents will need to be secured from the relevant authorities in relation to any works proposed, with the works themselves consistent with the agreed Shoreline Management Plan, where relevant.

The Promenade improvement works will incorporate potential improvements to the sea wall. The sustainable drainage infrastructure will mainly focus on alleviating floodrisk and surface water drainage issues in the area. We have been in regular contact with the Environment Agency and engineers within the City Council's Coastal Defence Team.

2.8 Welsh language

You can find out about our requirements under the [Welsh language scheme](#) on our website.

If your project will be delivered in Wales, how will you make sure that everyone who could benefit from your project will be able to do through the medium of Welsh and English? (Maximum 300 words)

Section three: Project delivery

Use this section to tell us about your organisation, its aims and objectives, track record in project delivery, project justification, proposed delivery and relevant partnership arrangements to support the successful delivery of the project you're applying for.

Please note that if your project is to be delivered through a partnership we will expect a full partnership agreement to be in place when you apply to stage two.

3.1 Your organisation

Tell us about your organisation's background, the services it currently provides and successes in project delivery relevant to the project you're applying for. (Maximum 300 words)

Sunderland City Council serves a community of 287,000 people. It is a unitary borough, combining parish, district and metropolitan functions, co-ordinating over seven hundred different services through a combination of direct service provision and commissioning of private and voluntary sector agencies. In summary, its aims are to:

- Create an enterprising and productive global city with a strong and diverse local economy

- Create a city where everyone can be supported to make healthy life and lifestyle choices

- Make Sunderland a place where everyone feels welcome, safe and inclusive

- Create a place with a thriving learning culture

- Ensure Sunderland becomes a clean, green city with a strong culture of sustainability.

Services span a wide range of areas including advice and benefits, business support, community development, council and democracy, education and learning, environment / planning, housing, leisure / culture, health / social care, transport and streets. The functional service areas are guided by a corporate governance framework aimed at ensuring that the Council is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

SCC has a successful track record of delivery at the Seafront. The impacts of £1m Sea Change funding secured in 2009 can be seen on the ground: significant physical improvements to Roker promenade; new featur e lighting chosen by the community; an interpretation trail and events programme.

SCC has extensive experience of managing major economic development projects that aim to stimulate new business growth and rebalance the local economy. Recent examples, using additional public funds, include: Evolve Business Centre – £9m; Sunderland Software Centre – £9.85m; Sunderland Aquatic Centre / 50m Pool – £20m.

3.2 Partnership working

Tell us about the relevant partnership arrangements in place to deliver the project you're applying for. Please outline who is involved in the partnership, what their experience and roles are and about the benefits of working together on this project. (Maximum 300 words)

For further guidance on what we expect to see in partnership agreements see Appendix B of this document. If you have a partnership agreement in place you should provide this with your application.

Partner organisations for the Seaburn project have been and will continue to be vital in generating support for the project and ensuring that the project remains relevant to the needs of the city and its residents.

The Sunderland Partnership (which includes representation from the Community and Voluntary sector, University of Sunderland, Northumbria Police, City of Sunderland College, City Hospitals) is responsible for the direction and coordination of Sunderland's community regeneration activity, through the Sunderland Strategy 2012– 2025. Their involvement has been vital in aligning the project with the City's wider strategic priorities. As this project moves forward their input and support will remain equally as important.

Other key partner organisations that have been consulted to date and who will continue to shape the project include: - Local Voluntary Groups – including Disability IAG, Planning Aid, Voluntary & Community Action Sunderland (VCAS), SAFC Foundation; The Seafront Business Forum; Sunderland's Economic Leadership Board (who oversee the strategic direction of Sunderland's Economic Masterplan).

Depending on their specific area of expertise, the different partners have been able to advise on project direction. Local voluntary groups such as the Disability IAG and the Seafront Business forum have provided much needed insight into areas of need and additional issues facing the seafront which has complemented the public consultation undertaken. The public consultation strategy for the seafront was overseen by Planning Aid, a charity specialising in community engagement in the planning process.

Effective partnership working with public, private and voluntary sector partners will continue to inform design of the project. Within Sunderland City Council, a multi-disciplinary project team will consider all project implementation issues including planning, physical development, maintenance, financial management, events and publicity.

3.3 Need for your Project

Please tell us how you have evidenced the need for the project, describing how you have identified the likely demand for and opportunities presented by the project? What gap(s) in existing facilities or provision

does the project set out to address? How does it fit with/ complement existing provision at a local or regional level? (Maximum 300 words)

Continued reliance on the public sector and large employers, lack of business start ups, above average worklessness and low skill levels and earnings demonstrate the need to diversify and strengthen Sunderland's economy. The traditional resort function of Seaburn has diminished, resulting in closure of attractions, a deteriorating physical environment and vacant buildings and sites. Although developer interest exists, the constrained site has hindered investment.

Market testing of the Ocean Park site with the private sector and ongoing dialogue with the local business forum has provided a detailed understanding of the market opportunities that exist, informing viability and securing a more robust analysis of the project's outputs. A detailed financial and development appraisal has also been undertaken.

Infrastructure investment will unlock the area for development and improvement, rejuvenating a well-loved destination for the community of Sunderland. It will bring new jobs and training opportunities for residents of the city by facilitating latent private sector investment and represent a platform for new business start-ups or expansion of existing local businesses.

The project has been shaped by stakeholders across the City using innovative consultation methods. Workshops led by Planning Aid, a local business forum, councillor steering group and engagement with hard to reach groups has provided a detailed view of the community's aspirations. An overwhelming 2,500 responses to the Masterplan consultation demonstrates considerable local support for the project.

The project will complement existing provision or facilities including:

-        Strengthened links between the seafront and the candidate World Heritage site at St. Peters to increase visitor numbers.

