Rural Development Programme for England (2014 – 2020)

LEADER Programme

How to complete a full application (FA)

The full application is the second stage in applying for an RDPE LEADER Programme grant. This guidance explains how to fill in the full application form and the FA appendix spreadsheet.

Before you start

Before you fill in the application form, read the relevant LEADER Programme applicant handbook containing details of the priorities for your Local Action Group (LAG) area.

Make sure that you have read the letter inviting you to submit a full application and have considered the advice given to you based on the initial assessment of your Expression of Interest (EOI) form. This may have contained some eligibility queries that you should make sure you have addressed before submitting your full application.

Some of the guidance below refers to specific question numbers on the EOI form. If you completed an Outline Application, the question references will be different. However, the text also mentions the subject of the question, to help you identify where to find the information that you need to answer the question on the FA Form.

You must ensure that the applicant business is registered with the Rural Payments Service and has a Single Business Identifier (SBI). We will not be able to process your application without this.

Explain things clearly. It will help your application if you answer the questions on the application form as fully and clearly as possible. Make sure that the information you give us is focussed and factual and be realistic when describing what your project will achieve.

When to send your form

You will have been given a date to submit your full application in your invitation letter or will have agreed an alternative submission date with your LAG contact. You must ensure that your application is received by the agreed date.

How to send your form

You must email your completed full application form as a Microsoft Word attachment only to the email address provided in your invitation letter. You must also attach your completed full application appendix spreadsheet as a Microsoft Excel document to the email, in the 1997-2003 .xls format.

Your completed Word full application form must be printed in full and signed before being sent to the name and address supplied by your LAG contact. You can send your supporting documents through the post or by email with your electronic or hardcopy application form.

Please note that we are unable to accept electronic applications submitted in other formats other than Word and Excel. We will not accept hand written, scanned or PDF application forms.

We are unable to return any supporting documents so please send copies with your application.

If you don't have Microsoft Excel

You can use free Open Office software to complete the appendix spreadsheet – as long as you save it in the Microsoft Excel (.xls) format. To do this:
1. Select 'Save as' when saving the application form. The 'Save as' box will open.
2. Select the format for the document in the 'Save as type' box. Select the format type – Microsoft Excel 97/2000/XP/2003 (.xls)
3. Click 'Save'.
4. A dialog box may open asking you to 'Confirm file format'. If that happens, select 'Confirm'.

PART A: Filling in the FA form

Section 1 – LEADER Programme identification details

1.1 DORA reference number
When invited to full application you will have been given a bespoke 6-digit reference number. Please enter it here.

1.2 Local Action Group (LAG) name
Please enter the LAG area that your project is located in. This should be the same LAG that was identified at EOI stage.

1.3 LEADER priority
Please enter the LEADER priority that you are applying under. The priorities are set out in the LEADER applicant handbook. This is likely to be the same as the priority identified at EOI stage.

Section 2 – Applicant details

Please provide details of the business or organisation applying for the grant.

2.1 Name of business/organisation
Please tell us the full name of your business or organisation. We will use this name for all future correspondence. This must match your business bank account and the business name shown on the annual financial accounts. It must also be match the details registered with the RPA.

2.2 Single Business Identifier (SBI)
Please enter your SBI number here. This can usually be found on any RPA payment correspondence. We need this number to make any grant payments to the applicant business and you must make sure that the SBI number and business details registered with the RPA on the Rural Payments system match with the SBI number, applicant business name, address and postcode entered on the application form. If they do not, we will not be able to process your application. If you need further advice on obtaining a SBI please call the RPA on 03000 200 301.

2.3 Business/organisation address, including postcode
Please give the full postal address of the applicant business. If the organisation has multiple addresses, it should be the address that all postal correspondence should be sent, even if this is outside of the LAG area to which you are applying for funds.

2.4 Applicant name
Please provide the title, first name and surname of the person within the business that we should contact to discuss the application.

2.5 Role in business/organisation
Provide the applicant's job title or details of their position/role within the business. We would normally expect the applicant to be the owner, a director or partner named in the business accounts.

2.6 Applicant email address
Please provide the email address we should use to contact the applicant if we have any queries regarding the application. We will use email as our main way of contacting you so please make sure you provide an address that you check regularly. This should be for the applicant and not for your agent or manager, whose details can be given at Section 3.

2.7 Applicant mobile phone number
Please provide the mobile phone number of the applicant in case we need to speak to them directly.

2.8 Business/organisation telephone number
It is helpful for us to have 2 different telephone contact numbers should we need them.

2.9 Changes to the applicant details since the EOI
We gathered some information from you in your EOI that we have not asked again in the full application form to avoid unnecessary repetition. However, we need to check whether the details you provided at EOI stage are still correct. Please review the answers you gave in the EOI to questions 7, 8, 9, 10, 11 and 17. These relate specifically to the legal status

of the business, business size, number of employees, business activity, the Companies House/Charity number, business VAT registration number (if applicable) and previous grant funding received.

If you select 'No' from the dropdown list to this question, you are confirming that the answers you gave in the EOI to all of these questions are still correct.

If you select 'Yes' from the dropdown list to this question, you are confirming that 1 or more of the answers you gave in the EOI to these questions is incorrect or has changed. Please use the space at question 2.9a of the application form to inform us of any changes to the answers you gave in the EOI.

If there have been significant changes to any of these areas and these have not already been discussed and agreed with your local contact, you should be aware that you may have to submit a revised EOI to ensure we can still accept a full application.

2.10 Linked businesses
Is the applicant business/organisation linked with any other business or is it a parent company in a group structure or a subsidiary of a larger organisation? If your business is linked to other businesses we will need to ensure that it still meets the business size requirements for the type of grant you are applying for. Businesses are considered to be linked when:

- one business holds a majority of the shareholders' or members' voting rights in another business;
- one business is entitled to appoint or remove a majority of the administrative, management or supervisory body of another;
- a contract between the business, or a provision in the memorandum or articles of association of one of the businesses, enables one to exercise a dominant influence over the other;
- one business is able, by agreement, to exercise sole control over a majority of shareholders' or members' voting rights in another.

You will need to provide this information at question 2.10a for all linked businesses:

- number of employees;
- turnover; and
- net assets figures.

You must submit latest financial accounts for all linked businesses. If you are part of a group structure (a parent or subsidiary company) you must also provide consolidated group accounts.

Additional guidance is available at _http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_is_.

2.11 For private forestry holders only – Woodland Management Plan
If you are a private forestry holder and the proposed project involves processing your own timber, please tick the relevant box to confirm whether you have a current Woodland Management Plan for the woodland, approved by the Forestry Commission.

2.12 Producer Organisation (PO)

Please tell us here if the applicant business is a member of a PO under the Fresh Fruit and Vegetables Aid Scheme. For more information about these, search 'producer organisation for growers' on GOV.UK. If yes, please provide the name of the PO at question 2.12a.

Please be aware that if the business is receiving funds from the Fruit and Vegetable Aid Scheme for this project we will be unable to offer a LEADER Programme grant.

2.13 Directors / insolvency register

Please complete the table with yes/no answers to each question and provide details relating to any 'yes' answer. Please note that a 'yes' answer will not automatically exclude you from receiving grant funding.

Section 3 – Agent details

3.1 Agent/consultant/business manager

Please tell us if you have used an agent, consultant or business manager to help complete your application. If you would like us to include them in discussions about your application, please provide their contact details at questions 3.2 to 3.7.

You will also need to make sure that you sign the declaration to authorise their involvement in the application process.

Section 4 – Project overview

4.1 Project name

Please provide the name of your project that will be included in any correspondence and in any publicity. This should be clear and concise, and ideally no more than 50 characters. It is recommended that the project name is the business name followed by up to 5 words describing the project. For example, A Smith and Son: Broccoli Processing Innovation.

4.2 Project location

If the project is located at a different address to the one you gave at question 2.3 please give full address details here, including the postcode.

4.3 Multiple LAG areas

If your project activity covers more than one LAG area, please give the name of the other LAG(s) affected.

4.4 Business background

We want to understand how your business has developed and how you have identified that the project is needed. How and why has the proposed project come about? What is the history to the business and how does this project fit within future plans?

If your business is not yet trading or has been trading for less than 2 years, explain the business structure and describe what stage it is at in terms of establishment and growth.

4.5 Project summary
Your answer here will help us understand the nature of the project. In around 500 words, please describe exactly what the project is, what it will do and what it will achieve.

Section 5 – Project costs, funding and quotes

You should complete Tab B 'Costs & Suppliers' in the FA appendix spreadsheet before answering these questions. Please make sure the figures match between the form and the spreadsheet.

5.1 Total eligible grant funded expenditure
State the total cost in £. This is the expenditure that you are applying for grant funding for and should not include other costs that you have identified as 'non grant funded expenditure' at 5.5. This should be the total <u>net</u> cost, unless your business is unable to reclaim full VAT and you wish to include VAT in your grant request. For further guidance on VAT, see 5.8 below.

5.2 Total LEADER grant funding sought
State how much grant you are applying for in £. Please make sure this is within the minimum and any maximum grant amounts set out in the LEADER applicant handbook.

