LEADER Programme: How to complete a Full Application form (006 and 006a)

Contents

Introduction

This is advice about filling out the full application form for LEADER Programme grants.

The Full Application captures information on the rationale, activities and costs of a project. It is the key component of the appraisal process for the award of LEADER Programme funding and is used as a tool to appraise and evaluate proposed project delivery. It is also used for monitoring actual delivery of the project.

The content of the Full Application should be factual and informative, with minimal opinions and generalisations expressed. The length of the completed Full Application may depend on the scale and complexity of your project.

There should be evidence throughout the application to support statements made; some evidence may be appropriate to append where not publicly available. With all supporting evidence, you should provide reference to the exact evidence within your text.

You must refer to the Applicant Handbook and appropriate Local Action Group (LAG) Local Development Strategy (LDS) when developing a Full Application to ensure adherence to all requirements.

What you need to do

Before completing the Full Application form, you should read this guidance carefully. You should also re-familiarise yourself with:

- The Call for Applications from the LAG (if applicable)
- The LAG priorities and the priorities for LEADER funding as set out in the Applicant Handbook (activities that do not contribute to these priorities are ineligible for Programme grant support).
- Your Outline Application and Invitation to Full Application Letter.

Top tips

- Ensure you read this document thoroughly.
- Set aside plenty of time to familiarise yourself with the key documents (including those listed above).
- When completing the Full Application form, put yourself in the position of the reader:
    - Do not use acronyms.
    - Do not use jargon that the reader may not understand.
    - Be focused and realistic.
- Remember that a concise application, incorporating graphics and images where appropriate e.g. drawings, may be easier to understand.

If you have any questions, please discuss with your LAG contact using the contact details provided in your invitation to full application.

How to fill in the form

Front Page

Name of project business / organisation
Please provide the name of the business or organisation that is applying for the LEADER grant.

DORA project reference number
When invited to submit a Full Application you will have been given a bespoke reference number in the letter.

SBI number
In order to apply for a grant under the LEADER, you will need to be registered on the 'Rural Payments' system and have been given a Single Business Identifier number (SBI).

If you are not registered you must register with the RPA at www.gov.uk/claim-rural-payments or telephone 0300 020 0301.

You may already be registered with the RPA and if so, do not need to apply again. Use your existing SBI number on your Full Application Form. Your SBI number can usually be found on any RPA Payment correspondence.

A Full Application will not be accepted if the SBI number is not included.

Main Questions

1.0 Applicant Details

Provide details of the applicant, position in organisation and contact details. These should be the same as those given in the Outline Application, if not then contact the LAG staff before submitting the application.

2.0 Agent / Consultant / Business Manager Details

While it is not a requirement to do so, you may wish to work with an agent or consultant, or ask your Business Manager to assist with your application. If an agent is completing the form on behalf of an applicant, the Agent's full details must be provided in addition to the Applicant's. You as **the Applicant will still need to sign the Application form.**

3.0 Alternative Contact

If you would like us to speak to another person within your organisation about this application while we are processing it please provide their contact details.

Please note: It is the Applicant who must sign this form and they must have the authority of the organisation to do so. Should you be successful in your application then the applicant will be the person required to sign all claim forms.

4.0 Business and Organisation Details

Q 4.0(a) Legal status of business / organisation

Please state the status of your organisation. Unless this has changed since you submitted your Outline Application outline, this should match what was provided in Question A7 of that form.

Q 4.0(b) Business / organisation size
This question should be answered in relation to the applicant business – there is a separate question requesting such information on any linked businesses.

Business size classification depends on the number of full time equivalent (FTE) employees you have and your financial performance.

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. FTEs include business partners and directors to the business. Where business partners and directors work over 30 hours per week, these should still be recorded as 1 FTE.

Company category	Number of FTEs	**AND**	Turnover
Large	Over 250		Over €50 million (about £39 million)
Medium sized	Under 250		€50 million (about £39 million) or less
Small	Under 50		€10m (about £7.9 million) or less
Micro	Under 10		€2m (about £1.6million) or less

Choose the appropriate option which defines your business/organisation. Please note that some of the priorities have restrictions on the size of the business/organisation that can apply.

Q 4.0(c) Linked Businesses
Is the applicant or the business linked with any other businesses, or is your business a

subsidiary of a larger organisation?

You will be treated as one business if you have two or more enterprises that are linked. Enterprises are linked where any of the following is true:

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

You'll need to provide this information for all linked enterprises:
- Number of employees
- Turnover
- Balance sheet information.

Read more about what a 'formal connection' is in the guidance published by the European Commission: 'the new SME definition – user guide and model declaration' here:

http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition/index_en.htm

Q 4.0(d) Number of full time equivalent employees (FTE)
Enter the number of employees your business has, as a full time equivalent. We need this information to confirm your business size.

One FTE = minimum of 30 hours per week. Please see Q4.0(b) above for more information.

Q 4.0(e) Core activity of your business
Briefly explain what your business does. For example, cleaning, grading and packing potatoes for retail.

Q 4.0(f) Company registration number
If the applicant business is a Limited Company and registered with Companies House, please provide your company registration number. If not applicable please type 'N/A'.

