Levenmouth Reconnected Programme

Fund guidance

Contents

1. Background

The Levenmouth Reconnected Programme (LRP) was established to promote the economic and social regeneration within the wider Levenmouth communities in preparation for the new railway line. The programme is jointly funded by Fife Council and Transport Scotland and will be managed by staff within Fife Council.

1.1 Delivery structure

The LRP strategy was created to ensure the programme funds a range of projects which will benefit the Levenmouth area, maximising the social and economic value of the railway line. To ensure that the objective of the programme is maintained, the funding will be managed by the Oversight Group which consists of members from Fife Council, Transport Scotland, Scottish Government, Scottish Enterprise, SEPA and Visit Scotland.

1.2 Levenmouth Reconnected Programme Strategy

You **must** familiarise yourself with the Levenmouth Reconnected Programme Strategy (LRP-GA002) to ensure your project meets the themes of the overall programme. You will also need to demonstrate how your project does this.

1.3 Levenmouth Reconnected Programme approach

The Programme Manager is responsible for encouraging and facilitating actions in the Levenmouth area. This will be done through working with people to develop ideas and transform them into proposals that support the LRP strategy.

You should note that regardless of the support received prior to submission of an application, that your application will still be subject to rigorous assessment. This includes applications that have been inspired by the Working or Task Groups.

2. The application process

Applies to small applications only (Less than £5,000)
Applies to large applications only (More than £5K)
Applies to both applications

Applicant makes enquiry to: Levenmouth.Reconnected@fife.gov.uk and is issued with LRP-GA001, LRP-GA002, LRP-GA003, **LRP-GA005** or **LRP-GA006 and LRP-GA007**, LRP-GA010 and LRP-GA020.
Alternatively, applicants can access all documents via the website.

Stage 1
Application submitted

Application submitted

Application acknowledged within **1 working day**.

Stage 2
Technical check

Technical check (LRP-GA008)
Ensure form is completed correctly, all necessary documents are provided and checked for State Subsidy. Complete within **5 working days** of application acknowledgement.

Further information/documents/clarification sought from applicant.

Projects that are to be Revenue to go forward to Investment Strategy Group for approval for budget transfer.

Small

Stage 3
Assessment of application

Once ALL documents/information received, technical check satisfied. The application will be checked for additionality and assessment (LRP-GA009) by the working group assessment panel. Projects assessed against specified criteria and summary report created. This will be undertaken within **20 working days** following closure of application window.

Once ALL documents / information received and technical check satisfied applications will be checked for additionality and assessed the Levenmouth Local Community and Neighbourhoods panel within **20 working days** and applicant will then be notified.

Stage 4
Decision

Proposal passed to Oversight Group for approval to advance to committee for decision within **15 working days** of receipt.

Further information/documents/clarification sought from applicant.

Finalise approved application including Oversight Group comments submitted to next scheduled Levenmouth Area Committee for decision.

Unsuccessful application, feedback provided.

Applicant notified within **3 working days** of Levenmouth Area Committee meeting of decision.

Letter issued with T&C's issued (LRP-GA020).

Formal acceptance letter issued once conditions.

Project progresses monitored quarterly **(Large only)** and payment of grant processed. Claim forms must be accompanied by eligible invoices and photographs of project progress. **(Large only)**

The process diagram can also be viewed in Process diagram (LRP-GA001).

3. Who can apply?

Applications can be made by anyone that wishes to undertake an activity within the Levenmouth area (check Funding strategy (LRP-GA002) to see areas included). Applicants can include:

- Community and voluntary organisations (constituted bodies such as development trusts)
- Businesses
- Public organisations
- Partnerships
- Social enterprises
- Charities
- Community interest companies

4. How do I apply?

To apply for the Levenmouth Reconnected Programme funding you can visit the Levenmouth Reconnected Programme website to access all the documents you require.