5.3 Grant intervention rate requested
State the grant intervention rate you require in %. This will be calculated using total grant funding sought / total project value x 100. You must use a single intervention rate for all items listed on Tab C 'Funding & Claims' in the FA appendix spreadsheet.

Please do not request the maximum intervention rate available to your project (as set out in the LEADER applicant handbook) if you do not need it. This will enable us to make more effective use of limited public funding.

5.4 Match funding
State the total amount of match funding required for the whole project in £ (including both grant funded and non-grant funded expenditure). The maximum amount of public money in a project is set by the maximum intervention rate. For example, if the maximum intervention rate is 40%, this can either be requested in full from RDPE, or 20% from RDPE and 20% from other public funds such as Big Lottery, Local Authority, other Government or European Grants. You must fund the remaining 60% of the project costs with private money, such as business savings or a bank loan.

5.5 Total non-grant funded expenditure
State the total cost in £. This is the expenditure that you are not applying for grant funding for but is still required as part of your project e.g. ineligible expenditure such as movable fittings or contingency costs.

5.6 Total project value
State the total cost in £. This is the combined total of both grant funded expenditure (at 5.1) and non-grant funded expenditure (at 5.5).

5.7 Sources of match funding
Your answer here will help us understand how you are proposing to fund your project. Provide details of the match funding you have secured or have conditional agreement for

(subject to grant being awarded for the project). You will need to provide evidence with your application (an email, letter or bank statement) to support this which must show:

- where the funding is coming from (a named person or organisation);
- how much the funding is for;
- that the amount is sufficient to fund the full cost of the project;
- who the funding is being offered to; and
- the date of the offer.

Please remember that grant funding is paid in arrears. You must evidence that you have sufficient funding in place to pay the project costs in full before each grant claim is submitted, allowing time for it to be processed and paid.

5.8 Irrecoverable VAT

Where VAT can be recovered from HMRC, it should not be included in your project costs. Please explain here if you have included VAT in your project costs and why it is not recoverable. This would normally be if your business is not VAT registered.

If you are including VAT in your project costs and grant request, you will need to provide a letter from HMRC or a professionally qualified independent accountant to confirm that you are not VAT registered or are making exempt supplies.

A professionally qualified accountant is defined as: a member of CIMA or the CCAB constituent bodies (Chartered Institute of Management Accountants); or Institute of Chartered Accountants in England and Wales ICAEW, Association of Chartered Certified Accountants ACCA, Chartered Institute of Public Finance and Accountancy CIPFA, Institute of Chartered Accountants of Scotland ICAS, and Chartered Accountants Ireland).

This table may help you decide whether you can include VAT in your project costs or not.

Status	Outcome
You are registered for VAT and making regular returns of VAT to HMRC	You will NOT be able to include VAT in your project costs or grant request because it is recoverable in full on VAT returns
You are not registered for VAT because your business is below the threshold for supplies	You will be able to include VAT in your project costs and grant request provided this status can be verified with your full application
You are not registered for VAT because you opted to join the Agricultural flat rate scheme instead	You will NOT be able to include VAT in your project costs or grant request because the flat rate scheme you have chosen to join is a simplification instead of registering for VAT. The terms of the scheme mean that you receive compensation for not being able to recover VAT paid by your business by retaining a Flat Rate Addition (FRA) added to sales invoices in respect of supplies made to VAT registered customers
You are registered for VAT but you have also opted to join a flat rate scheme	You will NOT be able to include VAT in your project costs or grant request because the flat rate scheme you have chosen to join is a

	simplification which compensates you for not being able to reclaim input VAT. In addition, you are able to reclaim input VAT on certain capital assets costing over £2,000 through your VAT returns
You are registered for VAT and making exempt supplies meaning that not all VAT paid can be recovered on returns of VAT to HMRC	You may be able to include SOME of the VAT in your project costs or grant request providing the extent to which your business cannot recover VAT can be verified by RPA at full application and claim stages

5.9 Evidence of costs

You must provide the required amount of quotes or references to catalogue listings for every item included in your application to demonstrate how you will get best value for it.

You must provide details of all the evidence of costs on Tab B 'Costs and suppliers' in the FA appendix spreadsheet. A full list of quote requirements is included at page 19.

This table explains how many quotes or catalogue references are required, depending on the value of an item.

Value of item or service	How to show value for money
£1,500 or less	2 quotes or references to 2 catalogue listings (including online suppliers)
>£1,501 to £10,000	3 quotes or references to 3 catalogue listings (including online suppliers)
>£10,001 - £50,000	3 quotes or 2 quotes and a reference to a catalogue listing (including online suppliers)
>£50,001 or more	3 quotes

If you have not provided the required number of quotes or references to catalogue listings for any item included in your project costs, please explain why. Are there no other suppliers available, either domestically or globally? You also need to explain how you have ensured that the cost of the item represents value for money and provide evidence of this with your application.

Cheapest quote

We expect applicants to use the best value quote – that means getting the best value on the market and so you are expected to use the cheapest supplier for each project item. Where a more expensive quote has been selected, we will base any grant on the value of the cheapest quote only. You can still use a more expensive supplier but will be expected to fund the difference in cost yourself.

5.10 Association or links with suppliers

Please explain here if you or your business is connected in any way or has an association with any of the businesses providing quotes for the project items.

You must identify the suppliers and explain the connection. This includes links through ownership as set out at question 2.10 or any other association, for example the supplier business is owned by a family member or by an employee of the applicant business.

It is important that you declare this to us. If you do not tell us about an association with a supplier we may refuse funding.

5.11 Second hand items
Provide details of any project items that you intend to purchase second hand and why you wish to do this. You will need to provide specific evidence with your application that you will need to obtain from the supplier of the second hand item as set out below:

• original proof of purchase by the supplier;
• details of the origin of the item and confirmation that during the previous 7 years the item has not been purchased with public funding;
• confirmation that the item meets health and safety legislation;
• confirmation that the second hand item doesn't cost more than the market value for new equipment; and
• confirmation that the item has 5 years useful life remaining from the date of the final grant payment.

If you are unable to obtain this declaration with the quote, you must explain why and tell us how you know that the item will meet the criteria as set out above. What other evidence do you have? Please bear in mind that if you do not provide a declaration that meets these requirements prior to claiming any grant, we will be unable to make payment. If your second hand item is no longer available at the time we approve your application, you can make a request to use a different supplier, and will need to provide the declaration from that supplier as set out above with the new quote.

You do not need to obtain 3 quotes for second hand items. It is acceptable to submit 1 quote for the second hand item and 2 further quotes for new items as long as they are comparable with each other in terms of item specification and the cost of the second hand item is not in excess of the cost of a new item.

5.12 Changes to the project details since the EOI
Please tell us here whether the core aims or objectives of the project or its location have changed since you submitted your EOI. Please review the answers you gave in the EOI to questions 23 and 24 (project description/summary and location) and inform us of any changes to either of these on the application form.

If you select 'No' from the dropdown list to this question, you are confirming that the answers you gave in the EOI to both questions are correct.

If you select 'Yes' from the dropdown list to this question, you are confirming that 1 or more of the answers you gave in the EOI to these questions is incorrect or has changed. Please use the space in the application form to inform us of any changes to the answers you gave in the EOI.

It is understandable that some minor project details will have changed since you submitted the EOI such as changes to project costs as they are firmed up, for example. However, we would not expect the fundamental details of the project described in this application to be significantly different to the project assessed and endorsed at EOI.

If there have been significant changes to either or both of these areas and these have not already been discussed and agreed with your local contact, you should be aware that you may have to submit a revised EOI to ensure we can still accept a full application.

Section 6 – Other funding

6.1 Other public sector or European funding
Please tell us if you or the applicant business has a) received any other public sector or European funds since you submitted your EOI or b) applied for any other public sector or European funds for your project.

This should include details of any other grant applications you have made and not yet heard the outcome. Use the table in the application form to provide details of the funding. This does not include Single Payment Scheme or Basic Payment Scheme payments.

This does include funding from public sector organisations like your local authority, Big Lottery, levy board funds or other Government grants.

It also includes EU funding, such as from:

- European Social Fund (ESF)
- European Regional Development Fund (ERDF)
- European Agricultural Fund for Rural Development (EAFRD)
- European Agricultural Guidance and Guarantee Fund (EAGGF)
- Rural Development Programme for England (RDPE)
- England Rural Development Programme (ERDP)
- Catchment Sensitive Farming (CSF)
- Forestry Commission
- LEADER

You will know if grant was awarded under industrial de minimis because it will say so on your grant agreement, or in other paperwork relating to that funding.

Please note that a farming business whose project is located in a CSF target area or a Countryside Stewardship priority water area cannot apply for grant funding towards rainwater harvesting or water recycling equipment as part of the project costs. We will check this when we assess your application. You may have been advised to consider this in your invitation to submit a full application.

Section 7 – Permissions and licences

7.1 Rented/leased/tenanted land or premises
Confirm here whether the project will take place on land or in premises that are rented, leased or tenanted. If yes, you will need to provide details of your rental, lease or tenancy agreement including end dates of the current agreement, where applicable.

You do not need to send us a copy of the whole agreement at this point but we may ask for it in the future. We will need to see a copy of the sections containing the property address, tenant, landlord, signatures and for fixed term arrangements, the tenancy term.