Q 4.0(g) Charities
If the applicant business is a Charity, please provide your registration number. If not applicable please type 'N/A'.

Q 4.0(h) VAT
If the applicant business is registered for Value Added Tax (VAT) with HM Revenue and Customs, please provide your VAT number. If not applicable please type 'N/A'.

Where VAT can be recovered from HMRC, it should not be part of your application costs.

You will also need to provide proof of irrecoverable VAT on eligible costs as part of your application. This may take the form of a confirmation letter from HMRC or a signed letter from a Chartered Accountant confirming that you are not VAT registered.

Q 4.0(i) Gender of Applicant
Why do we need this? It will help us in our analysis of applicants and the types of grant provided.

Q 4.0(j) Age of Applicant
Please choose from one of the three options to provide the age details of the applicant. The options are, under 40, over 40 or if you prefer, you can choose to not disclose these details.

Why do we need this? It will help us in our analysis of applicants and the types of grant provided and ensure that the scheme does not discriminate against any particular age groups.

Q 4.0(k) Project Location
If your project will be at a different location to that specified in question 1.0(c), please provide the full postal address and postcode of where the project will be located.

Q 4.0(l) Rented/leases/tenanted land
Will the project be located on rented / leased / tenanted land or premises?

If your answer to question 4.0(l) is yes, please provide details of your rental, lease or tenancy agreement, including where applicable, end dates of the current agreement.

If you're a tenant of a business property or a tenant farmer you need to provide written evidence of the tenancy / rental agreement which includes the duration of the agreement remaining, where the grant request for is for a fixed or permanent addition to the infrastructure (fixed asset).It will be your responsibility not to make any substantial changes to the assets or how they are used, and continue to use them for the purpose described in the application, for at least 5 years after receiving the final grant payment. In the event that the tenancy agreement ends within the 5 year period and is not renewed on substantially the same terms as the previous agreement, you must contact the LAG as it may be necessary to repay some or all of the grant monies received. The LAG will explain this in more detail, if relevant, when sending out a Grant Funding Agreement.

For evidence of the tenancy agreement, applicants must send a copy (not original documentation) of the tenancy agreement sections that show:

- the property address
- tenant
- landlord
- signatures, and
- for fixed term agreements, the tenancy term

The LEADER group may ask to see a copy of the full tenancy agreement.

In addition, if the proposed activity involves investments in immovable assets on tenanted or rented premises the applicant must also ensure that they have their landlord's permission to the improvements prior to submitting the application. We will require confirmation of this in the form of correspondence from the landlord confirming their agreement.

Q 4.0(m) Is the business part of a recognised RPA Producer Organisation?
Producers of fresh fruit and vegetables may be part of the Rural Payments Agency Fresh Fruit and Vegetable Aid Scheme and defined as a Producer Organisation.

Q 4.0(n) If your business is part of this scheme, please provide the name of the Producer Organisation and details of any funding that has been received through this Scheme.

5.0 Business activity

If you are a farmer, forester or grower then please complete the relevant questions of section 5.

6.0 Previous grant funding

It is very important that we know what other previous funding you may have had from other public bodies. Therefore please complete all the questions in section 6 as fully as possible.

7.0 Project details

Q7.0 (a) Describe your project and your business

Please explain how your project fits within your overall business and meets the current needs of the business. You should also explain:

- the background to your business
- its structure
- its history and how it has developed to where it is today
- who is involved
- its activity and size
- any changes the business has gone through
- how this project fits within the development plans for the business
- finally, explain how your project has been developed to become the proposal that is presented in this application. For example: have you identified a gap in the market or found a more efficient way of operating?

For new businesses explain the proposed business structure and at what stage it is at in its establishment. Who is involved?

Please set out what the project is aiming to achieve for your business. The project needs to demonstrate that it is focused on specific activities which will lead to the outputs you intend to achieve. Please make sure that the objectives are clear and targeted, rather than general statements.

Q 7.0(b) What is the project?
The aim is to describe the project concisely but accurately to enable the appraiser to understand quickly the nature of the project. To help you to provide a clear and concise snapshot, you may find it helpful to complete the other questions in section 7 and then come back and complete the answer to this question.

Q 7.0(c) Impact of the project on the business during implementation phase.
Please describe what the impact might be of establishing the project on the rest of your business.

Q 7.0(d) Outline Application Conditions
At the Outline Application stage, conditions may have been set for you to meet in order to submit a Full Application. You will have been notified of these when you were invited to submit a Full Application. List each of the conditions and please provide a brief explanation clearly setting out how each condition has been met, cross referencing where necessary to other parts of the Full Application or to where the evidence that these conditions have been met can be found.

Q 7.0(e) Changes since the Outline Application
It is expected that the Full Application will be a more detailed presentation of the project that was endorsed at Outline Application. It is expected that the fundamental details of the project will not change and if they do it may be that the project can no longer be considered for grant support at Full Application as it will be different to the one that has been assessed at Outline stage. However, it is recognised that in developing the full application some of the minor details may have had to change. If it has been necessary to make minor amendments since the Outline Application was endorsed you should have discussed these with your LAG project contact/sponsor prior to submitting your Full Application. Detail here any alterations and how they will improve/enhance the project. Please also provide the name of who in the LAG you discussed and agreed the changes with.

