**Connecting Capability Fund (CCF) Research England Development (RED) Fund**

**Business Case template**

1. This template is to be used for submission of full stage proposals to the CCF RED Fund if invited by Research England after the completion of the expression of interest stage.
2. Providers that have been invited to submit a business case should email the completed template **as a Word document** to [redccf@re.ukri.org](mailto:redccf@re.ukri.org). The completed document should not exceed **15 pages in length**. Make sure you complete all sections of the document. While each section heading must be retained, our explanatory text may be deleted so as not to impact on the overall length of the document. The panel will expect text to be easily readable – **do not use text size that is too small and use a reasonable line spacing**.
3. Letters of support from all partners and any other key stakeholders must state as clearly as possible what each partner or stakeholder is contributing towards the project (for example, cash or investments in kind and the value of these; any conditions on investments; any issues of timing), as opposed to a generic letter of support for the proposal. Please collate all letters into one PDF document for submission alongside the business case document. Please also ensure you list all partners on the cover page of this proposal – partners are those making specific commitments to delivery of the project.
4. Proposals should show additional funding contributions provided by the lead provider and other partners as appropriate. Other investors and key partners could include businesses, investors, local authorities, local enterprise partnerships, public or third sector organisations.
5. We understand that some documentation will be commercially sensitive and this should be marked clearly in the bid. Some sections of successful bids will need to be published as part of providing information on the scheme.
6. The business case must operate as a standalone document. It will be considered internally and by the Executive Chair, panel, and Council (depending on scale of funding and risk). All project documentation submitted may be reviewed as part of our assessment process, to inform final decisions and recommendations.
7. Please ensure funding totals are consistent between the cover page and funding information provided elsewhere in the proposal.
8. Following our decisions, successful bidders will be asked to provide additional information to inform award letters, meet due diligence requirements and provide information for dissemination, monitoring and evaluation.

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### Business case template

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| **Project information** | | | | | |
| **Lead provider** | | |  | | |
| **Project title** | | |  | | |
| **Project start date** | | |  | | |
| **Project end date** | | |  | | |
| **Contact person for the proposal** | | | | | |
| **Title and full name** | | |  | | |
| **Position** | | |  | | |
| **Address for correspondence** | | |  | | |
| **Phone** | | |  | | |
| **Email** | | |  | | |
| **Project partners** | | | | | |
| **Providers (HEPs) involved in the partnership** | | |  | | |
| **Other key partners and investors** | | |  | | |
| **Funding and investment** | | | | | |
| **Total CCF RED Fund request** | | | | **£** | |
| **Breakdown of CCF RED Fund request: Primary** | | | | | |
| Revenue | **£** | | | Capital | **£** |
| **Total funding from other sources** | | | | **£** | |
| **Breakdown of CCF RED Fund request: Boost** | | | | | |
| Revenue | **£** | | | Capital | **£** |
| **Total funding from other sources** | | | | **£** | |
| **Breakdown of funding from other sources: Primary** | | | | | |
| Revenue | **£** | | | Capital | **£** |
| **Breakdown of funding from other sources: Boost** | | | | | |
| Revenue | **£** | | | Capital | **£** |
| **Total project cost** | | **£** | | | |
| **Subsidy Controls, UKRI Open Access (OA) policy, and Trusted Research** | | | | | |
| **In your opinion, are issues of state subsidy applicable to this project? (Subsidy Controls)**  [If ‘yes’ we will discuss with you additional information required] | | | | *Delete or provide further information as appropriate*  **Yes/No** | |
| **Project description**  *Provide a description of the project.*  *Note overall aim of the project and key objectives to deliver the priorities therein. The activities described later should be designed to deliver these objectives.*  *[For successful proposals we will ask for a summary of the project to go on our website]* | | | | | |
| **Rationale for funding**  *Explain why this project (the approach and the team/partnership) is the best way to address building the capabilities of the ecosystem and those within it, including how these fit with the local economy.*  *How does this project demonstrate that the activity develops and enhances the platform of enabling factors within the ecosystem with local partner commitment.* | | | | | |
| **Collaboration and delivery**  *Demonstrate how the collaboration is best placed to deliver the proposed activity, evidencing the appropriateness of the HEP and private partners and detailing how they will work together to deliver the expected outcomes.*  *Provide evidence of how the collaboration aims to build upon one another’s expertise to deliver new approaches of the development of the ecosystem through learning from previous successful practice.* | | | | | |
| **Legacy and sustaining activities beyond the funding period**  *Explain the expected pathway towards achieving financial sustainability for these activities.* | | | | | |
| **Evaluation and dissemination**  *State the proposed measures, approaches and timings for evaluating the impact and effectiveness of the project. Successful projects may need to make adjustments to fit with our monitoring and evaluation.*  *State how the wider benefits from the project will be translated into key dissemination activities. This should include how lessons learned can be shared with others in a timely way.* | | | | | |
| **Wider benefits**  *State how the wider benefits will be realised beyond the provider(s) in receipt of funding.* | | | | | |
| **Fit with organisational strategy**  *Describe how this project fits with the lead provider’s strategy and collaborating partners’ key priorities and strategies, and how these relate to the proposed investment mix.*  *Give evidence of senior management buy-in and fit with organisation and academic capabilities.* | | | | | |