You can also email: Levenmouth.Reconnected@fife.gov.uk to request file copies of the application pack to be sent to you. On completion of the application, this should be emailed to: Levenmouth.Reconnected@fife.gov.uk or posted to:

Levenmouth Reconnected Programme
Bankhead Central
Bankhead Park
GLENROTHES
KY7 6GH

5. Ineligible costs

Below are examples of costs which can't be claimed from the Levenmouth Reconnected Programme. This is a **non-exhaustive** list, if you are unsure about these, please contact the Programme Manager.

5.1 Activities, legal expenses, financial and other charges

- Delivery of courses which form part of a primary or secondary school or college, or university education programme e.g. HNCs, HNDs, Nationals, Degrees etc.

- Accounting costs, preparation etc. of annual accounts and year-end auditing, unless a condition of the grant agreement.

- Bank charges on accounts.

- Costs of guarantees provided by a bank or other financial institution.

- Financial charges – e.g. charges for paying by credit card, **NOT** standard booking fees.

- Debit interest, charges for financial transactions, foreign exchange commissions and losses, and other purely financial expenses.

- Loan charges – the nature and amounts of any loan charges included in the overall project costs should be brought to the attention of the Scottish Government.

- Service charges – arising on leases and hire purchase arrangements.

- Costs resulting from the deferral of payments to creditors.

- Costs involved in winding up a company or organisation.

- Bad debts, fines, financial penalties and expenses of litigation.

- In-kind costs cannot be claimed or paid (they are shown to help assess commitment to the project).

- Expenditure invoiced or defrayed outwith the eligible project period (the period before the signed Offer of Grant Letter has been received back into the local office by the Programme Manager).

- Expenditure committed to or incurred before the eligible expenditure date contained in the offer of grant letter (e.g. contracts signed, purchase orders raised, payments made, invoices or other commitment by the applicant to pay for something, whether it be goods, works or services).

- Payments not supported by invoices and/or documents proving expenditure.

- Recoverable VAT.

- Improvements to buildings as a requirement of changes to legislation e.g. Disability Discrimination Act.

- Alcohol.

- Hire purchase, extended credit agreements and finance leases for capital purchases.

6. Building and infrastructure development projects

This section relates to:

- Purchase of Capital Assets.
- Construction of new buildings/facilities.
- Improvement to/expansion of existing buildings/facilities.

LRP can support the following capital type investment:

- Purchasing equipment, fixtures and fittings linked to the eligible project activity.
- Improving land, for example landscaping works, playgrounds etc.
- Altering, refurbishing or extending a building you already own or lease.
- Constructing a new building or facility.

6.1 Issues to consider before making an application

Security of tenure

Applicants applying for capital grant for a project must have security of tenure (heritable or leasehold) of the land and buildings where the capital project will take place.

Owners, landlords and tenants must keep capital works in place for five years following the final claim payment, e.g. if a building is to be constructed and the project takes one year to complete and claim, then the five years commences after the final claim is paid, making a total of six years' commitment.

Tenants must obtain the owner/landlord's permission for any intended improvement works.

Professional fees

Projects must make sure that they have the appropriate type/level of professional support, e.g. quantity surveyors, architects, project managers.

Support for fees relating to design (i.e. architects, engineers, consultants etc.) and planning permissions/building warrants etc. are restricted to a maximum of 20% of the overall project costs.

Where the project does not include any capital costs then support for any professional fees may be funded to a maximum of 100%.

Terms and conditions

All Offers of Grant will be subject to standard terms and conditions (LRP-GA020). Where you are successful these will be laid out in your Offer of Grant letter. Some projects will attract additional terms and conditions.

Insurance

You must tell us which capital assets will not be covered by insurance and give assurances in writing that all such assets will be replaced for their original purpose if lost, damaged or stolen.

Appendix A provides practical information on how to manage a capital project.