If your application is approved and a fixed term arrangement is in place but has less than 6 years to run, you will need to provide evidence that a new agreement is in place and provide the above details when your current agreement ends.

If you have an oral tenancy agreement, you should provide written evidence from your landlord confirming that you have security of tenure for at least 6 years.
If this is difficult to obtain, then evidence of rent payments and/or estate correspondence and/or other documentation such as subsidy claims to show that you have occupied the land/premises prior to 1 September 1995 will be acceptable.

7.2 Planning permission
Please tell us here if planning permission is required for your project. If it is, please complete question 7.2a.

7.2a Please provide the name of the Local Authority and the date of approval, or the date you are expecting a decision. You will need to have full planning consent in place before a decision can be made on your application. You must provide a copy of the permission document to evidence this. If you have not yet submitted your planning application to the Local Authority, **do not** submit your full application until you have done so.

This is a competitive scheme and we are unable to commit funds to projects that are dependent on planning permission to proceed.

7.2b We would normally expect planning permission to be required for all projects that involve building work or a change of use of existing buildings. Where your project falls into one of these categories but planning permission is not required, you must explain why and provide written confirmation (a letter or email) of this from your Local Planning Authority.

7.2c Use the table in the application form to list any other permissions or consents that are required for your project. These could include environmental consent or listed building consent.

Section 8 – Selection criteria

The information that you provide in this section will be assessed to establish how well your project meets the eligibility and priority criteria for LEADER Programme grants. We will use this to determine whether or not your application is successful. It is important that you answer each question as fully and clearly as possible so we can understand exactly how your project meets each criterion.

8.1 Strategic fit and priorities

In this section, please set out how the project meets the aims, specific needs and opportunities identified in the LEADER applicant handbook, the LEADER Local Development Strategy and if applicable the call for applications, to which you are responding.

The LAG will need clarity that your proposal fits with its strategy. You should not try to make your proposal fit with the strategy to obtain grant support. Such projects fail to deliver what either the applicant or the LAG really want to achieve.

Projects that do not fit with the LEADER Programme, LAG Strategy and (if applicable) call for applications, will not be supported.

8.2 Value for money
The number of jobs and outputs that you describe at 8.2.1 and 8.2.2 should match the details you enter onto Tab D 'Project Milestones' and Tab E 'LEADER Outputs' in the FA appendix spreadsheet. We must ensure that any grant we offer achieves value for money. Your answers to this section will help us assess this.

8.2.1 Job creation
Please explain the number of Full Time Equivalent (FTE)* jobs that will be created in the applicant business as a direct result of the project. For each job, explain what the role is and the skill level of each role. For example, what qualifications, skills and training are required to carry out the role? Explain how you have decided that these qualifications and skills are required for that particular role. Tell us when you expect the job will be filled.

*1 FTE is a minimum of 30 hours per week. For example, a person working 30 hours a week for 3 months would be 0.25FTE.

8.2.2 Direct outputs
Outputs are the actual and real benefits that will result from your project which are used to evidence its success – you must be able to measure them. Examples of outputs from a project include:

- increase in wage bill
- number of new products;
- number of new techniques;
- additional number of day visitors;
- additional number of overnight visitors; and
- rural population benefiting from a new attraction or facility.

Please explain how you have determined the number and type of outputs that the project will achieve. How have you decided that the type and number of outputs are relevant and appropriate for the project? Please set out the baseline data from which the outputs have been calculated and explain why you have proposed the target numbers to be achieved and not less or more. You are asked to provide the current baseline situation in the FA appendix spreadsheet and your forecast targets should build on these figures. Provide annual targets on a year by year basis, not cumulatively.

If your project activity covers more than one LAG area, please identify each LAG area and estimate the % of outputs that would be achieved from each. For the majority of projects, this will not be necessary as there will only be a single LAG Area covered.

If your project will result in additional outputs that are not listed in the table at Tab E – LEADER Outputs in the FA appendix spreadsheet, list them on Tab D – Project Milestones. For example, these might include an increase in turnover by a specific amount, or an increase in productivity by a specific amount.

Be realistic in your forecasts as we will expect to see evidence that all outputs you propose have been achieved. Where evidence is unavailable or where a project fails to deliver agreed outputs and results, repayment or withdrawal of grant may be considered. Projects that do not create any outputs or will not offer value for money will not be supported.

8.2.3 Wider outcomes

In addition to direct outputs achieved by the applicant business, the project may deliver additional measurable outputs, benefits or wider outcomes to the rural or local economy. Please describe the additional benefits and explain how they can be directly attributed to your project. These might include jobs, expenditure or income resulting outside of the applicant business, e.g. job creation within a business that will benefit from increased demand from the applicant business.

8.3 Need for the project

8.3.1 Rationale for the grant request

There are 3 parts to this question and you need to answer each one.

a) Tell us why the project requires grant funding to enable it to go ahead. You must provide a detailed rationale to justify the support of public funding. Explain how the project will deliver additional activity over and above what would otherwise be delivered. We cannot support projects that we consider will take place anyway without grant funding and you must demonstrate that the grant contribution to a project will enable it to proceed.

b) Explain what other options you have considered before deciding upon the proposed project. Did you look at alternative project designs, funding packages, premises or location, timescales or scaling back other planned projects? For example did you consider other sources of commercial funding? Explain who you have contacted to enquire about funding. Explain why full funding for the project has not been secured and why the project requires grant support for it to proceed as proposed in the application.

c) Tell us what will happen to the project and the delivery of the direct project outputs if grant funding was not offered. How would this impact on project timescales, specification, and forecast achievement of outputs? E.g. would the project go ahead but on a slower timescale? Would any of the outputs be delivered or would they be delivered over a longer timescale? **Identify which specific project outputs would be impacted.**

Projects that do not provide a reasonable and justified rationale for funding will not be supported.

8.3.2 Market need and demand

There are 2 parts to this question and you will need to answer both.

a) Expand upon the information you provided in your EOI and describe the market need for your project; explain what research has been undertaken to support this. Please provide a qualitative and quantitative assessment of the market need and/or level of demand. Describe the current market in which your business currently operates and explain what research you have undertaken to establish that there is a sufficient gap in the market for your project to be successful.

b) Who or what is your target market(s)? There should a clear need for your project within it. Explain how your product or service fits within the market(s) you are targeting. What is the level of demand for your product or service – how do you

know this? Have you consulted your existing customers regarding the proposal? Have you got any letters of intent or forward orders from customers or any letters of support from external organisations or partnerships? If you can, please provide an estimate of the share of the target market you intend to reach.

8.3.3 Ability to supply
There are 2 parts to this question and you will need to answer both.

a) How do you intend to meet the need and demand for your project as you have set out at 8.3.2? If required, do you have agreements in place or have you started negotiations with any necessary suppliers? For example, for a processing, packing or manufacturing type project, do you have agreements in place or have you started negotiations with any necessary primary input suppliers. Or, for a service provision type project, you may have planned the people you will need to work within the business, the expertise required, the systems and processes that are needed and any additional or new promotion required to achieve the footfall or additional custom forecast.

b) How will you promote the proposed product/service to your target market(s)? What marketing activity will you carry out? Will you have a website, use social medial or produce a brochure or flier for example? Do you have a marketing or publicity plan in place? If yes, please provide a copy with your application.

8.3.4. Competition and displacement
This is a 2 part question and you need to answer both parts.

a) Fully identify any other business offering the same or similar activities, services or products proposed by your project. Depending on the nature of your project, competitor businesses could be local, regional or national. In some cases you may be competing internationally. Please provide the location, name and nature of all similar competitors serving the same target market. A simple list of known local competitors will be insufficient to answer this question and you must demonstrate that you have fully researched and considered all possible competitors to your project. Explain how you have defined your market area, for example if your target market area is a 50 mile radius, why and how have you decided that?

b) Explain how your project will not take business away from these other businesses. What impact will your project have on them? Tell us if your project will offer something different to what is already available or whether it will generate new trade and not simply displace their business. Explain whether you have contacted any of these competitor businesses to discuss your project with them. Projects that displace custom from other businesses will not be supported.

8.4 Financial health and projections
There are 4 parts to this question and you need to answer each one.

a) We need to understand how undertaking the proposed project will impact financially on your existing business and the capacity within your business to manage this. Please detail this and explain how you will manage the grant being paid in arrears. How will you manage your cash flow to fund the existing business and the proposed project activity? Are there any relevant financial issues relating to the applicant

business and the underlying business accounts you have submitted with the full application that you think we should be aware of?

b) Explain how the applicant business will cover any wider costs incurred in delivering the project that are not grant funded? For example, your project may include expenditure that is ineligible under the LEADER Programme, but is still needed to enable the project to take place. How will you fund these costs?

c) If you are a new business (have not yet started trading or have been trading for less than 2 years) or are self-employed, explain how you have the financial capacity to successfully deliver the project. This will need to be evidenced by at least one of the following supporting documents:

- latest tax returns
- an opening statement from an independent accountant that includes planned financing (loans or equity invested into the business), expected income and operating expenses.
- Draft financial statements or management accounts showing financial performance during the early period of trading.

d) You will need to complete Tab A 'Cash flow forecast' on the FA appendix spreadsheet to provide quarterly cash flow forecasts. These should provide information on the sales, costs of sales, capital expenditure and introduction of funding. On the application form, explain your rationale and the key assumptions used to complete the projections. How do these relate to the market demand for your product or service as set out at question 8.3.2? What percentage or value of the projections relate directly to the project – what impact will the project have on the wider business finances? You must make sure that your forecasts are realistic and achievable for the business.