8.0 Selection Criteria

8.1 Strategic Fit

Q 8.1(a) LEADER Priorities
This section should set out how the project meets the aims, specific needs and opportunities identified in 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. Do 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.

Q 8.1(b) Direct Benefits

Please provide details of how your project will contribute towards the aim of increasing local jobs, growing business and developing the wider rural economies. If possible detail the number and type of jobs and the scale of any increase in turnover from the project.

Q 8.1(c) Indirect Benefits

Tell us what effect your project will have on the local community and local businesses. For example:

- are there other companies that will increase their work force because of your project?
- will accommodation providers benefit from your project?
- will other local businesses benefit from your project?
- will your project result in better use of on-site resources?

8.2 The need for LEADER Funding

Q 8.2(a)

Explain the impact for the project for each of the following:

8.1ai If the project did not receive grant funding.
8.1aii If the level of grant funding was reduced.
8.1aiii If there was a delay in the award of grant funding.

The section should describe what would happen in **each** of the different scenarios. Applications must demonstrate why the project will not go ahead on its proposed scale, quality, timing, etc. without the grant support requested. Consider how the project would progress differently with no or reduced grant funding. Might a delay in funding result in seasonal impacts on the project or jeopardise links to other time based activity? Do you have contingency plans in place for these eventualities?

Q 8.2(b) Minimum Funding

Please tell us what the level of minimum funding is that you require. There are limited funds and we would like to make the maximum use of funds.

You should address why grant funding is needed and what other possible funding sources you have considered and explored. Explain who you have contacted to enquire about funding and to whom you have applied for funding. Why have they been unable to help with funding and how has this led to your application for LEADER grant funding?

Q 8.2(c) Alternative options
Describe the alternative options that you have considered when developing the project, using all of options detailed in the question and any others that are applicable to your project.

You should clearly set out all of the alternative plans that were considered when designing the project and before the final design was agreed upon.

Q 8.2(d) Market research
In this section you should explain what research you have done into why the project is needed and its proposed design. It should be clear to the reader that there is a clear and definite need for the project and that options for delivery have been considered.

Explain **why** this project is needed and describe the problem that the project is intended to solve.

Explain how your product/service fits with the target market. If the project is exploiting an opportunity, describe what it is and explain what benefits will be achieved.
In addition explain why the project should be funded by the public sector. What is preventing the private sector from solving this problem/exploiting this opportunity or funding the project?

Have you consulted your existing customers, through a survey or consultation, regarding the proposal? If so, how have these results informed the design of the project?
Include any research, feasibility studies or other relevant evidence you have obtained which supports your application.

Q 8.2(e) Market/demand for products/services and addressing the findings of the market research

If your project involves the sale of a product or service, explain what research you have done into **who** wants this project. Explain what evidence you have that businesses, organisations or individuals want a project of this nature and the likelihood they will make use of it. How have you identified and calculated the stated demand for your project? Do you have evidence from any potential customers? Please note that this question may not be relevant for all applicants, especially those applying under priorities 1a and 1b as your project would not involve the sale of a product or service.

Include any research, letters of support or other relevant evidence you have obtained which supports your answer.

Q 8.2(f) Suppliers etc.
If applicable please provide details of the discussions you have had with input suppliers and any assurances you have from them that they can meet the timescales of your project**.**

8.3 Financial Management

Q 8.3(a) Financial Impact on organisation

The grant will be paid on proof of expenditure. This means that you will need to “cash flow” the project. Please tell us how you intend to do this and what effect it will have on the rest of the organisation.

Q 8.3(b) Match funding

This is a pre-requisite for some measures, and encouraged for all. This section asks you to confirm what match funding you have and that it is in place. You will also be required to evidence your match funding through either a copy of a letter from the bank supplying the loan or a bank statement evidencing you have sufficient overdraft facilities.

Please provide a breakdown of the match funding. This should include detail on

- Long term finance to cover the non-grant element on the eligible costs on which grant is sought.
- Long term finance to cover 100% of any costs which are not eligible for LEADER funding.
- Short term finance to bankroll the project until the grant can be reclaimed (grant is claimed retrospectively).
- Short term finance to cash flow the business.

Your evidence of match funding should include the following information:

- Who is providing the match funding?
- The date it has been offered.
- The amount of match funding being offered.
- Who the match funding is being offered to?
- The final repayment date.
- Any conditions associated with the match funding.

Q 8.3(c) Assumptions

Please detail the key assumptions used in the development of your budget and the research completed to prepare it. You need to outline how you have arrived at each cost within the budget and why that cost is necessary to complete the project.

Your cash flow forecast should provide information on the sales, cost of sales, capital expenditure and introduction of funding. Provide as much detail as you can.

Q 8.3(d) Changes to Company Status

Please tell us if there have been any changes to the status of the company since the last audited accounts. For example any changes of directors or partners, share issues.

Q 8.3(e) Business principals

Please complete the list shown and give details if you have answered “Yes” to any of the questions.

Q 8.3(f) Marketing your project

Please note that if your project does not involve the sale of a product or service then Questions 8.3 f, g and h will not be applicable, especially those applying under priority 1a or 1c (as detailed in the Applicant Handbook). Where it is applicable to your project, please provide details of the marketing activity you will carry out to promote your project. Please explain what publicity you plan for your project and what will this do to help achieve the projects objectives.