7. Projects involving staff costs

For all staff costs, you must be able to demonstrate that the pay and grading of the post has been determined appropriately. For example, benchmarking against similar posts within the organisation or more widely for the type of job concerned. The pay and grading of the post must meet the Real Living Wage as a minimum. Please see: https://scottishlivingwage.org/

Should staff costs in Section 7 form part of an application they must be justified, demonstrating how the costs are essential to the project and will be reviewed on a case-by-case basis.

7.1   Direct staff costs

Staff costs are eligible to be paid through the project, whether full or part-time. Staff may be either existing organisational staff who are administering/supervising the project or taking on a specific role in the project, or new staff recruited specifically for the project. All staff costs should be included gross (i.e. inclusive of National Insurance Contribution, pension, etc.). Staff to be paid through the project must receive the Real Living Wage as a minimum.

For staff costs the following documents and information must be submitted at the application stage:

- A job description for each role included in the project budget. The job description(s) must clearly describe the responsibilities of the post and the time contribution to the project.

- An hourly rate calculation based on gross costs and contracted hours where staff will not spend 100% of their contracted hours on the project.

- Proposed templates for capturing and accounting for the activities of any staff not spending 100% of their contracted hours on the project.

- Details of proposed framework for sourcing staff.

7.2 Recruiting new staff

Recruitment, supported by evidence, must be carried out in a fair, open and transparent way. It is recommended you follow Fife Council's Procurement Strategy for Fair Working Practices (Including Payment of Real Living Wage) and can be found on page 35.

Recruitment costs are only eligible during the approved project period. Costs may include advertising for the vacancy, interview travel costs, panel member expenses or other reasonable and appropriate costs as detailed in the travel and subsistence section.

For new recruitments, the following evidence must be provided:

- A copy of the advertisement and details of where the post was advertised.
- A summary of the shortlisting process.
- A summary of the interview process.
- Details of the selected candidate.

7.3 Existing staff - new post

If it is a new post which you wish to fill with the reappointment of an existing staff member in line with national employment legislation, this must be explained in the funding application form. Where you have an existing policy regarding re-appointment/redeployment of staff, this should be provided as part of the explanation.

The Programme Manager will review the justification provided on a case-by-case basis, with the preference being for all new posts to go through a fair, open and transparent recruitment process.

Where an existing member of staff is transferred to a new post, the employing agency must provide:

- evidence that their existing post is ending and that the post will not be backfilled;

- evidence that the person has the relevant skills for the post and is the most suitable applicant if more than one internal applicant is eligible;

- details of the selected candidate, including their contract of employment.

7.4 Existing staff - partial project hours

Where an existing staff member will deliver project specific activities for part of their contracted hours through either increased working hours or a change in job description, the employing agency must provide:

- evidence that the staff member's role has changed when they started working on the project, through the provision of old and new job descriptions;

- evidence that the person has the relevant skills for the project requirements and is the most suitable person if more than one staff member could fulfil the function;

- details of the selected candidate, including their contract of employment.

7.5 Claiming staff costs

Staff costs must be evidenced in financial claims with:

- a copy of the job description(s) (first claim only);

- a copy of the employment contract(s) (first claim only);

- timesheets for staff who do not spend 100% of their contracted hours on the project. The timesheet must clearly show the hours worked and duties performed on the project and must be signed by the staff member and by another person who can verify the timesheet (normally a line manager);

- a copy of the payslip(s) for the staff member(s);

- a copy of the payroll showing full staff cost (payroll print-out must show any statutory leave payments made during the period). Statutory Sick Pay is an eligible cost, as it is the employer's responsibility to pay it;

- BACS record of payroll payments if payments are made through BACS;

- BACS record of employer payments to HMRC if payments are made through BACS;

- bank statements showing the payroll payment and the payment of employer contributions to HMRC leaving the organisation's bank account.

Note: Staff costs cannot be claimed for the preparation of an LRP application or claims.

7.6 Staff travel and subsistence

Staff travel

Staff travel costs must be directly related to the project. All actual costs incurred must be standard/economy class with all claims supported by original receipts.