Projects that we consider will put the business at significant financial risk will not be supported.

8.5 Cross cutting themes
There are 2 parts to this question relating to environmental impacts and equality and diversity impacts. You will need to answer both.

a) Environmental impacts

All applicants should seek to ensure that the project activity does not have adverse effects on the environment.
Possible negative impacts should be minimised and any positive impacts should be enhanced wherever possible. Explain how any impacts have been taken into account in the design and delivery of the project.

Positive environmental impacts could include improvements in energy efficiency and reduction of carbon emissions, enhancements of natural habitats, eco-systems and biodiversity or investments to help reduce the loss of biodiversity, reduction in waste generation, use of recycled materials or consideration of sustainable transport. Identify any environmental benefits that the project will deliver and achieve and explain how any positive impacts will be maximised.

Negative environmental impacts could include visual impact, significant increases in traffic, pollution (including noise and dust) and impacts on wildlife habitats and biodiversity. These might be short term impacts (for example, during a construction phase) or longer term impacts from the ongoing presence and use of a facility.

Describe what actions will be taken to mitigate or minimise these impacts e.g. tree planting to screen development, environmental or natural habitat enhancements, offsetting environmental areas, road improvements etc.

b) Equality and diversity impacts

You should then explain how you have taken into account any equality and diversity impacts and how these have been taken into account in the design and delivery of the project. What steps have you taken to understand the potential impact, both positive and negative, of the project on different equality groups and communities including race, gender, age and disability? Equality should be integrated into all aspects of project planning, development and implementation. If your business has an Equality and/or Diversity Policy please provide a copy with your application.

8.6 Delivery and sustainability

8.6.1 Project delivery

Explain how you will ensure that the project is successfully delivered from when funding is agreed to submission of a final claim. Clarify who the project management team are, relevant skills and any experience of delivering previous similar projects. Your answer should include the steps being undertaken to ensure the resources, skills, responsibilities and experience are available for all stages of the project from when funding is agreed to submission of the final claim. Who will manage the project during delivery and implementation stages? What skills do they have or experience of delivering previous projects? Have you considered whether external expertise is required?

Projects need to be managed within design, budget and timescale constraints. Complete the table in the application form to identify the main risks to the project that you have considered might happen.

'Risks' are defined as events that are or could be foreseeable. Assess the chance of the risk occurring and its likely impact should it happen. Explain how you will manage the risk or mitigate against it.

8.6.2 Exit strategy and future sustainability

Please explain how you will ensure the project activity is sustained into the future and then possibly further developed, expanded or grown. What are your plans for the project, once the grant has ended?

This question applies only to revenue projects. If your project includes revenue costs, whether these are grant funded or not, please provide details of your exit strategy to explain how the business will continue to deliver and sustain its service or provision after the grant funding ends. How will these costs be funded and sustained without grant funding into the future?

You will be expected to continue to deliver the outputs and meet the monitoring and reporting requirements after the grant has all been paid and will need to consider this when planning your project.

For capital projects, please enter N/A for this question.

Declarations

Please read this section and make sure that you are in agreement with and can meet the requirements set out in it. The declaration must be signed by the business owner, partners or company directors as specified in the full application at question 2.4. In addition, if the applicant business is an incorporated body (Limited company or Limited Liability partnership), all partners or directors must sign the declaration unless the main applicant is authorised to sign the form on their behalf. In this case, you must make sure the person who signs the declaration has the authority to do so as we may ask to see evidence of this.

For a partnership that is an unincorporated body (not a Limited Liability partnership), all partners must sign the declaration. If you are unable to meet this requirement you must contact us to discuss this.

Please make sure that the copy of the application form you post to us has original signatures on it and not scans or copies.

By submitting and/or agreeing to the submission of the full application form, you will be agreeing to the declaration. Please remember to sign the agent authorisation section if you want them to act on your behalf and liaise with us regarding your application.

When signing your declaration, you need to be aware than in certain scenarios grant support may be refused or withdrawn in full. These are when it has been determined that:

- a serious non-compliance by the grant beneficiary has occurred;
- the grant beneficiary has provided false evidence; or
- the grant beneficiary has failed to provide the necessary information due to negligence.

The withdrawal of grant support may be applied for the calendar year of notification plus the following calendar year. In addition, support may be refused for other Rural Development schemes. Grant Beneficiaries will be notified and will have the right of appeal against such a decision.

Supporting documents checklist

All supporting documents that you need to submit to support your application are listed at the back of the application form. You need to review this list and tick the box to confirm you have included the document with your application. There is a comments box for you to provide an explanation if necessary.
If we do not receive all of the supporting documents required for your project we will not be able to assess it which may impact on your project timescales. If you do not provide these

documents when we request them from you or they do not meet our requirements, your application may be rejected.

Please make sure your supporting documents meet the following requirements:

Full application appendix spreadsheet
Detailed instructions on how to complete the FA appendix spreadsheet are set out at Part B below. This must be fully completed and saved in the correct format.

Full application supplementary information form
The LEADER application processes were changed in April 2017. The new EOI form asks for information that was not included on the old Outline Application form. If you have an endorsed Outline Application, you will need to complete the LEADER full application supplementary information form to give us the additional details that we need in order to process your full application.

Applicant business accounts
We require the last 2 or 3 consecutive and most recent years of full audited or unaudited accounts. You must make sure that you send a full set of accounts, including profit and loss, balance sheet and the cover, title and introduction pages. Include notes pages if there are any.

Please use the comments box on the application form to tell us if your business accounts do not meet these requirements. For example, some small businesses may not produce full sets of accounts but we would still expect to see a profit and loss and balance sheet summary.

Linked business accounts
We will need to see the accounts for any businesses that the applicant business is linked to. These must meet the same requirements as set out above. Provide consolidated group accounts if the applicant business is part of a group of companies (a parent or subsidiary).

New businesses or self-employed applicants
If you do not have a set of accounts reporting at least 12 months trading performance, you will need to provide your latest tax returns, management or draft accounts or an opening statement from an independent accountant that includes expected income and operating expenses.

Consents and permissions
If your project requires planning permission you must provide a copy of the full consent document with your application if it has been approved. If it has not yet been granted, you must provide the full planning consent as soon as it is available. If planning is not required, provide written evidence from your Local Planning Authority that confirms this.

If you are a tenant, include the relevant sections from your agreement as set out on the form.

If you have obtained any other consents, licences or permissions for your project, forward copies to us.

Evidence of match funding

You must provide evidence that funding is in place or will be in place to cover the full cost of the project.

This is required for each funder and the evidence must show who is providing the funding (a named person or organisation), the amount of funding being offered or indicated, that it is sufficient to fund the full project costs, who it is being offered to, the date of the offer and confirms that it is in relation to the project.

If you are not using commercial funding for the project, such as a bank loan or an overdraft, you must provide other evidence that the business can afford to bankroll the project in its entirety. This could be a copy of your latest business bank statement for example, that shows there is sufficient cash in place or a copy of a statement for a savings account you intend to use.

Grant is paid in arrears in agreed stages and we expect you to make a maximum of 3 claims over the course of the project. You must show that you have sufficient funds to pay for the project costs until you get the grant payments.

If you buy an item for the project using lease or hire purchase, you must own the item outright before you can claim any money towards it. This means that before you claim any grant you must have paid all of the instalments and show that the title has passed to you.

Quotes or other evidence of costs

Refer to the table at 5.9 to see how many quotes or references to catalogue listings you are required to provide for every project item.

The quotes or references to catalogue listings must prove that you will get the best value when buying goods and services that you intend to claim for as part of the project.

All quotes **must**:

- come from different, independent suppliers who are not linked to each other or to the applicant's business through shared ownership or control;
- be sourced independently by the applicant or agent. A supplier cannot source quotes from other suppliers on behalf of the applicant; and
- meet the detailed requirements set out below:

The quotes **must**:

- include a detailed and itemised breakdown of costs;
- include the supplier's business name, address (including postcode) and telephone number;
- be comparable with each other in terms of quality, size, quantity, units and specification for every item;
- have been obtained within the last 9 months and still be valid; and
- be addressed to the applicant business or agent (containing the business name, business or project address, if different, and postcode). If the quote is addressed to your agent, it must clearly reference the project and its location.

If the quotes do not meet the requirements shown above you will need to submit revised quotes that do. Ultimately, we may remove the item from consideration if it is not supported by valid quotes.

All quotes and catalogue listings must be genuine and sourced from legitimate suppliers who are actively trading. Checks will be carried out to ensure that quotes and catalogue listings submitted to support an application have not been fabricated or manipulated in any way. We will also check that there has been no collusion between suppliers or between the applicant or agent and suppliers in relation to submission of supporting quotes.

Any attempt made to provide false or misleading information could lead to prosecution.