Depending on your project we may ask to see your marketing plan, which should include the following:

- The marketing channels to be used
- A timetable of activity
- Roles of people involved
- Detail on how the success of the marketing will be measured
- Details of current marketing methods and activity.

Q 8.3(g) Extra resources

Please provide details of any extra resources you will use to promote/market the project. E.g. will you need to employ additional staff, have a separate marketing campaign or increase your marketing budget?

Q 8.3(h) Marketing Review

Tell us how often you review your marketing strategies and how you will change your marketing to reflect the project e.g. if you are now producing a completely different type of product which is targeted at a different type of outlet, maybe retail as opposed to wholesale, what changes need to be made to your marketing strategy?

8.4 Value for Money

Q 8.4(a) Impact of your project

As part of the appraisal process we have to consider displacement, i.e. whether your project will have any adverse effects on other businesses. Where your project is likely to lead to complete displacement of activity in other businesses then your application will be rejected. Therefore you MUST consider this question and demonstrate that your have done so. Fully identify any other businesses offering the same or similar activities, services or products proposed by your project.

Please fully and clearly identify the location, name and nature of all similar competitors serving the same target market and explain how your project will not take business away from these businesses. This should include contractors that might currently be providing a service to you. Explain the differences that your project will offer compared to the products/services/facilities provided by other businesses in the market area. **You must support this section with evidence and research**. This section must be thoroughly and comprehensively answered. A simple list of known local competitors will be insufficient and you must demonstrate that you have fully researched and considered all possible competitors to your project. You should also explain how you have defined your market area and why you have decided this area is relevant / appropriate. For example, if your market area is a 50 mile radius, why and how have you have decided upon this.

Q 8.4(b) Quotes and evidence required

You are required to provide three quotes or tenders (or two if the value of the item is £500 or less), in accordance with the guidance in the Applicant Handbook, for every item included in your application. Where you have been unable to provide three like for like quotes, please explain the reasons why and you will need to show that the quotes you are providing demonstrate value for money and the items are fit for the purpose of the project. If you are unable to provide three quotes we may not be able to include the item in the grant if you are unable to demonstrate value for money.

Note that all quotes must meet all of the requirements set out in the Applicant Handbook. The following requirements apply:

- Be independent of each other (i.e. from different suppliers that trade as standalone business entities that are not linked through shared ownership)
- Be independent of the applicant (quotes cannot be accepted from family members including parents, siblings, uncles, aunts, nephews, nieces, grandparents or grandchildren)
- Be comparable (e.g. of same or similar specification (quality), size, quantity, units)
- Include a detailed and itemised breakdown of costs
- Be dated within the last six months and still valid
- Be addressed to the grant applicant business at the address shown on the Application Form – any online quotes should also quote this address
- Show the supplier's address, telephone number and contact details
- Give the VAT number (if the supplier is VAT registered and VAT is charged on the quote)
- Show the supplier's company registration number (if they are a limited company)

Where catalogue listings are permissible as set out in the Applicant Handbook, you should send references to a catalogue listing 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

If you are providing evidence that does not meet the requirements set out above please explain why you have provided it.

Q 8.4(c) Using a quote that is not the cheapest

In order to demonstrate value for money, it is expected that you use the cheapest supplier of each item, demonstrating best value on the market for the project item. If your preferred supplier is not the cheapest, please explain why. We may not be able to accept the cost of the preferred supplier and may reduce the grant for the item to the cheapest quote.

The following are not acceptable reasons for using a more expensive quote:

- the location of the supplier
- the fact that you have bought from a supplier before or
- any offers the supplier makes to you about future service or maintenance of equipment

Q 8.4(d) Linked Businesses
As detailed at 8.4b above you must tell us if any of the business supplying quotes for your project are connected to you or your business in any way.

Q 8.4(e) Total Grant required
Please summarise the grant amount, the project value, the match funding amount and the intervention rate you are seeking.

Q 8.4(f) Outputs
The outputs, or results, achieved by every project contribute to meeting the targets in the LEADER Programme. The European Commission and Rural Payments Agency monitor the performance of the LEADER Programme.

During project delivery you will need to provide evidence (an audit trail) that each output and result has been achieved to the LAG. Where evidence is unavailable or where a project fails to deliver agreed outputs and results, repayment or withdrawal of grant may be considered.

Please complete the Annex C tab (Project Outputs) in the Full Application Appendix Spreadsheet (Form 006a) for the relevant priority for your project. Below are definitions of some of the outputs and the evidence you will need to collect to demonstrate the achievement of the outputs if your project is successful. For further advice and guidance on how to complete the table, please contact your sponsor.