-        Enhanced connections to footpath and cycle routes, in particular the C2C and North Sea Route.

-        New and improved signage from the city centre to the river corridor and coast.

-        Existing commercial assets (cafes, restaurants) will benefit economically from an upgraded physical environment.

3.4 Further information on job creation

Please give further information about how you calculated the number and nature of indirect jobs your project will create and sustain. (Maximum 300 words)

The indirect jobs the project will create are estimated at 721 over a 6 year period (2013-2019), of which 47 will be created in 2013-14. This has been calculated using the HCA employment densities guide (2nd edition, 2010) as well as experience from comparable schemes.

An appraisal provides a more detailed assessment of job creation for the regeneration project as a whole. The jobs will be created in the following use classes: A1-A5 - retail, restaurants, cafes (499); C1 & D2 – hotel, leisure and assisted living (222).

Estimates for construction jobs have also been assessed using DCLG and EcAd calculations. The appraisal estimates that 1096 FTE jobs will be employed during the 6 year delivery period, including 61 in 2013-14.

As well as the outputs that relate to the infrastructure and improvement works, we would also expect additional job creation as a result of increased visitor numbers, events and existing local business growth.

We estimate that:

- Local businesses will report improved turnover following the project's completion - £500,000 increased turnover and 25 jobs

- The number of cultural and leisure events taking place in the immediate locality will increase and create 10 jobs in the supply chain

- There will be an increase in visitor spend of £500,000 per year and an increase in visitor numbers of 10,000.

These figures are based on an annual economic analysis of culture and tourism in Sunderland. The sector contributes £349m to the city's economy, there were 7.6m day visitors, 3,856 people are employed directly, and 1,071 indirectly (2011 figures). These figures will provide an important baseline from which to measure the direct and indirect impact of the project. The methodology we will be using is the Scarborough Tourism Economic Activity Model (STEAM).

Section four: Project costs

Any grant we make is inclusive of VAT. If you are registered for VAT, you can only apply to us for the cost of non-recoverable VAT. Organisations not registered for VAT should include VAT costs in their budget. If you later find that the costs of your project increase because you have made a mistake about your organisation's ability to recover VAT, we will not increase our grant to cover this.

In your business plan you will need to tell us any assumptions you have made about the costs which have included in your budget. For example, we will expect to see how you have considered and included factors such as inflation.

If there are any discrepancies or changes in the costs since your stage one application, clear explanations for these changes will need to be provided in the relevant section of the business plan.

4.1 Value Added Tax (VAT)

We will only pay VAT if you cannot claim it back from HM Revenue and Customs.

4.1.1 Is your organisation registered for VAT?

☒ Yes

☐ No

4.1.2 If yes, what is your VAT number?	178210271

4.1.3 Have you got in touch with either your local VAT office or a VAT expert to find out how much VAT you can recover on the cost of your project, and do your budget costs reflect this?

☒ Yes

☐ No

4.1.4 If 'No' tell us what you have done to make sure that you will incur no extra costs as the result of non-recoverable VAT, as we cannot increase our grant at a later date. In case you incur extra costs due to non-recoverable VAT, how will you meet this cost? (Maximum 300 words)

4.2 State Aids

As referred to in questions 28 and 29 of the Stage One application form, please either a) supply any advice you have already received on state aid, or b) let us know how you plan to comply with state aid regulations (Maximum 300 words)

State aid implications have been considered as follows:

Support to SMEs or large business - there will be no direct financial assistance granted to businesses as part of this project.

Infrastructure works - all infrastructure works that are proposed as part of the project will be subject to formal competitive procurement procedures which will be compliant with EC Public Procurement Regulations.

We will ensure that robust and transparent procurement is carried out to:

- Achieve Value for money;

- Maximise efficient use of grant funding in order to contribute to the programme's objectives;

- Maintain competitiveness and fairness where state aid is involved.

The proposed investment activities will be divided into 3 phases. Each phase will be procured separately, using EU Procurement Guidelines. The precise tendering arrangements will depend on the exact specification required at the detailed design stage.

By implementing a rigorous procurement process, which complies with the above, there will be no state aid.

Procurement will be overseen by the City Council's Corporate Procurement and Legal teams to ensure that good practice procedures are implemented.

4.2 Project budget

This section should be a revised and detailed breakdown of the budget that you provided in your stage one application. For help in completing your budget and in working out your overheads please refer to 'Full cost recovery' on our website. We are keen to be the majority funder on this programme and will contribute up to 100 per cent towards your project. If your organisation wishes to provide small additional funding or in-kind support, this is fine.

	Total project costs (including VAT)		A - Total for project (£)	B - VAT recoverable from total (£)	C - Your own funds (£)	D - Amount requested from Big Fund (£[A-B-C])
	Year 1 (£)	Year 2 (£)				
Revenue costs						
Salaries (incl. NI, pensions and redundancy)						
Freelance fees						
Recruitment						
Staff and volunteer training						
Beneficiary training						
Travel and accommodation						
Monitoring and evaluation						
Professional and legal fees						
Monitoring and evaluation						
Translation costs						
Other:						
Other:						
Other:						
Other:						
Other:						
Total revenue costs						

4.3 If you are asking us to fund overheads, what percentage of your organisation's total overheads does this represent?

	Total project costs (including VAT)		A - Total for project	B - VAT recoverable from total	C - Your own funds	D - Amount requested from Big Fund (£[A-B-C])
	Year 1 (£)	Year 2 (£)	(£)	(£)	(£)	
Capital						
Purchase of land, buildings and/or lease						
Construction works	785,200	1,290,294	2,075,494		538,091.04	1,537,402.96
Refurbishment works						
Fixtures, fittings and equipment						
Professional and legal fees	155,000	165,000	320,000		82,962.96	237,037.04
Survey fees						
Statutory fees	17,000	7,000	24,000		6,222.22	17,777.78
Inflation	0	44,340	44,340		11,495.56	32,844.44
Contingency	92,800	143,366	236,166		61,228.22	174,937.78
Vehicles						
IT and office equipment						
Other:						
Other:						
Other:						
Total capital costs	1,050,000	1,650,000	2,700,000		700,000	2,000,000
Overheads						
Staff						
Utilities						
Other:						
Other:						
Total overheads						
Total project costs	1,050,000	1,650,000	2,700,000		700,000	2,000,000

4.4 Project funding

4.4.1 How much funding are you asking for from the Big Fund? Tell us how much you need from us in each year (not the total project cost).