If the supplier is VAT registered and will be charging VAT, you must provide the suppliers VAT number if it is not on the quote.

In addition, if the supplier is a Limited Company, you must provide the company registration number if it is not on the quote. There is a space on Tab B 'Costs and Suppliers' in the full application appendix spreadsheet for you to use for this purpose.

Public bodies may have existing framework contacts in place for the supply of goods or services that they wish to use for this project. If so, they must provide:

- full and detailed evidence that these contracts were procured through a competitive process; and
- information about the call-off process.

However, they must still ensure that they can demonstrate value for money for the specific project costs in the application.

Any references to a catalogue listing must be sent as print-outs or photocopies, and they should include:

- the date on which it was printed or copied;
- the item description and the price;
- the name of the company or catalogue; and
- the page number or webpage.

Second hand items
If you are proposing to purchase any project items second hand, you must obtain a declaration from the supplier of that item and provide it with the quote that you send to us. The declaration must cover all of the points set out at 5.9.

Irrecoverable VAT
Refer to the table at 5.8 to check whether you are able to include irrecoverable VAT in your project costs. If you consider that you can, you must provide a letter from an independent professionally qualified accountant that evidences your VAT status and confirms that your business cannot recover the VAT you have included in the project costs.

Evidence of support
Please enclose copies of any letters of support or forward orders from existing or new customers for your proposed service or product. You may also have received written

endorsement or support from trade industry organisations or other bodies for your project that you could send us to help demonstrate demand.

Evidence of need and demand
It would also help us to assess your project proposal if you provide copies of any feasibility studies or market research you have undertaken to assess the need and demand for your project. Send us a copy of any marketing or publicity plan that you have developed.

Equality/diversity policy
If your business has a policy that sets out your approach to equality and/or diversity impacts, please provide a copy with your application.

Woodland Management Plan
If you are a private forestry holder applying under the Forestry Productivity LEADER priority, and the project involves processing your own timber, you must provide a copy of your current Woodland Management Plan, approved by the Forestry Commission.

Ensure that you have signed the application form declaration <u>before</u> submitting it. If you do not do this, your application will not be accepted.

PART B: Filling in the FA appendix spreadsheet

This was sent to you with your invitation to submit a full application. This is an Excel spreadsheet that you **must** complete in full and send to us as an Excel attachment with your application. There are 6 tabs for you to complete:

- Application details
- A - Cash Flow Forecast
- B - Costs & Suppliers
- C - Funding & Claims
- D - Project Milestones
- E - LEADER Outputs

You should complete each tab in the order shown above as the information you provide will feed into and prepopulate the data in other tabs. An example of a completed spreadsheet is at Annex A at the back of this guidance.

Application details

Please enter the project name, applicant business name and the DORA reference as entered onto the application form.

We need to know your proposed project timescales – input the proposed start date of the project (which is the date you intend to start work on your project and start incurring eligible costs) and the proposed financial completion date (which is the date you will have completed your project, incurred all costs and have submitted your final grant claim).

When considering the project timescales, please be realistic in how long the project will take. This is a common area where applicants underestimate the project timescales. However, you should aim for your project to be finished and paid for, and all grant claims submitted, by **31 March 2019**.

You must ensure that your project can be completed and paid for in full within these timescales.

A – Cash Flow Forecast

We need you to provide detailed forecasts so we can assess the financial impact the project will have on your business.

You need to complete a quarterly cash flow forecast for the period of project delivery (while you are completing the works and incurring and expending the grant related costs) and a profit and loss forecast for 3 years following completion of the project works.
You should ensure that all cash flowing into the business is shown, including forecast sales and income, grant receipt, other funding and other income. Then complete the table to show all cash flowing out of the business, including project costs and all direct and indirect costs for running the business.

If your application is for a standalone project for a new business, the projections should only relate to the new business being created that will deliver the project. For an existing business, the projections should show the cash flow for the complete business, including the project. However to help us understand the impact of the project upon the wider

business cash flow, identify the project only projections at Section 8.4 so we can see the impact on your wider finances.

<u>B – Costs & Suppliers</u>

For each item of project expenditure, provide the supplier's name, the quoted amount (both excluding and including VAT) and the supplier's VAT number and company registration number (where applicable).

You must show all costs that are being included in your grant application. Wherever possible, group the costs into sub headings, for example building costs, ground works, processing equipment etc.

You need to provide these details for each supplier, starting with your preferred supplier and moving to the right to complete each row for the second and third suppliers.

You should also complete the table under the main project expenditure lines to show any non-grant funded project expenditure that you will incur. This is project spend that is critical to the project but you are not seeking grant support for as it is ineligible for grant.

<u>C – Funding & Claims</u>

Much of the information in this tab will be automatically transferred from the detail you provided in Tab B. The first thing you must do is indicate whether you are including irrecoverable VAT in your project costs. Input Y/N into the box on line 4. This will ensure the correct costs are transferred in from Tab B.

You must then input the grant rate to calculate the grant, for example if you are requesting grant funding at 40%, input 40 into the grant rate box. **Do not use a % sign.** Once you have entered the grant rate, the total grant amount requested will automatically calculate.

The non-grant funded expenditure will automatically transfer in from the table you completed in Tab B. Once you have entered the grant rate for each item, check the **project cost summary** table to make sure all details are correct.

You should then complete the claims table at the right of the tab. You will need to put up to 3 claim dates on line 7 (overtype the red Date) and put the eligible cost that you intend to include in each claim for every item. The grant amount will automatically calculate and the totals for each claim will be calculated at the bottom of the table. As you allocate each item of expenditure to a claim, the figure in column N to the right of the claims table will show £0.00. Expenditure remaining to be allocated to claims will remain in red.

When forecasting your claims, consider when you will have incurred the cost and paid the invoice in full. Some costs, such as building works, may be incurred over a longer period of time and you may receive interim invoices as the works are completed. In this situation, you may wish to submit 2 or 3 claims against 1 item.

For the majority of costs and for any capital equipment it is likely that you will receive 1 invoice and so will then claim for the full cost after the item has been received, installed and paid for in full.

We will not normally pay grant on a deposit until the item is fully installed and operational, however, there may be some instances where a significant deposit must be paid at the point of ordering, for example, and you are not able to wait until the item is installed and operational before claiming grant on it. If you do need to claim a deposit payment, it should not exceed 40% of the value of the item and it should be clearly set out in your claim schedule

Once you have completed the costs and claims table and checked to make sure that the project cost summary is correct, you should scroll down to check that the claim table at the bottom of the tab is also correct. This should accurately reflect when you intend to submit each claim, the total expenditure included in each claim and the grant amount you intend to claim.

If you have more than 1 claim, you must make sure that the final claim is for at least 15% of the total grant amount being requested. Each claim must be for a grant request of at least £2,500.

D – Project Milestones

Complete the table on this tab with the key project milestones/stages for the implementation of the project and the dates they have been or are expected to be achieved. Examples might include:

- the start of the construction work;
- key stages in construction e.g. completion of ground works;
- recruitment of new employees;
- achieve * rating for accommodation;
- obtain food hygiene certification;
- the start of delivery;
- key deliverable outputs (including any that are not listed on the Tab E – LEADER Outputs); and
- dates payments are complete.

The project milestones should reflect the key steps of your project delivery – what you will need to do and when.

E – LEADER Outputs

The table on this tab lists all project outputs we expect projects to meet under the LEADER Programme. You will need to provide details only for the outputs that are relevant to your particular project.

Insert the start and end dates for the baseline year (current position) in lines 8 and 9 at column C followed by the start and end dates for the 3 years following project financial completion date (the date you gave in the Application Details tab).

Then move down the table and complete each line to reflect the outputs your project will achieve in each year, starting with the 'number of businesses supported'.

For type of support, investment and business – you will need to select an option from the drop down lists.

For the rest of the outputs, input the numbers of each one that you expect to achieve in each of the 3 forecast years. Make sure you do not enter cumulative figures into the table; the outputs should be the increase that you intend to achieve over the previous year. Make sure the current baseline is also shown in column C (the greyed out boxes do not require a baseline figure).

The total outputs achieved for the project will be automatically calculated in column G to the right of the table. To the right of this, there are 2 boxes that will automatically calculate the grant amount per job created and the average wage per job. You can check these totals to make sure the increase in wage bill corresponds with the number of new jobs being created by the project.

Remember to tell us about any additional outputs that your project will achieve in the Project Milestones table at Tab D.

The table below shows definitions of some of the outputs and the evidence you will need to collect to evidence you have achieved them:

Output	Definition	Evidence required
Number of FTE jobs created	A job created is a new, permanent, paid full time equivalent (FTE) job that will be created as a direct result of the project. The job must not have existed with that employer in the UK prior to the project being carried out. A job 'safeguarded' by the project does not count as a job created. A 'permanent' job means it will be in place for at least 1 year from the point at which it is filled. 'FTE' means the job must be a minimum of 30 hrs per week. Part time jobs should be calculated on a pro-rata basis e.g. 1 part time job working 15 hrs a week counts at 0.5 FTE. Voluntary work cannot be counted as a job created, but self-employment can be. Seasonal jobs may be counted where this is normal practice for an industry, the job must exist for a minimum of 4 weeks per annum, and are counted on a pro-rata basis. e.g. 1 seasonal job in place for 4 weeks would equate to 0.08 FTE. A job is considered to have been created once the post is advertised.	Written confirmation from a senior member of staff from the supported business confirming the creation of a post as a result of the support provided. This should include details of its start date, duration and number of hours.