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| **Inputs, outputs and outcomes**  *Using the table below detail the key inputs, activities, outputs and outcomes for the project that cohere with the activities outlined in the narrative above. Please present these by each workstream/workpackage and note the total funding from RED Fund to be deployment for each.*   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Input** | **Activity** | **Output** | **How financed or resourced** | **Outcomes (short-, medium- and long-term)** | **Measurable impacts** | | *The resources (staff time, infrastructure)* | *How the resource will be used* | *What will result from these activities* | *By Research England, providers, and named partners* | *Change in condition* |  | |  |  |  |  |  |  | |  |  |  |  |  |  | | *[add additional lines as necessary]* |  |  |  |  |  | |

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| **Total project funding per year**  *(please delete tables 2 and 3 if capital funding is not applicable. Please delete additional rows and columns for boost funding if not applicable)*   |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **Table 1: Revenue funding** | **Principal use of funds** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Total £** | | **Provider’s own funds** |  |  |  |  |  |  |  | | **CCF RED Fund** *(primary)* |  |  |  |  |  |  |  | | **Other 1** (*name source*) |  |  |  |  |  |  |  | | **Other 2** (*name source*) |  |  |  |  |  |  |  | | **Boost** *(if applicable)* |  |  |  |  |  |  |  | | **Other 1** (*name source*) |  |  |  |  |  |  |  | | **Other 2** (*name source*) |  |  |  |  |  |  |  | | *[add additional lines as necessary]* |  |  |  |  |  |  |  | | **Total** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | **Table 2: Capital funding**  *(Delete table if not required)* | **Principal use of funds** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Total £** | | **Provider’s own funds** |  |  |  |  |  |  |  | | **RED Fund** |  |  |  |  |  |  |  | | **Other 1** (*name source*) |  |  |  |  |  |  |  | | **Other 2** (*name source*) |  |  |  |  |  |  |  | | **Boost** *(if applicable)* |  |  |  |  |  |  |  | | **Other 1** (*name source*) |  |  |  |  |  |  |  | | **Other 2** (*name source*) |  |  |  |  |  |  |  | | *[add additional lines as necessary]* |  |  |  |  |  |  |  | | **Total** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | **Table 3: Total funding (by adding from tables 1 & 2)** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Total £** | | **Provider’s own funds** |  |  |  |  |  |  | | **CCF RED Fund** |  |  |  |  |  |  | | **Other 1** (*name source*) |  |  |  |  |  |  | | **Other 2** (*name source*) |  |  |  |  |  |  | | **Boost** *(if applicable)* |  |  |  |  |  |  | | **Other 1** (*name source*) |  |  |  |  |  |  | | **Other 2** (*name source*) |  |  |  |  |  |  | | *[add additional lines as necessary]* |  |  |  |  |  |  | | **Total** |  |  |  |  |  |  | |
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| **Project risks**  *Identify the top five risks to this project, how they will be mitigated and their probability versus their impact.*  **Depending on the information provided in this section, we may also request a full risk register to support our assessment process.**   |  |  |  | | --- | --- | --- | | **Risk** | **Mitigation** | **Probability and impact** | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |
| ***Project governance***  *Describe the governance and management structures and arrangements for the project, identifying the project manager responsible for delivery. For Governance, state:*   * *Who is ultimately responsible for project delivery and success* * *Members of the top-level Governance group and frequency of meetings*   *[We would expect the governance group to have a level of independence from the day-to-day running of the project]* |
| **Impact assessment: Equality and diversity**  *Detail the processes that have been or will be undertaken to review the impact of this project relating to equality and diversity.* |
| **Confirmation of approval for proposal**  *Proposals will only be considered if they have appropriate senior university support. We cannot accept bids from individuals.*  *Attach a supporting statement or letter from the head of the lead provider and other project partners as appropriate.*  *Attach a supporting statement or letter from Director of Finance at the lead provider.*  *NB: All letters from partners should ideally be submitted as one PDF document.* |

**Measuring progress and completion of the project**

Research England will monitor progress and success of CCF RED Fund projects through what we call success criteria – these are specific measures of activities linked to the intended outcomes for a project. We will incorporate success criteria in Annex B of the grant letter. Please complete suitable success criteria for the project with clear targets for each year and for end of the project.

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| **Profile of funding payments from CCF RED Fund (paid quarterly)** | | **Year of activities** | **Reference by relevant workstream** | **Key delivery targets** | |
| **Month** | **£** |  |  | **Description of KPI** | **Specific target\*** |
| **Month year** |  | **Delivered by end of year 1**  **[State specific period this covers]** |  |  |  |
|  |  | **Delivered by end of year 2** |  |  |  |
|  |  | **Delivered by end of year 3**  **(add rows as required)** |  |  |  |

\*We envisage three types of targets:

* Completed activity ‘yes or no’ such as recruitment of key staff, Governance arrangements operating.
* A number value against completion e.g. 120 staff engaged in change events, 20 SMEs developed new products
* Monetary value such as amount of leverage achieved from a particular local partner

**Summary of project costs**

**Staff costs**

|  |  |  |  |  |  |  |  |
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| **Post/role information** | **Amount of resource e.g. FTE for staff** | **Year 1 costs** | **Year 2 costs** | **Year 3 costs** | **Year 4 costs** | **Year 5 costs** | **Total costs** |
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**Non-staff costs**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Category** |  | **Year 1 costs** | **Year 2 costs** | **Year 3 costs** | **Year 4 costs** | **Year 5 costs** | **Total costs** |
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