	Grant amount requested from Big Fund (£)		
	Year 1	**Year 2**	**Total***
Revenue			
Capital	777,777	1,222,223	2,000,000
Overheads			
Total			

*These amounts should be the same the totals in column D of question 4.2

4.4.2 How much funding will come from other sources? Tell us where it will come from, how much it is and whether you have secured it yet. Include any funding for in-kind support from organisations in your partnership.

Early funding round

If you're applying to stage two of the early round (England and Wales) you must have all joint funding in place before you apply.

Main funding round

If your application is successful any joint funding must be in place within three months of accepting our grant offer.

	Amount per year				Secured	Not secured	In kind
Source of funding	**Year 1 £**	**Year 2 £**	**Total £**				
Sunderland City Council	333,511	483,031	816,542		☒	☐	☒
Coastal Communities	777,777	1,222,223	2,000,000		☐	☐	☐
					☐	☐	☐
Total							

4.4.3 If you have indicated that you are contributing your own funds towards the project, please give us further details here. You should only include money which has been agreed and set aside for this purpose. (Maximum 300 words)

The £2m Coastal Communities fund bid for infrastructure works at Seaburn will be supported by £700,000 match funding, secured from the City Council's Capital Programme. At its meeting on 18th July 2012 the City Council's Cabinet approved the project to be funded through its capital programme. The report sets out that £700,000 will be specifically allocated to Seaburn improvement works designed to generate and support private sector investment in the area. The report highlights the intention that the allocation will be used to support the £2m bid to Coastal Communities.

Section five: Staff posts

Complete the table below to provide a breakdown of the staff and volunteers that will work on this project. If you are asking us to contribute towards any line management as part of your overheads, you should complete this table for these positions as well. We expect any new posts funded by our grant to be externally advertised and recruited.

For salaried posts you should include all relevant costs where applicable. For example: National Insurance, pension or redundancy contributions. You should express these pro rata for posts that will work part-time on this project. We expect to be able to see the figures you have set out here reflected in the relevant budget lines of your project budget. Make copies of this table to continue onto if you need more than one page.

Job title	Number required	Brief summary of what this person will do on the project	Is this a new or existing post?	How many hours, on average, will be worked on this project per week?	Are these posts voluntary, salaried or consultant?	Total cost to the project for these posts? (£)	How much of this are you expecting to come from our grant? (£)
Deputy Chief Executive	1	Project Executive role - responsible for strategic management of the project	Existing	2	Salaried	0	0
Head of Planning & Property	1	Project Executive role - responsible for operational management of the project	Existing	3	Salaried	0	0
Planning Implementation Technician	1	Provision of technical support to Project Manager	Existing	4	Salaried	0	0
Senior Valuation Surveyor	1	Provision of valuation advice	Existing	3	Salaried	0	0
Senior Solicitor	1	Provision of legal advice	Existing	1	Salaried	0	0
Senior Planner (Regeneration)	1	Project Management	Existing	15	Salaried	0	0
Capital Procurement Manager	1	Lead on Procurement	Existing	2	Salaried	0	0
External Communications	1	Lead on and support with all	Existing	1	Salaried	0	0

Manager		external communications					
Risk & Assurance Specialist	1	Provision of risk management support	Existing	1	Salaried	0	0
Media Relations	1	Lead of all media/press relations	Existing	1	Salaried	0	0

Section six: Finishing your application form

Data Protection, Freedom of Information and Welsh language
Your signatures on this form will be taken as confirmation of your understanding of our obligations under the Data Protection Act 1998, the Freedom of Information Act 2000 and the Welsh Language Act 1993 and your acceptance that we will not be liable for any loss or damage to you pursuant to our fulfilment of our obligations under the relevant law.

Data Protection

If you have applied for, or hold, a grant with use, we will use the information you give us during assessment and during the lifetime of any funding to administer and analyse grants and for our own research purposes.

We may give copies of all or some of this information to individuals and organisations we consult when assessing applications, administering the programme, monitoring funding and evaluating funding processes and impacts. These organisations may include accountants, external evaluators and other organisations or groups involved in delivering the project.

We have a duty to protect public funds and for that reason we may also share information with government departments, organisations providing matched funding or for the prevention and detection of crime.

We might use personal information provided by you in order to conduct appropriate identity checks. Personal information you provide may be disclosed to a credit reference or fraud prevention agency, which may keep a record of that information.

If false or inaccurate information is provided in a funding application and fraud is identified, details will be passed to fraud prevention agencies to prevent fraud and money laundering. Further details explaining how the information held by fraud prevention agencies may be used can be obtained by contacting our Head of Information Governance by emailing dataprotection@bigfund.org.uk, by telephoning our advice line on 0845 4 10 20 30 or by writing to: Head of Corporate Governance, Big Fund 1 Plough Place London EC4A 1DE.

We might use the data you provide for research purposes. We recognise the need to maintain the confidentiality of vulnerable groups and their details will not be made public in any way, except as required by law. As Big Fund is administering this programme on behalf of the Office for Civil Society, Cabinet Office, we will also share your information with them.