Mileage rates can be claimed up to the following maximums:

Expense type	Rate	Unit
Motorcycle Allowance	£0.24	Per mile
Motor Mileage Rate	£0.45	Per mile
Pedal Cycle Allowance	£0.20	Per mile

Where an organisation pays at a higher rate, LRP will only pay up to the maximum shown above and to a maximum of 10,000 miles. Any claim for costs based on mileage must be evidenced by:

- a log sheet detailing miles, vehicle type, vehicle registration and purpose of journey directly linked to the LRP project;

- the log sheet must be signed by the staff member and approved by their line manager verifying the validity of the claim;

- payment details as per organisational procedures (payment of the claim from the organisational bank account).

Staff subsistence

Subsistence and accommodation costs can be claimed where staff are required to spend time away from their contracted place of work, and where there is an organisational policy in place to support this.

Subsistence can be included up to a maximum rate of:

Expense type	Rate
Bed and breakfast up to a maximum	£75/ night
Meals allowance covering a 24-hour period or;	£23.50
Day subsistence over 5 hours (but less than 10 hours) or;	£4.90
Day subsistence over 10 hours (no overnight stay)	£10.70

All subsistence and accommodation costs must be evidenced by:

- original receipts;

- a staff claims' form detailing the amount and reason for the claim. The form must be signed by the staff member and their line manager to validate them;

- evidence of payment by the organisation to the staff member of the claim.

Where an organisation chooses to pay for subsistence at a higher rate, LRP will only pay up to the maximum above.

Consultancy fees and contractors' charges

Costs for work undertaken by a consultant or sub-contractor (including staff supplied through temp agencies) are eligible. You will be asked to justify their use and reasonableness of cost as part of the project application.

Project evaluation fees

Costs of independent evaluations will be eligible if the work is essential to the project and/or a condition of the grant agreement.

8. Project costs

Should staff costs in Section 8 form part of an application they must be justified, demonstrating how the costs are essential to the project and will be reviewed on a case-by-case basis.

8.1 Premises costs

This should include the actual cost of rent, rates, heat, light, telephone and internet charges, cleaning and service charges associated with the premises. You must clearly demonstrate that these are directly related to the delivery of the project and are **additional to existing operating costs** (for example, if you have to rent additional premises). In circumstances where the organisation has internal 'charging' arrangements for staff in place, then these are eligible where they can be evidenced (for example, annual fees per head for the use of all services).

8.2 Insurance

Insurance of buildings, contents and public liability are eligible, provided it can be clearly demonstrated that these directly relate to the delivery of the project and are **additional** to existing organisational costs.

Professional indemnity is also eligible, provided it is essential to the delivery of the project and **additional** to standard provision that organisations/individuals could be expected to hold. In circumstances where the organisation has internal 'charging' arrangements for staff in place, then these are eligible, where they can be evidenced (for example, annual fees per head for the use of all services).

Applicants are responsible for ensuring the relevant insurances are in place to undertake the project. Following a successful application, you will be asked to provide proof of this.

8.3 Publicity

This may include costs related to appropriate and proportionate aspects of marketing, specific to the project. This can include, for example, design and production of publicity materials, or development and delivery of events and campaigns.

To be considered eligible, any items of publicity claimed **must** contain the appropriate acknowledgment of LRP funding.

Examples should be kept for audit purposes and samples of photographic evidence submitted when the costs are claimed.

8.4 Other project costs

This may include software, stationery, teaching materials, postage, photocopying consumables and other costs where it can be clearly demonstrated that costs are reasonable (see Demonstrating project costs section) and directly relate to the delivery of the project. All project costs must be accurate and included in the application form.

8.5 Leasing

Leasing is eligible for support. Details and justification for this approach must be included in the application form and will be considered on an individual project basis. Leasing costs should not exceed the original value of the item.