Wage bill	The increase (or decrease) of a wage bill to a business receiving grant funding to a project. This should have a direct relation to the jobs created if there is an increase in the wage bill. The wage bill should include the cost of salaries, employer pension and national insurance contributions wherever possible.	Business accounts should be submitted to evidence the increase or decrease in the wage bill along with other accounting records showing the total employment costs for the business. This may also include payslips of new employees.
Number of businesses supported	A 'supported' business must see a direct economic benefit from the project. A project may support more than one business e.g. a tourism project for accommodation which has established formal links with a local pub could include both the applicant business and the pub. Any businesses that will benefit from the project as a result of a supplier/customer relationship must not be counted e.g. the customers of an agricultural contractor applying for a GPS system cannot be counted.	Documentation demonstrating the relationship between the project and the businesses supported must be provided at the point of the final claim.
Reduction of NH3 (ammonia) being released into the environment (in tonnes)	The reduction of ammonia and sulphur being released into the environment as a result of the intervention.	Application form, defrayal evidence at time of grant claim
Reduction of SO2 (sulphur) being released into the environment (in tonnes)	The reduction of ammonia and sulphur being released into the environment as a result of the intervention.	Application form, defrayal evidence at time of grant claim

Area (Ha) concerned with investments for saving water	The total area of an applicant's farm where the project directly involves irrigation or water collection.	Self-declaration by applicant on application form
Number of new products	A new product can be counted when a project has created a new marketable product e.g. a pack house purchasing equipment to put apples into bags of equal size/weight would equate to 1 new product if this was a new product to the business.	The application form, claims and site visits will evidence whether a new product has been created for the business.
Number of new techniques	A new technique is a new piece of technology or process introduced into the business.	The application form, claims and site visits will evidence whether a new technique has been created for the business.
Additional number of day visitors	The total number of additional day and overnight visitors achieved as a result of the project activity.	There are well known techniques to collect visitor data. Among the most common are: • Admission Tickets - the numerical data provided by daily ticket sales where an entry fee is charged. Admission tickets should be numbered by type, i.e., adult, child, student, senior citizen, etc. The beginning and concluding stub numbers can easily provide an accurate record of daily data. • Automated Vehicular Traffic Counters – for sites where visitors arrive commonly in vehicles, electronic traffic counters – commonly a sensor cable placed across the entrance roadway – can count the number of vehicles entering the site. • Automated Visitor Counters – an electric- eye counting device can record the number of people passing through an entrance gate. • Turnstiles – an entrance gate using a machine turnstile can maintain a count of the number of entries made. • Hand-held counters –attendants stationed at entrance points can count the number of visitors through

		the use of hand-held mechanical counters.
		• Visitor/Guest Registers – usually maintained at the entrance or exit, registers are signed by many visitors who like to leave a record of their presence. This technique for recording visitors is most useful at small sites where visitors can be invited to sign a register.
		• Parking Surveys – for sites having restricted car parking, a regular periodic count of the cars and buses in the lot at given times.
		• Formal Visitor Surveys – for sites where it is not possible to collect and record visitor data as above, formal visitor surveys can be conducted according to a predetermined schedule.
Additional Number of overnight visitors	The increase in overnight visitors achieved as a result of the project activity.	Accommodation providers may be asked to provide visitors book or invoices.
Population benefitting from improved tourism infrastructure	Population benefitting is the number of potential users benefitting from the infrastructure i.e. the size of the population in the area e.g. municipality, group of municipalities.	Records provided to evidence the population benefitting from the project.
Rural population Benefitting	Population benefiting is the potential users, i.e. the size of the population in the area (e.g. municipality, group of municipalities…) benefiting from the service/infrastructure.	Records must be provided by the beneficiary which evidence the population benefitting from the project.

Application tables

Application Details

A   Cash flow forecast

A1   Financial impact

B   Costs & suppliers

C   Funding & Claims

D   Project Milestones

E   LEADER Outputs

| Application Details | A Cashflow forecast | A1 Financial Impact | B Costs & Suppliers | C Funding & Claims | D Project Milestones | E LEADER Outputs |

Application Details

- Identify your Application
- Anticipated Timescales

Project name:	New Fruit Today production facility
Business name:	Fruit Today Limited
RPA DORA reference:	959595
LEADER Local Action Group	Select LAG Name

RPA DORA Ref will reproduced on every page

Proposed Project Timescales	Date
Start Date (the earliest date that expenditure which will be incurred in relation to the project can be Eligible Expenditure)	01 April 2018
Financial Completion Date (the date by which you shall complete your project and have submitted your final claim)	01 September 2018

| Application Details | A Cashflow forecast | A1 Financial Impact | B Costs & Suppliers | C Funding & Claims | D Project Milestones | E LEADER Outputs |

A. Cash flow forecast

- Years run across page
- Quarterly basis with Annual Summary
- Needs to show development stage + 3 years operational activity

Cashflow Forecasts Project Ref: 959595	2018/19				2019/20				Summary	
	Apr 18 Jun 18	Jul 18 Sep 18	Oct 18 Dec 18	Jan 19 Mar 19	Apr 19 Jun 19	Jul 19 Sep 19	Oct 19 Dec 19	Jan 20 Mar 20	Apr 18 Mar 19	Apr 19 Mar 20
Opening Balance	10,000	1,811	-1,812	-5,800	1,975	-2,900	-21,245	22,105	10,000	1,975
Sales/Receipts										
Sales/Turnover/Income									39,500	138,330
Jam			750	750	900	630	1,000	1,050	1,500	3,580
Juices	0	0	3,000	2,000	0	0	10,000	14,750	5,000	24,750
Premium Products	0	0	15,000	18,000	0	0	60,000	50,000	33,000	110,000
									-	
Grant Receipts									33,899	-
LEADER		27,063	6,837						33,899	-
									-	
Other Funding received									102,868	-
Own funding	13,492	39,376							52,868	-
Bank Loan	50,000								50,000	-
Other Income									25,000	-
				25,000					25,000	-
									-	
Total Receipts (£)	63,492	66,439	25,587	45,750	900	630	71,000	65,800	201,267	138,330

A. Cash flow forecast - Income

- Show new income separate to existing income
- Show separate income streams if different products

Cashflow Forecasts Project Ref: 959595	2018/19				2019/20			
	Apr 18 Jun 18	Jul 18 Sep 18	Oct 18 Dec 18	Jan 19 Mar 19	Apr 19 Jun 19	Jul 19 Sep 19	Oct 19 Dec 19	Jan 20 Mar 20
Opening Balance	10,000	1,811	-1,812	-5,800	1,975	-2,900	-21,245	22,105
Sales/Receipts								
Sales/Turnover/Income								
Jam			750	750	900	630	1,000	1,050
Juices	0	0	3,000	2,000	0	0	10,000	14,750
Premium Products	0	0	15,000	18,000	0	0	60,000	50,000
Grant Receipts								
LEADER		27,063	6,837					
Other Funding received								
Own funding	13,492	39,376						
Bank Loan	50,000							
Other Income								
				25,000				
Total Receipts (£)	63,492	66,439	25,587	45,750	900	630	71,000	65,800

Application Details | A Cashflow forecast | A1 Financial Impact | B Costs & Suppliers | C Funding & Claims | D Project Milestones | E LEADER Outputs

A. Cash flow forecast - Expenditure

- Show new jobs separately to existing jobs

Cashflow Forecasts	2018/19				2019/20			
Project Ref: 959595	**Apr 18**	**Jul 18**	**Oct 18**	**Jan 19**	**Apr 19**	**Jul 19**	**Oct 19**	**Jan 20**
	Jun 18	**Sep 18**	**Dec 18**	**Mar 19**	**Jun 19**	**Sep 19**	**Dec 19**	**Mar 20**
Opening Balance	10,000	1,811	-1,812	-5,800	1,975	-2,900	-21,245	22,105
Expenditure/Payments								
Project Costs:								
New Production facilities	49,081	35,668		0				
Fruit Store	20,000	32,019		0				
Direct Costs / Cost of Sales:								
Purchases		500	1,200		1,000	15,000	0	14,700
Direct Labour	800	0	23,000	23,000	800		23,000	23,000
Indirect Costs:								
Salaries	1,800	1,800	2,400	12,000	1,800	1,800	2,400	12,000
Water/Power/Rent/Rates/Telephone	0	0	0	0	0	0	0	0
Other Administration/office supplies	0	75	225	225	225	225	225	225
Total Payments (£)	**71,681**	**70,062**	**29,575**	**37,975**	**5,775**	**18,975**	**27,650**	**51,950**
Closing Balance	**1,811**	**-1,812**	**-5,800**	**1,975**	**-2,900**	**-21,245**	**22,105**	**35,955**