Freedom of Information Act
The Freedom of Information Act 2000 gives members of the public the right to request any information that we hold. This includes information received from third parties, such as, although not limited to grant applicants, grant holders, contractors and people making a complaint.

If information is requested under the Freedom of Information Act we will release it, subject to exemptions; although we may choose to consult with you first. If you think that information you are providing may be exempt from release if requested, you should let us know when you apply.

Welsh Language Act
Under the Welsh Language Act 1993 all public bodies in Wales and organisations that receive funding from public bodies in Wales must meet the requirements of the Act in providing a bilingual service to the public in Wales.

This means that all Big Fund grant holders must:

promote their project bilingually and provide bilingual versions of all publicity materials, including publications and websites, paid for by our grant

advertise all posts paid for by our grant in both English and Welsh in the press and consider whether the post needs to be filled by a Welsh speaker and consider the linguistic make-up of the community in which they work in throughout the life of the grant.

Safeguarding children, young people and vulnerable adults

We need to be sure the children, young people and vulnerable adults you work with will be safe. It is your responsibility to ensure that you and your project partners have appropriate safeguarding policies and procedures in place, which we may inspect at any time. We recognise that your partners may not yet have these policies but we expect you to work with your partners to ensure our minimum requirements are met.

As a minimum we expect you to:

- have safeguarding policies in place that are appropriate to your organisation's work and the project you are asking us to fund
- review your safeguarding policies at least every year
- complete a rigorous recruitment and selection process for staff and volunteers who work with children, young people or vulnerable adults, wherever possible this should include checking criminal records and taking up references where they are available
- set appropriate ratios of staff or volunteers to children, young people or vulnerable adults
- provide child protection and health and safety training or guidance for staff and volunteers
- carry out a risk assessment
- secure extra insurance cover, if appropriate

Declaration

- We confirm that we are duly authorised to sign this declaration on behalf of the applicant organisation in question 1.1.
- We confirm that this application and the proposed project within it has been authorised by the management committee, other governing body or board.
- We certify that the information given in this application is true and confirm that the enclosures are current, accurate and adopted or approved by our organisation.
- We understand that any offer of grant will be subject to terms and conditions and we confirm that the organisation has the power to accept this grant if the application is successful and to repay it if the grant conditions are not met.
- We acknowledge and accept the confidential nature of information relating to the Coastal Communities Fund and agree that this information is not to be disclosed to anyone except those in our organisation who need to know it for the purposes of the project and those external advisors who need to know it will be required to acknowledge in writing their duty of confidentiality to you and to us.
- We confirm that our organisation meets the safeguarding children, young people and vulnerable adults requirements
- We understand that, if we make any seriously misleading statements (whether deliberate or accidental) at any stage during the application process, or if we knowingly withhold any information, this could make our application invalid and we will be liable to repay any funds.
- We understand that the Big Fund will not tolerate corruption under any circumstances and that we are expected to have clear disclosure of information, rules, plans, processes and actions in order to mitigate against the use of funds for corruption.
- We understand that the Big Fund may commission an evaluation of the programme. We confirm that we will co-operate with any evaluation related activities which are required of us by the Big Fund and further confirm that the Big Fund may use any part of our application for evaluation or research purposes.
- We have not altered or deleted the original wording and structure of this application form as it was originally provided or added to it in any way.
- We understand that you require each signatory to this form to provide their full name, home address and date of birth for fraud prevention and detection purposes.
- We confirm our organisation has the legal power to set up and deliver the project described in this application form.

6.1 Signatory one (This must be the main contact named in question 1.6)

I understand that you may contact me during assessment and I confirm that I am authorised by the organisation for this purpose and that you may rely on any further information supplied to you by me.

Title   ☒ Mr   ☐ Mrs   ☐ Ms   ☐ Miss

Forenames (in full)	Surname
Ben	Winter
Position or job title	**Date of birth**
Senior Planner (Regeneration)	29-01-1980
Signature	**Date**
	21st September 2012

Home address for correspondence, including postcode.
59 Fern Dene Road, Gateshead, Tyne and Wear, NE8 4RT

☒ We would like to send information about the Big Fund and Lottery good causes to your named main contact. If you would rather not consent to receive this information please tick the box.

☐ We would be grateful if you would help us improve our customer service by taking part in activities such as market research, surveys or product testing. If you would rather not consent to take part in these activities, please tick the box otherwise we may pass your details on to organisations that do this work for us.

6.2 Signatory two

This should be the chair, chief executive or person of similar authority in your organisation. We ask for their home address and date of birth to help us prevent and detect fraud.

Title   ☒ Mr   ☐ Mrs   ☐ Ms   ☐ Miss

Forenames (in full)	Surname
Malcolm	Page
Position or job tite	**Date of birth**
Executive Director of Commercial and Corporate Services	DOB 31/1/67
Signature	**Date**
	21st September 2012
Home address, including postcode.	**Address for correspondence, including postcode**
2 Cauldwell Close Monkseaton Whitley Bay Tyne and Wear NE25 8LP	Sunderland City Council Civic Centre Sunderland SR2 7DN

Telephone number one (or text phone)	Telephone number two (or text phone)
0191 561 1003	
Email address (if applicable)	Web address (if applicable)
Malcolm.Page@sunderland.gov.uk	www.sunderland.gov.uk

6.3 Beneficiary monitoring

We want to find out from you who will mostly benefit from your project. When answering each question you should consider the make-up of the population in the area where you are delivering your project and who you think is most likely to use or get involved in it or use any services or facilities you are offering.

If you do not expect any group or groups to benefit more than other groups listed then you should tick 'No'. If you tick 'Yes', this means that your project will be particularly relevant to some of the groups listed.