8.6 Volunteer costs

A volunteer is someone directly involved in the delivery of the project who gives of their time and skills freely and not for personal financial gain. LRP funding can be

used to support volunteer expenses, appropriate to the delivery of the project outcomes. Volunteer time (in-kind costs) cannot be claimed or paid.

Eligible costs could include:

- travel and subsistence at the same rate as staff members;

- personal protective equipment required for the safe conduct of activities.

Volunteer expenses must be detailed in the funding application form and will be considered on a case-by-case basis by the local LRP team. Where appropriate, equipment should be retained by the organisation and not provided to individuals.

8.7 Non-recoverable VAT

VAT charged on buying goods, services or transactions that you are not able to reclaim from HM Revenue and Customs is eligible. The following guidance is available from HM Revenue and Customs:

- [VAT Notice 701/7 (August 2002): VAT relief for people with disabilities.](#)

- [VAT Notice 701/58 (March 2002): Charities leaflet.](#)

- [VAT Notice 708/6 February 2008: Buildings and construction.](#)

- [VAT Notice 701/6 (March 1997, supplement April 1997): Charity funded equipment for medical, veterinary etc. uses.](#)

You should seek guidance and obtain written confirmation of the VAT position in relation to your proposed project. Unexpected VAT bills can add significantly to the total project cost.

9. Match funding

Match funding is the amount of funding secured from other sources in order to deliver the project. There are two types of match funding:

- Private match funding such as donations from trusts and personal donations.

- Public match funding such as Big Lottery, local or central government, public bodies.

You are responsible for checking, confirming and declaring whether your match funding is public or private.

All match funding must be in the form of a direct cash contribution (unless **small application** and in kind is accepted). The match funding must be secured, and the

appropriate evidence submitted to and accepted by the Programme Manager before a formal 'Offer of Grant' is issued.

If you are unable to confirm match funding at the point of application, then you should include evidence of the status of the match funding, including dates when it is expected to be confirmed.

9.1 Evidence required

Where the match funding is in the form of donations or grant agreements paid in advance of the project commencing, you must provide:

- copies of each match funding offer, donation confirmation or other evidence of receipt showing what the funds are for and demonstrating that the funds are specifically for (or not for) the LRP project. Offers of match funding must be addressed to the applicant/business;

- bank statements or other evidence (e.g. accountant letter) showing the receipt of the funds.

When the match funding is paid in instalments, either during or after project activities, the applicant must provide:

- copies of the match funding offer showing the total amount of the grant and the payment terms and demonstrating that the funds are specifically for (or not for) the LRP project;

- bank statements showing receipt of the match funding as it is received

Where match funding is provided by you, the applicant, from your own sources, you must provide:

- a letter of commitment referencing the project and stating the amount of funds that have been committed to the project;

- an organisational bank statement, overdraft commitment or other equivalent probative value to demonstrate that the organisation has the promised funds.

Income generated by the project cannot be used as match funding.

9.2 Ring-fencing for funding of eligible and ineligible costs

Match funding must be shown to be available for the eligible costs of the LRP funded project and within the project timeframe. In some cases, the match funder will provide a grant where only some of the grant will be used to match fund the project, the remainder going to support ineligible project costs or activities out with the project timeframe.

In these cases, the applicant should ensure that the match funder provides a breakdown of the funding allocated. This should show the amount allocated to the project and activities, against actions not being funded through LRP. The entire project costs must be included in the project plan submitted with the application, showing the split between eligible and ineligible costs.

9.3 Funding changes

Any change, either increase or decrease, in match funding after project approval must be discussed with the Programme Manager to discuss the impact on the project and to ensure there is a full funding package in place.

9.4 In-kind

In-kind contribution may be considered for match against **small applications only.** This will be viewed on a case-by-case basis and should not be seen as a guarantee that this will be accepted. Applicants are strongly advised to look at alternatives in the event in kind contribution is not accepted.