Output title	Definition	Evidence required to demonstrate output has been achieved
Number of jobs created	A job created must be a new, permanent, paid, full time equivalent (FTE) job that will be created as a direct result of the funded project. To count as new the job must not have existed with that employer in the UK prior to the project being carried out. To count as permanent the job	Written confirmation from a senior member of staff from the supported enterprise 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.

	should have a life expectancy of at least 1 year from the point at which it is created. To be counted as 1 FTE the job must be for a minimum of 30 hours per week, part time jobs should be treated on a pro-rata basis e.g. 1 part time job working 15 hours a week counts as 0.5 FTE. 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.	
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 jobs created if there is an increase to the wage bill. The wage bill is more than just the cost of the salaries themselves and wherever possible should include other costs such as employer pensions and national insurance contributions.	Business accounts should be submitted to evidence the increase or decrease in the wage bill for the business along with other accounting records showing the total employment costs for the business.
New products	A new product is countable when an investment has created a new marketable product. e.g. a pack house purchasing equipment to put apples into bags of equal size/weight which would equate to 1 new product if this was a new product to the business.	The application, business plan, progress reports, claims, claims and inspection forms will evidence the change to the business.
New techniques	A new technique would equate to a new piece of technology or process that was introduced to the business. E.g. an above industry standard cattle crush where the business didn't have one before would count as one new technique.	Evidence of defrayal of costs to be received through grant claims and retained by the grant recipient and the delivery body

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
Additional Number of day visitors /	The increase in day visitors achieved as a result of the project activity.	There are well known techniques to collect visitor data of varying levels of accuracy. Among the most common means are: ▪ Admission Tickets -The numerical data provided by daily ticket sales serves as the most common form of data compilation 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. This method can provide good data if the statistical average of the number of occupants per vehicle is determined at regular intervals. • Automated Visitor Counters -An electric-eye counting device can record the number of people passing through an entrance gate. Accurate data depends upon making statistical adjustments for double-counting. • Turnstiles -An entrance gate using a machine turnstile can maintain a count of the number of entries made. This method can provide highly

		accurate data as movement goes in only one direction. • Hand-held Counters -Guards or attendants stationed at entrance points can count the number of visitors through the use of hand-held mechanical counters. The data is reasonably accurate. • 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 by a guide or hostess to sign a register. Guests are not under an obligation to sign, so this method can be unreliable. Still, the comments and names and addresses can provide interesting and useful reading, more revealing than mere numerical counting.
		• Parking Surveys -For sites having restricted parking lots, a regular periodic count of the vehicles and buses in the car park at given times, can provide reasonably accurate data. The vehicular count has to be adjusted by accounting for an average number of people per car. • 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. Such surveys might be done once or twice a month or each quarter of the calendar year.
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.
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.

Q 8.4(g) Jobs Created
Please explain how many FTE jobs will be created. For each job that will be created you should explain what the job role is and the skill level of each role. For example, what qualifications, skills and training are required to carry out the role? You will also need to explain how you have decided upon the skills / qualification requirements for each role and why this is appropriate for each job.

Q 8.4(h) Output Evidence
We will need to see a clear record containing the evidence that targets have been achieved and checked by you. You need to explain what process you will undertake to collect the evidence and store it. How will you present your evidence to demonstrate that the outputs have been achieved? For example, does your computer system produce reports? Will you need to set up a monitoring system? Do you receive independent reviews or audits that will provide the information needed?

Q 8.4(i) Multi LAG
For the majority of projects there will only be a single LAG area covered and so this will question will not be applicable. However, if this is a multi-LAG application, please estimate the % of outputs that would be achieved from each LAG area. Please complete the table to identify the LAG area and the percentage of outputs that will be allocated to each LAG. For the majority of projects, there will only be a single LAG Area covered and so this question will not be applicable.

Q 8.4(j) Wider benefits
Each project is required to deliver specific RDPE outputs that are relevant to the specific activity and theme for your project as explained at 8.4g above.

In addition your project may deliver additional measurable outputs against which the project achievement and delivery can be assessed. Please list these outputs in the table in the application form. For each output, state what the target activity / achievement is, the date the output will be achieved and the number or value that you will achieve and how they will be evidenced.

Your project may also deliver wider benefits to the rural economy or environment. Please describe the additional benefits that you will achieve, by when and how they will be evidenced.

8.5 Environmental Sustainability and Equality and Diversity Impacts

Q 8.5(a) Positive Environmental Impacts
All projects should seek to ensure that their activity does not have adverse effects on the environment and possible negative effects are minimised. Projects should also seek to enhance positive environmental aspects.

You need to demonstrate that you have thought about how your project is likely to impact, positively and negatively, on the area in which it will be sited.

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.

Q 8.5(b) Negative Environmental Impacts
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, whilst the project is being constructed), or longer-term impacts from the ongoing presence and use of a facility.

Where it is identified that a project may or is likely to have negative effects on the environment, these possible effects should be assessed, and plans put in place to mitigate, avoid or reduce the impact. In preparing the project application, it may be necessary to consult a competent environmental authority, depending on the nature of the project.

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. Explain what assessments have been completed.

Explain the steps that have been taken to ensure project sustainability and minimise the project's negative impact on the environment, including its carbon footprint.

Q 8.5(c) Climate Change
Your project might seek to achieve recognised environment or sustainability standards or accreditations. Explain any standards, assessments or certifications you are working to achieve.

Provide details of any local organisations that have helped advise and inform your project design to enhance the environmental and sustainability elements of your project.