We primarily ask these questions so that we can build up a picture of how funding is spread. There are no model answers. The information you give us will depend on what your project is for. We will cross-reference the information you provide against other information supplied in your application form. If there are any inconsistencies we may follow this up with you.

a)   Ethnic background

Will your project mostly benefit people from a particular ethnic background (remember that everyone has an ethnic background)?

☒ No – please go to the next question.

☐ Yes – tick up to three boxes below.

White

☐ English/Scottish/Welsh/Northern Irish/ UK

☐ Irish

☐ Gypsy or Irish Traveller

☐ Any other White background

Mixed/Multiple ethnic groups

☐ Mixed ethnic background

Asian/Asian UK

☐ Indian

☐ Pakistani

☐ Bangladeshi

☐ Chinese

☐ Any other Asian background

Black/African/Caribbean/Black UK

☐ African

☐ Caribbean

☐ Any other Black/African/Caribbean background

Other ethnic group

☐ Arab

☐ Any other ethnic group

b)   Gender

Will your project mostly benefit people of a particular gender?

☒ No - please go to the next question.

☐ Yes - which gender?

  ☐ Male

  ☐ Female

c)   Age

Will your project mostly benefit people from a particular age group?

☒ No

☐ Yes - which age ranges? Select up to two boxes:

  ☐ 0-24 years

  ☐ 25-64 years

  ☐ 65+ years

d)   Disability

Will your project mostly benefit disabled people?

☒ No   ☐ Yes

e)   Religion or belief

Will your project mostly benefit people of a particular religion or belief?

☒ No - please go to the next question.

☐ Yes - which religion? Select one only.

  ☐ No religion   ☐ Hindu

  ☐ Buddhist   ☐ Muslim

  ☐ Christian   ☐ Sikh

  ☐ Jewish   ☐ Other religion

f)   Sexual orientation

Will your project mostly benefit lesbians, gay men or bisexual people?

☒ No

☐ Yes

g)   Welsh language

Indicate how many of the people who will benefit from the projects in Wales speak Welsh by ticking one of the boxes below:

☐ All

☐ More than half

☐ Less than half

☐ None

h)   Community background

Indicate which community will mostly benefit from projects in Northern Ireland by ticking one of the boxes below:

☐ Mainly Protestant(more than 60%)

☐ Mainly Catholic (more than 60%)

☐ Both Catholic and Protestant

☐ Neither Catholic nor Protestant

6.4 Completeness checklist

Please tick the following boxes to confirm that:

Yes

☒	the main contact (signatory one) has signed the declaration in this section
☒	the chair, chief executive or person of similar authority (signatory two) in your organisation has signed the declaration in this section
☒	you have completed all the relevant questions of this form
☒	you have sent us a complete and up to date business plan
☒	you have sent us a completed bank or building society account details form
☒	you have sent us the most recent annual accounts for your organisation (preferably by email)

Yes   **N/A – we are a new organisation running for less than 12 months**

☐	☐	
☒	☐	you have sent us a complete and up to date capital delivery plan

Appendix A: What we can fund

We will pay for all the eligible costs of the project you want us to fund. These can include revenue and capital costs.

For early round applications we can only support capital costs up to £10,000.

The following lists give you an idea of the type of spending that we can and cannot pay for. They are not exhaustive and when we assess your application we may want to discuss this in detail, or include or exclude some items.

Direct revenue and capital costs

By direct revenue and capital costs we mean the costs of employees, volunteers, equipment, space or activity used only in the project.

Eligible revenue expenditure includes:

- salaries of project workers, including any extra costs, such as pensions, National Insurance and redundancy
- salaries of management staff who only supervise project staff, including any extra costs, such as pensions, National Insurance and redundancy (if applicable)
- sessional workers – those who work as and when required to run activities or to carry out community development or outreach work that will increase long-term community use of an amenity
- recruitment of staff who will work on the project
- expenses of project staff and volunteers, including travel, accommodation, phone bills and stationery
- rent, heating, lighting, maintenance and insurance for office space and buildings only used for this project
- venue hire
- purchase of single items of equipment or materials with a value below £1,000 that do not have a depreciable value
- routine repairs and maintenance for project equipment and vehicles
- training of staff and volunteers working on the project
- monitoring and evaluation of the project
- translation costs
- fundraising for the project for the duration of the grant and for its continuation
- marketing and publicity for the project
- website connection
- website content design and development (including the use of consultants or designers)
- software
- professional and legal fees associated with revenue expenditure on the project
- provision for legal costs you may incur for executing a legal opinion.

Ineligible revenue includes:

- costs incurred or expenditure committed, before we make you a grant
- any costs which someone else is paying for, whether in cash or in kind
- items that are not needed to deliver the Fund outcomes
- travel outside the UK
- funds to build up a reserve or surplus, whether distributable or not
- loans or loan repayments
- contributions to general appeals
- general improvements to public areas unless they are essential to the overall project
- personal equipment not essential to delivering the project
- maintenance equipment, fixed or loose equipment or office equipment which is not essential to the project
- recoverable VAT.

Eligible capital expenditure includes:

- buying freehold or leasehold land and buildings
- building works (construction, new build, extension, refurbishment, modernisation or conversion) required for delivering the project
- improvements to land and other forms of landscaping
- improvements to access (except when the project is only to meet the requirements of the Disability Discrimination Act)
- purchase of single items of equipment with a depreciable value, or with a value over £1,000, necessary for running the project
- the purchase of vehicles and/or equipment necessary for delivering the project
- professional, legal (including costs for providing legal documents) and statutory fees associated with capital spending on the project.

Ineligible capital expenditure includes:

- costs incurred or spending committed, before we make you a grant
- any costs which someone else is paying for, whether in cash or in kind
- routine repairs and maintenance
- general improvements to public areas unless they are essential to the project
- personal equipment not essential to delivering the project
- maintenance equipment, fixed or loose equipment or office equipment which is not essential to the project.