In-kind contributions are valuable in demonstrating the added value of LRP through the inclusion of a diverse range of individuals and communities in making the project a success. While in-kind is an **ineligible** contribution to the **large** LRP projects, it may be recorded as a milestone with no cost.

In-kind provided towards a LRP project, whether it is provided by an individual, business, local community or any other person or body, can have a notional value but no cash disbursement can be provided for this activity.

10. Project design and planning

Time spent on proper planning is critical to developing and delivering a successful project. The Programme Manager can be contacted at any stage in the process to provide support and guidance. Working through the project design process will provide you with the information that you need to complete the application process. This process will also help you decide if LRP is an appropriate funding option for you to consider.

10.1 Develop the application form

The application should include the purpose of the project, the activities, targets and resource needs. The information in the application form will form the basis for the assessment and subsequent approval of the LRP project. Where appropriate the delivery of activities should include the involvement of the community.

While we are not scoring on this, applicants are expected to consider national policies where relevant and be able to demonstrate their consideration should it be requested by LRP.

11. Setting milestones

Designing the milestones for the project is a critical step and the Programme Manager can support you with this. Milestones are determined by the individual characteristics of the project. The minimum number of milestones is one.

The milestones will come from the application form which should include all the tasks and the timeline required to deliver the project. The project should then be split down into clear and manageable stages, which will become the milestones. The milestones must have measurable activities which can be reported against, and evidence of their achievement provided.

Key things to consider when deciding the milestones are:

- **Frequency -** not too many, not too few. The achievement of milestones is directly linked to interim reporting and financial claims; therefore, the setting of milestones will closely link to cash flow forecasting. A cash flow forecast may help you identify when claim income will help your project.

- **Evidence -** evidence must be submitted to the LRP manager to demonstrate achievement of the milestone and this should be considered when setting the milestone. Examples of evidence include photos of goods purchased, completion of certificates of construction, samples of documents, feedback forms from event participants, reports completed etc. This links to project monitoring.

- **Appropriateness -** milestones should be appropriate for the project, don't design activities just to have a milestone. Also, not every activity is a milestone. Set the milestones to support project delivery.

To determine which milestones are right for the project, select those that will demonstrate that the project is on track and ensure regular reporting on the impact of the LRP funding. You could choose to design your project milestones around a period of time which suits your management cycles. All milestone descriptions must be what the project expects to have achieved during any given time period. Each milestone must have a delivery date, this is the date, the achievement of which will be reported to LRP.

For each milestone there must be a budget forecast. If no expenditure will be incurred during delivery of the milestone, then the budget forecast should be zero. Each project will have specific targets. Progress on the targets achieved in delivery

of the milestone should be included in the interim report. The report should include unique data for that milestone and not cumulative data.

Some examples of milestones:

- Workshops/events completed.
- Number of participants completing an activity.
- Completion of tender and selection of a supplier.
- Hiring of essential personnel.
- Printing of promotional material.
- Completion of community consultation

11.1 Changes to milestones

The purpose of milestones is to help track and review project progress. If you need to change milestones after the grant agreement is signed, you must advise the Programme Manager.

11.2 Monitoring and evaluation of milestones

Monitoring and evaluation including, but not limited to, the collection of baseline data pre-implementation and post project data collection and evaluation.

12. Demonstrating project costs

Your application should set out detailed costings and must be accompanied by supporting documentation.

Organisations will be required to establish how you consider the costs set out in your application to be reasonable. You must comply with any specific requirements set out by the Working Group, or in the absence of any such requirements, you may wish to consider various approaches to help you do this:

- For procurement under £50,000, a minimum of **three quotes** are essential. Goods and services procured over £50,000 and works procured over £500,000 should undergo a full tendering process. Applicants may find the following useful: www.publiccontractsscotland.gov.uk/Register/Register_Start.aspx

- Benchmarking - comparing costs, e.g. for staff recruitment against other organisations or within the organisation.