Q 8.5(d) Sustainable and environmental building assessments
Where your project involves building works, the final design may incorporate environmental and sustainable features. This is encouraged wherever possible. You may choose to include a BREEAM environmental assessment and accreditation process within your project design or another equivalent environmental accreditation. Explain what environmental and sustainability features have been considered, included and excluded when drawing up the final design, and why. Explain the assessments and accreditations that will be incorporated into your project. Where you will not include any assessments within your project, please explain why you feel they are not appropriate or applicable.

Q 8.5(e) Equality and Diversity

Projects supported by LEADER must adhere to the requirements of the Equality Act 2010.

You should briefly explain the steps you have taken to understand the potential impact, both positive and negative, of the project on different equality groups listed under the Equality Act including race, gender, age and disability.

Projects must demonstrate commitment towards addressing equality issues and meet the highest standards, exceeding baseline legislative requirements wherever possible. Equality should be integrated into all aspects of project planning, development, implementation, monitoring and evaluation. It must be embedded not only within the services the project provides, but also in the way the project is delivered.

Where your business has an Equality and Diversity Policy please provide a copy with your Full Application.

Q 8.5(f) Beneficiaries
Please tell us who will be the beneficiaries from this project e.g. customers, users of your service or other local businesses that benefit as a result of your project. Also tell us where they are located, within the LAG area or outside. You should not include suppliers to your business in this section.

Q 8.5(g) How will your business continue to deliver and improve its service/provision after the grant funding ends. Who will be responsible for ensuring future outputs are achieved after grant funding has ended?

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? How will you ensure that the assets will continue to be used for the purpose for which grant funding is provided? Who will be responsible for this?
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.

8.6 Delivery Approach

Q 8.6(a) Who will manage, run and monitor the project?
Please explain the project's management, monitoring and reporting arrangements. Describe who will undertake the management and monitoring and when / how often; explain who has overall responsibility, who reports to whom, when and where and what form the reports will take. What systems do you have in place for managing the project and your business? Will you need to set up any new systems to help you?

The successful operation of the project will depend on the day to day operation of the business and the people making up the ongoing business delivery team. Therefore the team responsible for the day to day management and operation of the business should have the skills and experience to make the business a success and achieve the forecast outputs and outcomes indicated in the Application.

- Who is the business delivery team and what are their responsibilities? Provide

details of all the individual(s) involved in delivering the project.
- What experience do you or the team members have of delivering similar projects? Relevant experience of key team members should be provided, in relation to the delivery of similar projects.
- Where skills are missing in the team, how will these be brought in and when? If the individuals are not yet in post, please provide job descriptions and describe your recruitment process.
- Describe the different roles the individuals will have and how they work together towards the overall objectives of the project. What are their responsibilities?
- When you have finished the project funded works, describe the team who will be responsible for ongoing delivery of the project activities. Are they different to the project delivery team?

Please note that for more complex projects the LEADER group may ask to see CVs/ job descriptions and may also ask for a project organisation structure chart (organogram), showing roles and responsibilities.

8.7 Project Timescales

Q 8.7(a) Timescales
The complexity of the appraisal of the Full Application may affect how long the appraisal takes, therefore, the dates you provide in the Full Application are proposed dates.

Please state:

- The proposed Start Date – state the date that you intend to start work on your project and start incurring eligible costs. Please be aware that you cannot start any works (or commit to any costs) until your grant application has been approved and you have received a grant offer letter / funding agreement containing your project start date.
- The proposed Project Practical Completion Date – state the date when you will have finished your project, for example when all of the building works and installation works are completed, and all equipment has been received.
- The proposed Financial Completion Date – state the date that all of the eligible costs for the project will have been incurred, the invoices will have been paid in full and you will be able to submit your final grant claim. This will usually be one or two months after the Practical Completion Date.

Q 8.7(b) Milestones
In this section you should provide assurance that you have carefully considered the implementation and delivery process for the project. It is important that we can understand the key stages within the project and when these might be achieved. You are asked to provide key milestones; examples may include:

- Project set-up e.g.
- Match Funding approval

- The start of delivery or construction work
- Key stages in the construction e.g. completion of ground works
- Key deliverable milestones (activities or outputs,)
- Payments Complete

You are encouraged to provide as much detail as possible here so that the reader can fully understand the steps of your project delivery and understand what you will need to do and when and how this will fit with the grant claim timescales.

Q8.8 Permissions

You must list all other consents and permissions required for your project. This will include all those required for you to start work on your project, and also those required to achieve the outputs forecasted for your project as shown in the following examples. Examples of permission and consents required to deliver your outputs may include planning, food safety certificate, fire regulations, and British Retail Consortium certification.

8.9 Project risks and issues

Q 8.9(a) Risk Table

Project design, budget and timescales are constraints a project manager has to work with in order to deliver a project successfully. A change to any one of the above could affect the others so it is prudent that risks and issues that could affect the project are documented and monitored.

Include an assessment of the key project risks.

A risk is an event that may occur on a project that will have a negative impact. We can plan for this risk based on the likelihood it will happen and the likely impact this occurrence would have on the project delivery. You therefore need to create a risk log which lists the known risks to a project (e.g. bad weather) the probability (chance or likelihood) of this occurring, the impact this would have (e.g. x weeks delay) and what actions are planned to deal with or mitigate this and who will be responsible for ensuring that these actions are taken.