Overheads

By overheads, we mean the costs of employees, volunteers, equipment, space and services that partly support the project you want us to fund, but also support your other work.

We can make a contribution towards your overheads. You should explain how you have calculated your overheads on your application form.

Eligible overheads include:

- salaries of human resources, finance, IT and other staff supporting the project (for example, running payroll and servicing computers used by the project)
- salaries of staff, including managers, working on the project, but not exclusively
- salaries of senior management overseeing the project
- meetings of the trustees or management committee
- audit and other legal fees associated with running your organisation
- rent, heating, lighting, maintenance and insurance for office space your project requires or shares with other projects
- rent, heating, lighting, maintenance and insurance for office space used by staff who run your project
- professional fees associated with strategic planning
- training staff
- networking and attendance at conferences or partnership work that benefits the project you want us to fund.

Ineligible overheads include:

- costs incurred or expenditure committed before we make you a grant
- any costs which someone else is paying for, whether in cash or in kind
- any costs not associated with the running of, or supporting the running of, this project.

Appendix B: Guidance for partnerships

About partnerships

We welcome applications from partnerships as they can be effective in meeting a need or tackling a problem. However, you will need to provide clear evidence and justification of the need for the partnership, and how this will help you achieve your outcomes.

A 'lead organisation' should submit the application to us on behalf of the partnership. This should be the organisation that will manage the project. The lead organisation must meet our eligibility requirements for this Fund, although organisations that are not eligible can usually be involved in the partnership.

If other organisations in the partnership will provide goods or services needed for the project, then the lead organisation should explain how they have been chosen. We expect the lead organisation to follow its agreed procedures for obtaining goods and services, show value for money and meet any relevant European laws. If an open tender process is not appropriate we need to know why, so that we may consider if this is the best way to run the project.

If we decide to fund the project, our legal team will review and agree any partnership agreements, and we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be accountable to us for how all the money is spent.

Partnership agreements

One of our standard terms and conditions of grant is that the organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our agreement in writing beforehand. So if we award a grant, before the project can start we must approve a partnership agreement between the lead organisation and any partners. Please do not enter into any partnership agreement until you have our approval. If you have an existing partnership agreement in place we will review it and it may need to be changed.

In all cases the partnership agreement must ensure that the lead organisation can meet all our terms and conditions of grant, follow our branding guidelines, provide us with all the financial, monitoring and any other information we require and deliver the project on time and within budget.

The partnership agreement must cover a period that is at least as long as our grant agreement with the lead organisation but it must also include a provision allowing the organisation to terminate early in the event that we have to suspend or terminate the grant.

In all cases the partnership agreement must refer to, or include, our terms and conditions of grant. The partnership agreement must also state that if there is any conflict between the interpretation of our terms and conditions of grant and any others, ours will always take precedence.

For this Fund we would not expect to see a partnership agreement at the application stage although we will want details of who the proposed partners are and the services they will deliver but do not draft an agreement in detail until you are awarded a grant. Then we will review it and you must have our written approval to get it signed before the project can start. If an existing partnership agreement is already in place we will need to check that it meets our requirements and we will probably require some changes to ensure that the partners are acting under our terms and conditions of grant.

What should a partnership agreement include?

Since a wide range of partnership arrangements exist and every project will be different, we cannot provide detailed guidance. We recommend that partnerships seek their own legal advice.

To help clarify what needs to be included in a partnership agreement we suggest that the lead organisation goes through our standard terms and conditions of grant and decides which ones are relevant to each of the partners involved in delivering the project. This will help identify what needs to be included in the partnership agreement to enable the lead organisation to meet all our terms and conditions.

It must also include a provision which requires all partners to agree to deliver their obligations under the partnership agreement under our terms and conditions of grant, so far as applicable to the nature of the services that they will be providing.

All the organisations in the partnership should also study our terms and conditions of grant carefully and agree what their responsibilities are and how they will carry them out.

We expect partnership agreements will cover the following points:

Purpose or aim of the partnership
Also explain how the aim of the partnership links with the aim of the project.

Who the lead organisation is
Make clear that the organisation that submits the application to us is the lead organisation for the purposes of any grant we award. Include a statement that the lead organisation will be solely responsible to us to deliver the project in accordance with our terms and conditions but also include a clause ensuring that the partners are signed up to our terms and conditions.

Details of each partner organisation
State the names and addresses of all the organisations that are signing up to the agreement. Include details of key contacts.

Financial and contractual arrangements
As the partner organisation will supply goods or services as part of the project then include details of what will be delivered, how often, what the method of payment will be and when payments will be made.

We cannot be responsible for payments to partner organisations. This responsibility lies with the lead organisation. Include a statement that the lead organisation will be responsible for all funds received from us and will not be liable to make payments to a partner organisation until they have received our grant payments. The lead organisation must keep records of all project expenditure and be able to provide evidence of spending to us if we ask for it.

Roles and responsibilities
Explain the main roles and responsibilities of each organisation in the partnership. Make clear which tasks and services each partner will be responsible for delivering.

Policies and procedures
Include all that are required by law or relevant to the project, such as health and safety, equal opportunities and the protection of children, young people and vulnerable adults.

Administration, meetings and record keeping
Explain who is responsible for setting up meetings, how often they will happen and what records will be kept.

Monitoring and reporting
Explain how monitoring information will be provided by the partner organisations throughout the period of the grant agreement to enable the lead organisation to complete regular progress reports for us.

Communication
Make clear how often the project will be discussed by the partnership and by what methods, for example, face-to-face meetings, telephone or email. Make it clear who will be responsible for promoting the project through the media and who will handle enquiries.

Branding
This must be in accordance with our guidelines.

Staff recruitment

This must be in accordance with our terms and conditions of grant.