- Single quotes - where an alternative is not an option or impractical, e.g. use of a local hall for an event.

- Price comparisons, e.g. for items with a particular specification.

For tenders, the selection criteria should also be included in your application, demonstrating:

- the weighting of tenders to show reasonableness of costs and balance of qualitative aspects selected;

- the successful tender has the relevant experience and expertise to carry out the work;

- the financial security of the contractor appointed to carry out the work;

- genuine and effective competition for the tender.

You may wish to utilise a Scottish Government standardised questionnaire: www.procurementjourney.scot/route-3/develop-documents/exclusion-selection-and-award-criteria/single-procurement-document-spd

Whatever approach, or approaches you adopt, you will be required to include all documentation and evidence that demonstrates how you have arrived at the costs, and how in doing so you consider them to be reasonable. In particular, but not restricted to, please ensure sufficient evidence is submitted in relation to open and fair recruitment and evidence that you have control over assets e.g. title deeds or rental agreements etc. It is recommended to follow Fife Council's Procurement Strategy for Fair Working Practices (Including Payment of Scottish Living Wage), which can be found on page 35.

You may wish to utilise independent expertise to justify choices, e.g. Chartered Surveyors or HR. For multiple quotes or tendering exercises, you will be expected to provide full justification to the LRP team demonstrating that you have selected the most economically advantageous tenders.

Below sets down the types of evidence that should be provided:

Price comparisons

- The date when printed or copied.
- The item description and the price.
- The name of the company or catalogue.
- The page number or web page.

Multiple quotes or tenders must come from:

- Different suppliers that trade as standalone businesses and are not linked through shared ownership.

- A business that's independent from the applicant or their business.

Multiple quotes or tenders must include:

- a detailed and itemised breakdown of costs;
- the supplier's address, telephone number and a contact name;
- the VAT number (if the supplier is VAT registered and VAT is itemised on the quote);
- the supplier's company registration number (if they are a limited company).

Multiple quotes or tenders must be:

- comparable to each other in terms of quality, size, quantity, units and specification;
- from the last six months and still valid;
- made out to the same business address on the application form – online quotes should also be addressed to the business.

13. Permissions, consents and licences

Submitted applications may include elements that require consents and permissions from the relevant authorities e.g. planning permission, building warrant, listed building consent, Environmental Impact Assessment, SEPA consent etc. (i.e. statutory regulatory requirements). They may also include actions that are required as a condition of approval. It is your responsibility to obtain any permissions pertaining to the project.

All documentation associated with any permission and consents should be included with the application (where these have not yet been secured, please highlight there need on application submission). You will not be able to claim awarded funding without evidence of any required permissions or licences being provided to the LRP team.

Appendix A - Information on how to manage a capital project

This section of the guidance notes gives you an overview of the key stages in planning and managing a capital project.

However, remember each project is different and the level of detail will vary depending on its size and complexity. We particularly recommend that you read this section if your previous experience of land and building projects has been limited.

There are generally five stages to a capital project:

1. **Initial planning -** setting up internal management and co-ordination.

2. **Design -** appointing a design team.

3. **Procurement -** appointing a building contractor.

4. **Building -** monitoring the works.

5. **Completion -** maintenance and monitoring use.

Initial planning

1. Decide how your project will be managed within your organisation.

2. Establish the need for the project.

3. Consult and involve key stakeholders.

4. Define the project outcomes and benefits.

5. Do an options appraisal.

6. Research possible sources of funds.

7. Decide on the best option for you.

8. Prepare the project brief.

Design

1. Talk to relevant regulatory bodies, such as the local authority planning department and HM Revenue and Customs.

2. Appoint building professionals.

3. Carry out a feasibility study.

4. Establish the design brief.

Monitoring and evaluation

1. Collection of baseline data pre-implementation.

2. Collection and evaluation of post project data.

3. Collection and evaluation of 3-year post project data.

4. Collection and evaluation of 5-year post project data.