A1. Financial Impact

Financial Impact of the Project (per annum)	£ per annum
Costs saved as a result of this investment	**£8,000.00**
Contracted processing	£6,000.00
Transport for processing	£2,000.00
Additional income as a result of this investment	**£47,700.00**
Jam	£4,700.00
Juices	£4,000.00
Premium Fruit Products	£39,000.00
Additional costs as a result of this investment	**£12,000.00**
On site processing	£5,000.00
New product distribution	£7,000.00
Income lost as a result of this investment	**£0.00**

Financial Impact of the Project (per annum)	£ per annum
Total cost savings and additional income	£55,700.00
Total additional costs and income lost	£12,000.00
Total net financial impact of project	£43,700.00

B. Costs & Suppliers

- Captures all quote information – costs & suppliers
- Including non-grant funded costs

Costs & Supplier quotes
For each item of expenditure and associated quote or catalogue listing provide: the supplier name; the quoted amount (inc & exc VAT); VAT registration number and Company Registration number (where applicable)

Project Ref: 959595	Preferred Supplier					Second supplier					Third Supplier				
Description of Expenditure	Preferred Supplier Name	Quoted Amount (£) including VAT	Quoted Amount (£) excluding VAT	Supplier VAT Registration No	Supplier Registered Company No	Second Supplier Name	Quoted Amount (£) including VAT	Quoted Amount (£) excluding VAT	Supplier VAT Registration No	Supplier Registered Company No	Third Supplier Name	Quoted Amount (£) including VAT	Quoted Amount (£) excluding VAT	Supplier VAT Registration No	Supplier Registered Company No
Grant Funded Expenditure															
Ground Works	Johnson Steel Construction Ltd	15,300.00	12,750.00	125645275	02226513	Newhouse Construction Ltd	15,912.00	13,260.00	177646792	08824466	Ellison Builders	16,707.60	13,923.00	260256670	04484981
Building	Johnson Steel Construction Ltd	21,649.68	18,041.40	125645275	02226513	Newhouse Construction Ltd	22,515.67	18,763.06	177646792	08824466	Ellison Builders	23,641.45	19,701.21	260256672	04484982
Building Erection	Johnson Steel Construction Ltd	7,410.00	6,175.00	125645275	02226513	Newhouse Construction Ltd	7,706.40	6,422.00	177646792	08824466	Ellison Builders	8,091.72	6,743.10	260256672	04484983
Water	Newton Plumbing	3,475.72	3,475.72	N/A	N/A	Jones & Son Plumbers	4,337.70	3,614.75	177646796	N/A	Lister Electricals	4,771.47	3,976.22	177646797	N/A
Electric	Stewart Electrical Services	9,272.86	7,727.38	125645280	N/A	Lister Electricals	9,643.77	8,036.48	177646797	N/A	Jones & Son Plumbers	10,608.15	8,840.12	177646796	N/A
Grader/Sorter	Smiths Graders	17,040.00	14,200.00	125645281	02226519	Fruit Solutions Ltd	17,721.60	14,768.00	177646798	08824472	Mortenson	19,493.76	15,506.40	125645283	02226521
De-Stoner	Smiths Graders	6,840.00	5,700.00	125645281	02226519	Fruit Solutions Ltd	7,113.60	5,928.00	177646798	08824472	Continental Juicers	7,824.96	6,224.40	260256677	04484987
Boiling Pans	Durfocom	6,840.00	5,700.00	125645281	02226519	Beltuzzi Italia	7,113.60	5,928.00			JME Supplies Ltd	7,824.96	6,224.40	260254321	09643528
Press/Juicer	Mortenson	4,980.00	4,150.00	125645283	02226521	Fruit Solutions Ltd	5,179.20	4,316.00	177646798	08824472	Continental Juicers	5,697.12	4,531.80	260256677	04484987
De-Humidifying Oven	Smiths Graders	8,194.80	6,829.00	125645281	02326519										
		101,003.06	**84,748.50**				**97,243.54**	**81,036.28**				**104,661.19**	**85,670.66**		

Non Grant Funded Expenditure - expenditure critical to the project but on which grant is not being claimed

Fruit Store	Johnson Steel Construction Ltd	62,422.80	52,019.00	125645275	02226513
		62,422.80	**52,019.00**		

B. Costs & Suppliers

- Need to list
  - Preferred Supplier & 2nd & 3rd Suppliers
  - Quoted amount – including & excluding VAT
  - Supplier VAT Number (where applicable)
  - Supplier Registered Company number (where applicable)

Project Ref: 959595	Preferred Supplier			
Description of Expenditure	Preferred Supplier Name	Quoted Amount (£) including VAT	Quoted Amount (£) excluding VAT	Supplier VAT Registration No	Supplier Registered Company No
Grant Funded Expenditure					
Ground Works	Johnson Steel Construction Ltd	15,300.00	12,750.00	125645275	02226513
Building	Johnson Steel Construction Ltd	21,649.68	18,041.40	125645275	02226513
Building Erection	Johnson Steel Construction Ltd	7,410.00	6,175.00	125645275	02226513
Water	Newton Plumbing	3,475.72	3,475.72	N/A	N/A
Electric	Stewart Electrical Services	9,272.86	7,727.38	125645280	N/A
Grader/Sorter	Smiths Graders	17,040.00	14,200.00	125645281	02226519
De-Stoner	Smiths Graders	6,840.00	5,700.00	125645281	02226519
Boiling Pans	Durfocom	6,840.00	5,700.00	125645281	02226519
Press/Juicer	Mortenson	4,980.00	4,150.00	125645283	02226521
De-Humidifying Oven	Smiths Graders	8,194.80	6,829.00	125645281	02326519
		101,003.06	**84,748.50**		

C. Funding & Claims

Costs & Claims

The information in this section of the sheet auto-fills from the Suppliers tab.
Indicate whether you wish to claim grant on irrecoverable VAT. Add the grant rate to calculate grant

Add up to 3 claim dates and apportion the expenditure over the claims to calculate the grant request for each claim

Irrecoverable VAT included in grant request? Y/N   **N**

Eligible Grant Funded Expenditure — Project Ref: 959595 | **Claims**

Description of item	Chosen/Preferred Supplier	Eligible Cost (excl VAT)	Grant Rate %	Total Grant Amount Requested	Claim 1 30/04/2018 Eligible Cost £	Grant £	Claim 2 30/06/2018 Eligible Cost £	Grant £	Claim 3 CLAIM 3 Eligible Cost £	Grant £	Expenditure Remaining to allocate to claim
Ground Works	Johnson Steel Construction Ltd	12,750.00	40	5,100.00	12,750.00	5,100.00					£0.00
Building	Johnson Steel Construction Ltd	18,041.40	40	7,216.56	18,041.40	7,216.56					£0.00
Erection	Johnson Steel Construction Ltd	6,175.00	40	2,470.00			6,175.00	2,470.00			£0.00
Water	Newton Plumbing	3,475.72	40	1,390.29			3,475.72	1,390.29			£0.00
Electric	Stewart Electrical Services	7,727.38	40	3,090.95			4,000.00	1,600.00	3,727.38	1,490.95	£0.00
Grader/Sorter	Smiths Graders	14,200.00	40	5,680.00	7,100.00	2,840.00			7,100.00	2,840.00	£0.00
De-Stoner	Smiths Graders	5,700.00	40	2,280.00	2,850.00	1,140.00			2,850.00	1,140.00	£0.00
Boiling Pans	Durfocom	5,700.00	40	2,280.00	2,850.00	1,140.00	2,850.00	1,140.00			£0.00
Press/Juicer	Mortenson	4,150.00	40	1,660.00	2,075.00	830.00	2,075.00	830.00			£0.00
De-Humidifying Oven	Smiths Graders	6,829.00	40	2,731.60	3,414.50	1,365.80			3,414.50	1,365.80	£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
		-		-							£0.00
Total £		84,748.50	40.0%	33,899.40	49,080.90	19,632.36	18,575.72	7,430.29	17,091.88	6,836.75	
						57.9%		21.9%		20.2%	

Non-grant funded Expenditure

Description of item	Supplier	Cost
Fruit Store	Johnson Steel Construction Ltd	52,019.00
		-
		-
		-
		-
		52,019.00

C. Funding & Claims

- Pre-populated with preferred supplier information
- Costs excluding VAT are pre-populated

Irrecoverable VAT included in grant request? Y/N   **N**

Eligible Grant Funded Expenditure				Project Ref: 959595
Description of item	Chosen/Preferred Supplier	Eligible Cost (excl VAT)	Grant Rate %	Total Grant Amount Requested
Ground Works	Johnson Steel Construction Ltd	12,750.00		-
Building	Johnson Steel Construction Ltd	18,041.40		-
Building Erection	Johnson Steel Construction Ltd	6,175.00		-
Water	Newton Plumbing	3,475.72		-
Electric	Stewart Electrical Services	7,727.38		-
Grader/Sorter	Smiths Graders	14,200.00		-
De-Stoner	Smiths Graders	5,700.00		-
Boiling Pans	Durfocom	5,700.00		-
Press/Juicer	Mortenson	4,150.00		-
De-Humidifying Oven	Smiths Graders	6,829.00		-
		-		-
Total £		84,748.50	0.0%	0.00