Changes to the agreement
Explain how changes to the agreement or disputes will be managed and resolved. Remember that a disagreement between the partners might mean that the lead organisation will not be able to meet our grant terms and conditions.

Duration of the agreement
This should include the provision for the lead organisation to terminate the agreement if for any reason we need to suspend or terminate our grant.

Approach to sustainability
Explain how the benefits of the partnership will be sustained.

Signed declaration
All partners must sign the agreement.

Appendix C: Business plan Guidance

Your project business plan

If you're requesting more than £500,000 you must send us a project business plan with your completed application form. Ideally, the business plan will be no more than 30 sides of A4 in at least 12-point font.

If you already have a business plan for your project, then there is no need for you to produce another one. However you must make sure that the information we ask for below is contained within your business plan and that it is up-to-date and relevant to your project. You may need to update any existing business plan to ensure that it meets our requirements.

If you have already covered points in this guidance through your responses to questions in the application form you do not need to repeat these again in your business plan.

The business plan should be typed and the pages numbered. It should include all of the following and please tell us where in your business plan we can find this information:

	Page number and paragraph
1 Executive summary This should be a concise summary of your business plan highlighting the most important features of your project including:	
• a short description of your project including what it will do, what it will achieve and who will benefit from it	1.4, Page 1
• a summary of how you are going to deliver the project including a timetable, budget and resources	Table, Page 2
• who the key stakeholders and partners are and how you will work with them.	1.10, Page 2

2 Organisation summary This section should include an outline of your organisation's aims, objectives and legal status. You should describe:	
• the services and activities your organisation currently provides, how these are run and who benefits from your work	2.2 - 2.5 Page 3
• your organisation's management structure, decision making process and key lines of communication or reporting	2.6 Page 4
• the roles and responsibilities of the board members or trustees and senior management team, with reference to their relevant skills, experience and expertise, and their current and future involvement in this project	2.6 - Page 4 (& Appendix B)
• any relevant relationships with other organisations, including details of any partnership arrangements you have with them	2.12 Page 5
• details of other projects you have managed that were similar to this project, how successful they were and what you learnt from them	2.10 Page 4

3 Project background This section should describe the project and how it has been developed including:	
• a summary of the history of your project's development with reference to any relevant studies, pilot projects or other research that have been carried out	3.4 Page 7
• if you are applying to develop or extend an existing project (whether or not this has been previously funded by us), tell us how you will build on learning and evaluation from the existing projects.	3.14 Page 8

	Page number and paragraph
4 Strategic context	
This section should describe the project's aims, objectives and users including:	
• any gaps in existing services identified through consultation or research	4.1 Page 9
• how your project will achieve the three Coastal Communities Fund outcomes	4.18 page 13
• how your project will address the Coastal Communities project-type you have applied under	4.18 page 13
• the target beneficiaries including how many there are, how they have been identified and how you know they will be able to benefit from your project	4.11 Page 11
• any needs analysis or consultation that has been done with the target beneficiaries of the project	4.11 Page 11
• the options that were considered for meeting the identified need and delivering the outcomes and the reasons for choosing the option proposed	4.14 Page 12
• description of existing provision and how your project will complement this	4.35 Page 14
• any relevant links with other projects and how your project complements these and, if applicable, how your project benefits from being part of a larger initiative or strategy.	4.32 Page 14

5 Project delivery	
This section should include detailed information about the project and the jobs it will create; and describe any services or activities it will provide. In describing these, you should consider the strategic context for the project. Other areas that you must cover:	
• a description of your project	5.4 - 5.27, Page 15- 18
• where the project will be delivered	
• how many jobs will be created, including whether they will be full-time, part time, temporary, seasonal or permanent	5.4 - 5.36, Page 15- 20
• how the jobs created by the project will be sustained beyond the life of the grant	
• a project timetable which includes all the relevant activities or services of the project, stating when they are due to happen and how long they are likely to take after the project is launched	5.37 Page 21 (& Appendix C)
You should show how you have thought about how you'll address any difficulties people may have finding out about or getting involved in your project. For example, they might need to care for someone, have communication needs, have values or traditions that are different from others, or they may find it difficult to access because of where it is or when it happens.	

	Page number and paragraph
6 Project resources	
To deliver your project you will need a range of resources. These will include:	
Staffing resources – Give details of:	6.1 Page 23
• the staff who will deliver this project and their roles	
• the number of staff posts that will be created for this project including a staffing structure diagram that clearly shows existing and new posts, as well as where the project staff are drawn from, and the reporting lines for the project	
• any recruitment or training plans including timescales and costs.	
You will need to provide a detailed breakdown in your application form of any new staff posts that you have identified to which our grant will contribute or pay for.	
Management and supervision resources (organisation structure and project structure)	6.10 Page 24
Describe:	
• how staff, volunteers, freelance workers, consultants and other human resources within the project will be managed	
• who will manage the project finances and what experience they have	
• the arrangements you have for managing your current work and any new arrangements that will be put in place for this project	
• what policies (for example, health and safety, finance, child protection) the organisation already has and what policies the organisation will have to develop to deliver this project.	
Partnership working and stakeholders	6.14 Page 24
You should tell us how partner organisations will be involved in the delivery of your project.	
Describe:	
• what their role will be	
• what the advantage of involving them is	
• how you will manage the partnership	
• what commitment to the project they have provided	
• their relevant experience.	
We expect you to have a partnership agreement in place with all key partners by the time you submit your application and may ask to see these as part of the assessment process. You can find further information about what we would expect from partnership agreements in Appendix B.	
Volunteer resources	
If relevant, tell us how any volunteers will be involved in the delivery of the project, the number of regular volunteers, the amount of time that they will commit, how they will be trained and supported and what they will do.	