Key:

- Probability/likelihood and impact should be rated, high, medium or low. Think carefully about the rating you award. A combination of high, medium and low ratings often suggests a well-thought through project
- Mitigation: the steps taken to ensure the impact of the issue and likelihood of the risk occurring are minimized

Q 8.9(b) Payment in Arrears

Grant funds are paid in arrears upon receipt of a satisfactory claim for payment i.e. you will have had to incur and defray costs in full before you are able to claim them. How will you manage cash flow for the project?

Q 8.9 (c) Wider costs
As a result of delivering the project, there may be additional costs to be met that are not covered by the grant. In addition to making the payments for the specific project items, how will you ensure that you are in a position to meet any liabilities or additional costs to the grant funded items?

9.0 Other information

Q 9.1 Other activities that may impact on the project
Use this space to tell us of any other activities, arrangements, situations or persons that are associated with you or your business and may impact on or cause a conflict between your business and your grant application / project. As an example, one of your employees may be a director of one of the companies that has provided a quote for the items in your grant application, and this could potentially cause a conflict and is worthy of noting within your application so the LAG is aware.

10.0 Declaration & Signature

The declaration must be signed by one of the partners or directors of the business named in the business accounts.

If you have been assisted by an Agent, Consultant or Business Manager, you must sign the Agent Authorisation section of the declaration as well.

Supporting documents checklist

There is a list at the back of the application form for you to review and complete to ensure that you submit **all** supporting documents that are required for your project. Work through the list and confirm that all the required documents are included. If we do not receive all the documents that are required for your project we will not be able to assess your application until they have been received. This may impact upon your proposed timescales. Where possible, please submit your supporting documents in hard copy format and also in electronic format.

Next steps

If you encounter any problems throughout the Full Application process, your project sponsor is available to help.

Once you have submitted your Full Application you will be notified that it has arrived within

10 working days. Your application will be checked to ensure all required documentation has been submitted. It is in your interest to ensure you check you have sent everything as missing information will cause delays.

Your project will then be sent to an independent appraiser, and finally goes to the LAG's decision making group for a decision.

Full application appendix spreadsheet

In addition to the Full Application form, you also need to complete the Full Application Appendix which is an Excel document (Form 006a). There are three tabs for you to complete.

- Annex A - Cash Flow Forecast
- Annex B – Project Costs and Quotes, Suppliers, Quotes and Claims
- Annex C - Outputs

Annex A - Cash-flow forecast

In the first tab we require your cash flow forecast for your business 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 a three year period after the completion of the grant and project works.

Where your application is for a standalone project for a new business, the projections should only relate to the new business being created and that will deliver the project. For an existing business, the projections should be for the complete business, including the project.

There are 2 sets of tables. The first set is for capital projects and has green shading and relates to the period of project implementation. Enter the first month of the cash flow forecast in cell C16. All subsequent months will then automatically populate. The second set of tables relates to project delivery. Enter the first month of the cash flow in cell C104 and all subsequent month dates will automatically pre populate.
Income and expenditure sub headings have been provided in each table. Please enter your financial forecasts against these headings as a minimum. If you need to add additional headings, please do so at the bottom of each section, but please do not delete or remove any of the sub headings given. Please enter values for each month for both income and expenditure. Please use gross sales figures (i.e. including VAT). For VAT registered customers, in the VAT line in the costs section you will need to calculate the VAT your charge your customers in any three month period and the VAT you will have to pay on your purchases and expenses, calculate the difference between the two as this is the amount you will have to pay HMRC with your VAT return. We need you to provide detailed forecasts so that we can accurately assess your application and calculate output targets for your project.

Any key assumptions used in the development of the cash flow forecast should be explained in your Application Form at Question 8.3c.

Annex B - Suppliers, quotes

In this table on the second tab of the worksheet please list each of the items being included in your grant application, providing additional detail on each of the sub headings you listed in the Project Costs table on the first tab.

List the sub heading and then a description of the individual item. For example within a building works sub heading you may have one quote for labour/building works and separate quotes for specific materials. There should be one row for each item.

Enter the name of your preferred supplier and then the total cost of the item quoted. This should be the net cost quoted, unless you are unable to recover VAT and wish to include the total cost within your grant.

Annex C Outputs

You will need to complete the outputs table for the specific LEADER Priority as listed in the Applicant Handbook that you are applying under. For example if you are delivering a project against Priority 6 – Forestry, you need to consider and set out the outputs that you will achieve in this section. In Cell A13 of the outputs tab there is a yellow box with a down arrow. Click on the box and select the priority or priorities you are applying under.

For each of the outputs provide your current starting or baseline position (unless the cell is shaded grey). For example, if your business currently employs 3 FTEs for the Jobs Created output, your baseline figure is 3.

Next please state the outputs that you will achieve for each of the subsequent three years from when your project starts to deliver outputs. Year 1 should be the first year you expect to deliver outputs.

For ‘Reduction in ammonia’ or ‘Reduction in sulphur’ - please state the current amount of ammonia or sulphur you are releasing in the current baseline column. Then in year 1 state by how much you will reduce this. In year 2 state how much it will be reduced from year 1, and in Year 3 state how much it will be reduced from year 2. The ‘Total Achieved by the Project’ column will automatically calculate the total reduction in Ammonia or Sulphur achieved by the project over 3 years.