LEADER G20 V1.0

C. Funding & Claims

- If want to claim grant on irrecoverable VAT you need to confirm "Y" in cell

Irrecoverable VAT included in grant request? Y/N   **Y**

Eligible Grant Funded Expenditure   Project Ref: 959595

Description of item	Chosen/Preferred Supplier	Eligible Cost (incl VAT)	Grant Rate %	Total Grant Amount Requested
Ground Works	Johnson Steel Construction Ltd	15,300.00		-
Building	Johnson Steel Construction Ltd	21,649.68		-
Building Erection	Johnson Steel Construction Ltd	7,410.00		-
Water	Newton Plumbing	3,475.72		-
Electric	Stewart Electrical Services	9,272.86		-
Grader/Sorter	Smiths Graders	17,040.00		-
De-Stoner	Smiths Graders	6,840.00		-
Boiling Pans	Durfocom	6,840.00		-
Press/Juicer	Mortenson	4,980.00		-
De-Humidifying Oven	Smiths Graders	8,194.80		-
		-		-
	Total £	101,003.06	0.0%	0.00

C. Funding & Claims

- Need to add Grant Rate % to calculate Grant Request

Irrecoverable VAT included in grant request? Y/N   **N**

Eligible Grant Funded Expenditure   Project Ref: 959595

Description of item	Chosen/Preferred Supplier	Eligible Cost (excl VAT)	Grant Rate %	Total Grant Amount Requested
Ground Works	Johnson Steel Construction Ltd	12,750.00	40	5,100.00
Building	Johnson Steel Construction Ltd	18,041.40	40	7,216.56
Building Erection	Johnson Steel Construction Ltd	6,175.00	40	2,470.00
Water	Newton Plumbing	3,475.72	40	1,390.29
Electric	Stewart Electrical Services	7,727.38	40	3,090.95
Grader/Sorter	Smiths Graders	14,200.00	40	5,680.00
De-Stoner	Smiths Graders	5,700.00	40	2,280.00
Boiling Pans	Durfocom	5,700.00		-
Press/Juicer	Mortenson	4,150.00		-
De-Humidifying Oven	Smiths Graders	6,829.00		-
		-		-
	Total £	84,748.50	32.1%	27,227.80

LEADER G20 V1.0

C. Funding & Claims

- Set up to 3 claims dates
- Allocate the eligible expenditure over the claims
- Red figures to right show how much remains to be allocated
- % figures across bottom show % expenditure in each claim (Final Claim <15% - red)

Eligible Grant Funded Expen...	Claims						Expenditure Remaining to allocate to claims
	Claim 1	30/04/2018	Claim 2	30/06/2018	Claim 3	31/08/2018	
Description of item	Eligible Cost £	Grant £	Eligible Cost £	Grant £	Eligible Cost £	Grant £	
Ground Works	12,750.00	5,100.00		-		-	£0.00
Building	18,041.40	7,216.56		-		-	£0.00
Building Erection	6,175.00	2,470.00	6,175.00	2,470.00		-	-£6,175.00
Water		-	3,475.72	1,390.29		-	£0.00
Electric		-	4,000.00	1,600.00	3,727.38	1,490.95	£0.00
Grader/Sorter	7,100.00	2,840.00		-		-	£7,100.00
De-Stoner	2,850.00	1,140.00		-	2,850.00	1,140.00	£0.00
Boiling Pans	2,850.00	1,140.00	2,850.00	1,140.00		-	£0.00
Press/Juicer	2,075.00	830.00	2,075.00	830.00		-	£0.00
De-Humidifying Oven		-		-		-	£6,829.00
		-		-		-	£0.00
	51,841.40	**20,736.56**	**18,575.72**	**7,430.29**	**6,577.38**	**2,630.95**	
		61.2%		21.9%		7.8%	
						Final claim not >=15%	

C. Funding & Claims

- All expenditure allocated over claims   (£0.00)
- Sum of claims = total grant request   6,836.75
- Final Claim at least 15% total   20.2%

Eligible Grant Funded Expen...	Claims						Expenditure Remaining to allocate to claims
	Claim 1	30/04/2018	Claim 2	30/06/2018	Claim 3	31/08/2018	
Description of item	Eligible Cost £	Grant £	Eligible Cost £	Grant £	Eligible Cost £	Grant £	
Ground Works	12,750.00	5,100.00		-		-	£0.00
Building	18,041.40	7,216.56		-		-	£0.00
Building Erection		-	6,175.00	2,470.00		-	£0.00
Water		-	3,475.72	1,390.29		-	£0.00
Electric		-	4,000.00	1,600.00	3,727.38	1,490.95	£0.00
Grader/Sorter	7,100.00	2,840.00		-	7,100.00	2,840.00	£0.00
De-Stoner	2,850.00	1,140.00		-	2,850.00	1,140.00	£0.00
Boiling Pans	2,850.00	1,140.00	2,850.00	1,140.00		-	£0.00
Press/Juicer	2,075.00	830.00	2,075.00	830.00		-	£0.00
De-Humidifying Oven	3,414.50	1,365.80		-	3,414.50	1,365.80	£0.00
		-		-			£0.00
	49,080.90	**19,632.36**	**18,575.72**	**7,430.29**	**17,091.88**	**6,836.75**	
		57.9%		21.9%		20.2%	

LEADER G20 V1.0

C. Funding & Claims

- Produces Summary Tables
  - Highlighted red if figures don't add up

Project Cost Summary	£
Total Eligible Expenditure (£)	84,748.50
LEADER Grant (£)	33,899.40
Intervention Rate (for eligible cost) %	40.00%
Match Funding (£)	50,849.10
Private Match (£)	
Public Match (£)	
Non-Grant Funded Expenditure (£)	52,019.00

Claim	Claim Date	Eligible Expenditure £	%	Grant £	
Claim 1	04/30/18	51,841.40	40%	20,736.56	67.3%
Claim 2	06/30/18	18,575.72	40%	7,430.29	24.1%
Claim 3	08/31/18	6,577.38	40%	2,630.95	8.5%
TOTAL		76,994.50		30,797.80	100.0%

Application Details / A Cash flow forecast / B Costs & Suppliers / **C Funding & Claims** / D Project Milestones / E GP Outputs

D Project Milestones

- Milestone
- Date (when milestone achieved)

Milestone	Date
Contract with builder/electrician/plumber & place orders for equipment	01 April 2018
Groundworks start	18 April 2018
Claim 1	30 April 2018
Building shell Complete	15 June 2018
Claim 2	30 June 2018
Fitting out complete	15 July 2018
Installation of Equipment	15 August 2018
Claim 3	31 August 2018
First products off production line	01 October 2018

Application Details / A Cashflow forecast / A1 Financial Impact / B Costs & Suppliers / C Funding & Claims / **D Project Milestones** / E LEADER Outputs

E. LEADER Outputs

- Insert dates for the baseline year and 3 years of project delivery
- Complete the generic outputs for all priorities and any Priority specific outputs.
- For each output enter the current baseline position.
- Enter additional outputs that will be achieved each year.

Project Outputs	Current/ Baseline	Year 1	Year 2	Year 3	Total Project
Starting MM/YY	Apr-16	Apr-18	Apr-19	Apr-20	
Ending MM/YY	Mar-17	Mar-19	Mar-20	Mar-21	
	Current/ Baseline	Outputs achieved	Outputs achieved	Outputs achieved	Outputs achieved
All Priorities					
Number of Jobs Created (FTE)	0.5	3			3
Wage Bill change (increase or decrease, decrease should be shown as a negative figure)	£6,000	£40,000			£40,000
Number of businesses directly benefitting					0
Type of investment		pital investment in business process/equipm			
Support for Farm Productivity (Priority 1)					
Reduction of NH3 (ammonia) being released into the environment (in tonnes)					0
Reduction of SO2 (sulphur) being released into the environment (in tonnes)					0
Area (Ha) concerned with investments for saving water					0
Number of new products					0
Number of new techniques					0
Support for Micro and Small Enterprises and Farm Diversification (Priority 2)					

E. LEADER Outputs

- Is cost per job in line with LEADER priorities?
- Is the average wage enough to support the FTE jobs claimed?
- Is the wage bill reflected in the cash flows?

Project Outputs	Current/ Baseline	Year 1	Year 2	Year 3	Total Project		
Starting MM/YY	Apr-16	Apr-18	Apr-19	Apr-20			
Ending MM/YY	Mar-17	Mar-19	Mar-20	Mar-21			
	Current/ Baseline	Outputs achieved	Outputs achieved	Outputs achieved	Outputs achieved		
All Priorities							
Number of Jobs Created (FTE)	0.5	3			3	£11,299.80	Grant per job
Wage Bill change (increase or decrease, decrease should be shown as a negative figure)	£6,000	£40,000			£40,000	£13,333.33	Average wage per job
Number of businesses directly benefitting					0		
Type of investment		pital investment in business process/equipm					

LEADER G20 V1.0

Cross checks

- Is cost per job in line with LEADER priorities?
- Is the average wage enough to support the number of jobs claimed (above minimum wage)?
- Is the wage bill reflected in the cash flows?
- Existing businesses show existing and new income and jobs separately
- Does the grant in cash flow reflect the grant request and claim dates?
- Are there any anomalies highlighted in red anywhere?