	Page number and paragraph
7 Project costs Your project costs should be set out in detail. Use the project budget table at 4.2 to provide a revised and detailed breakdown of the budget that you provided in your stage one application form. In your business plan, you should describe: • any discrepancies or changes to your headline project costs in your stage one application form, including the reasons for any changes to the amount of funding that you are requesting from the Coastal Communities Fund • any assumptions you have made about your project costs • any deliberate omissions • how inflation has been taken into account For help in completing your budget please refer to ['Full cost recovery'](#) on our website	7.1 Page 25
8 Joint-funding, in-kind funding and other sources of finance By the time you submit your application we expect that you will have identified or secured any joint funding required to deliver your project. <table><tr><td>**Early round section** If you're applying to stage two of the early round (England and Wales) you must have all joint funding in place before you apply. **Main funding round** If your application is successful any joint funding must be in place within three months of accepting our grant offer.</td></tr></table> In this section you need to tell us about: • the joint funding you have already secured • 'in principle' approvals (for example, funding which is dependent on our grant award) for any partnership funding you will obtain • any funding you are contributing from your own free reserves • applications for partnership funding that you have made and when you expect to hear any decision • all in-kind donations that you have secured or are proposing to secure, for example, land and volunteer labour, with an explanation of how you decided on their value. We will need to agree these with you and we may ask for an independent valuation • any other sources of financing, for example, a bank loan or mortgage. If you are looking to secure a bank loan or mortgage you should provide us with information such as the monthly or annual amount you will be paying back and the period of the loan or mortgage • what you will do if you fail to secure all of the required co-funding. You must provide evidence with your business plan for partnership funding, in-kind funding or any other sources of finance (for example written letters or emails from partnership funders). In the case of bank loans or mortgages this would be written 'in principle' agreements/offers.	8.1 Page 25 and Appendices G&H

	Page number and paragraph
9 Financial appraisal This section sets out all the project finances, including income and expenditure requirements. The level of detail that is included within this section will vary according to the type and scale of the project. In this section you should address:	
• project expenditure requirements	9.1- 9.36 Appendix J
• project funding requirements	9.1- 9.36 Appendix J
• sources of income, which may be earned (such as charges to your users) or unearned (such as grants or donations)	9.1- 9.36 Appendix J
• details of the market analysis you have carried out and how this has been used to inform your projected income and expenditure - you should include any assumptions behind your projections	9.1- 9.36 Appendix J
• details explaining how you will repay any money you have borrowed to fund your project	9.1- 9.36 Appendix J
If the project includes capital expenditure, any financial projections provided should account for the periods of development, construction and operation of the project. Accordingly the business plan should account for the costs of developing and building your project as well as the costs of recruiting and employing staff and volunteers, operation and maintenance, and other specific items of expenditure.	

	Page number and paragraph
10 Marketing, communications and sales This section should describe:	
• what methods will be used to publicise your project and its achievements	10.5 Page 29
• who the target audience is for each communication method	10.5 Page 29
• for projects that seek to influence policy or procedures within other organisations or statutory services you will need to tell us how you intend to do this and when.	

	Page number and paragraph
11 Monitoring and evaluation frameworks This section should provide a detailed description of how the project will be monitored including:	
• how you will measure and track the progress of your project through the indicators you have set	11.3 Page 31
• the methods you will use to monitor the progress of your project	11.3 Page 31
• the baselines for this work if you are already doing it	11.7 Page 31
• how you plan to monitor the long-term impact of the project	11.8 Page 32
• how you will use the information that you gather to improve the delivery of your project	11.8 Page 32
• how you will involve the project beneficiaries in monitoring the project	11.11 Page 32
• the baselines for this work if you are already doing it.	11.11 Page 32

	Page number and paragraph

12 Risk analysis

The business plan must include an assessment of the risks associated with the project to see if there are any weaknesses or threats to the viability of your project.

There are many ways of assessing the risks to a project such as completing:

- a risk register that identifies risks to your project, the likely impact if the risk occurred and how the risk will be managed
- an analysis of your project's strengths, weaknesses, opportunities and threats (SWOT analysis)
- an PEST (political, economic, social and technological) analysis of the factors which may impact on the environment in which your project operates.

Risk analysis is most useful when the key stakeholders of a project take part in doing it. This allows for wider stakeholder considerations to be taken into account. Once the key risks have been identified your plan should explain how these would be managed.

Include a table that lists the main risks that may affect the success of your project and tell us how you will manage these. This will help you plan ahead and be better prepared.

One of the risks you describe should detail your approach to ensuring that your project is compliant with European State Aid rules.

12.1 Page 33 (Page number and paragraph)

Risk analysis example

Description	Impact	Probability	Existing controls	Action required	Lead responsibility
Describe the risk – for example, loss of key staff	Say what the impact would be. Rate the impact as high, medium or low	Say how likely it is that the risk will happen - high, medium or low	Explain what controls you already have to manage this risk	Explain what you will need to do to put controls in place. Include a timeframe.	Say who is responsible for managing the risk

13 Supporting information

Throughout the business plan you should refer to any supporting information which provides key details in support of the business plan. These can be attached to the business plan and may include information such as:

- written financial procedures for your organisation — Available upon request
- the latest set of annual accounts for your organisation — Hard copy to follow
- any changes to your project since submitting your stage one application form — None
- any changes to one or more of your partnerships since submitting your stage one application form — None
- policies for your organisation and your partners, such as equal opportunities and for the protection of children, young people and vulnerable adults — Available upon request
- feasibility studies — Hard copies to follow
- reports on any significant consultation you have carried out — hard copy to follow
- any formal partnership agreements or service level agreements you have in place to support the delivery of the project — Within Business Case
- letters of support from relevant stakeholders — Appendix F of Business case

• evidence of joint funding or an 'in principle' approval for any joint funding you have obtained.	Appendix G Business case