For the ‘Area concerned with investments for water saving’ - please state the area of the farm at the end of each year. If no additional land is bought or sold then the area will be the same in all four years.

For ‘Number of new products created’ and ‘Number of new techniques created’ - please leave the baseline blank. then, please state the number of new products or the number of new techniques you will create in each subsequent year. The total of the new products or techniques will be the sum of the numbers over the three years

For 'Jobs created' - please put the current number of FTEs employed by the business in the current baseline column. Then in year 1 show the number of additional jobs you expect to create, in year 2 show the number of additional jobs you expect to create from the year 1 position etc. You should enter an actual number/target that will be achieved each year and not a cumulative figure. For example, in year 1 you propose to create 1 FTE job and in year 2 you will create another 2 FTEs. The table would show 1 in Year 1 and 2 in Year 2. The total jobs created by the project would be 3.

For 'Wage bill change' – please state the current wage bill of the business in the current baseline column. Then show the change in the wage bill in each year after that. An increase should be shown as a positive figure; a decrease should be shown as a negative figure.

For 'Additional day visitors' and 'additional overnight visitors' – enter the current number of day or overnight visitors into the current baseline column. Then enter the change from the baseline in the first year into the year 1 column, the change from year 1 into the year 2 column etc.

For 'Rural population benefitting' – leave the current baseline figure blank. Then for each subsequent year state the rural population that benefits from the improved rural service.

For '% of business owned by the beneficiaries' - please state the current % of the business owned by the beneficiary in the current year, and then the % owned in each subsequent year.

For each of the three years you need to specify the time period. In the cells that are coloured blue in the spreadsheet, state the starting month and year and ending month and year of the Year. For example, Year 1 may be April 2016 – March 2017.

The following table summarises how the outputs tables should be completed.

Output	Current Baseline	Outputs achieved in Year 1	Outputs achieved in Year 2	Outputs achieved in Year 3	Total Outputs achieved by the Project
Reduction of NH3 (ammonia) being released into the environment (in tonnes)	enter current tonnage of ammonia being released	enter reduction in ammonia being released from baseline	enter reduction in ammonia being released from year 1	enter reduction in ammonia being released from year 2	Total reduction in ammonia released as a result of the project
Reduction of SO2 (sulphur) being released into the environment (in tonnes)	enter current tonnage of sulphur being released	enter reduction in sulphur being released from baseline	enter reduction in sulphur being released from year 1	enter reduction in sulphur being released from year 2	Total reduction in sulphur released as a result of the project
Area (Ha) concerned with investments for saving water	enter current farm size in Ha	enter farm size in year 1	enter farm size in year 2	enter farm size in year 3	area of farm at end of project

Number of new products	leave blank	enter additional number achieved in year 1	enter additional number achieved in year 2	enter additional number achieved in year 3	total additional products achieved by the project
Number of new techniques	leave blank	enter additional number achieved in year 1	enter additional number achieved in year 2	enter additional number achieved in year 3	total additional techniques achieved by the project
Number of Jobs Created	enter current number of people employed by the business	enter number of jobs created in year 1	enter number of jobs created in year 2	enter number of jobs created in year 3	total jobs created by the project
Wage Bill change (increase or decrease, decrease should be shown as a negative figure)	enter current wage bill for the business	enter change in wage bill from baseline	enter change in wage bill from year 1	enter change in wage bill from year 2	total change in wage bill achieved by the project
Additional Number of Day Visitors	enter current number of day visitors	enter change in day visitors from baseline	enter change in day visitors from year 1	enter change in day visitors from year 2	total number of additional day visitors achieved by the project
Additional Number of Overnight Visitors	enter current number of overnight visitors	enter change in overnight visitors from baseline	enter change in overnight visitors from year 1	enter change in overnight visitors from year 2	total additional overnight visitors achieved in 3 years
Rural Population Benefitting	leave blank	enter population benefitting from the service in Year 1	enter population benefitting from the service in Year 2	enter population benefitting from the service in Year 3	total population benefitting from the service by end of year 3.
Percentage of business owned by beneficiaries	enter current % of business owned by the applicant	enter % of business owned by the applicant in year 1	enter % of business owned by the applicant in year 2	enter % of business owned by the applicant in year 3	% of business owned by the applicant at end of Year 3.

Submitting your Full application

Please submit your complete and signed Full Application form, Full Application Appendix and supporting documents by post to the contact and address provided by your LAG Sponsor.

Please also submit your completed Full Application form, Full Application Appendix and where possible your supporting documents electronically to the email address given by your Sponsor. The documents should be emailed from the Applicant email address entered in question 1.16. Alternatively, if you wish to do so your Agent may submit your application electronically, but the email must also be copied to the applicant email address given in question 1.16. Please attach your completed Application Form as a Microsoft Word attachment, your Full Application Appendix as an Microsoft Excel attachment and your supporting documents as attachments to your email.

We are unable to accept hand written application forms.

Once you have submitted your application electronically you need to forward the hard copy and the supporting documents. Please note we are unable to return any documents so please send copies with your application rather than original documents.