**Subject: Greater Manchester Combined Authority**

**Department for Culture, Leisure and Sport**

**Northern Cultural Regeneration Fund**

**Strategic Outline Case application**

**Project name:**

**District/s:**

**Lead officer contact details:**

**Date of submission:**

1. **Project summary**

* *In less than 600 words please use this space to summarise the key points in this document relating to your project across each of the five cases.*

***Strategic Case***

***Economic Case***

***Commercial Case***

***Financial Case***

***Management Case***

1. **The Strategic Case**

The purpose of this section is to explain how the scope of the proposed project or scheme fits within the existing business strategies of your organisation, the GMCA and its partner organisations and provides a compelling case for change, in terms of existing and future needs.

**2.1: Organisational overview**

Please provide an overview of the organisation(s) making the case for investment in the scheme, with particular reference to the purpose, structure, and operational environment of each partner.

**2.2: Business strategies**

Please reference the strategy for the partner organisation(s) and any national, regional or local strategies pertinent to the project proposal.

**2.3: Other organisational strategies**

Please provide information on any other related organisational strategies, as appropriate.

**2.4: Goals**

**Primary Goals**

In less than 500 words explain how the proposed project will deliver ***both*** primary goals for the fund, as outlined in DCMS criteria.

* Encourage sustainable cultural and creative regeneration in the North of England; and
* Benefit areas in the North of England that have historically had low levels of cultural and creative investment.

**Secondary Goals**

In less than 300 words explain how the project will deliver ***at least one*** of DCMS’s secondary goals

**DCMS**

* Increased opportunities for people, including children and young people, to experience and be inspired by culture and creativity.
* Better quality of life and wellbeing within local communities.
* More resilient and sustainable cultural and creative organisations.
* Innovative and effective partnerships between the cultural and creative sector and other sectors, especially digital and technology sectors.
* Increased investment and economic growth.
* Support for a Local Enterprise Partnership’s cultural growth strategy, where such a strategy exists.

In less than 300 words explain how the project will deliver ***at least one*** objective from the Greater Manchester Strategy

**GMCA**

* Putting pride back into our town centres
* Supporting enterprise and entrepreneurship
* Creating strong and productive sectors
* Enabling residents to get the skills needed to succeed and progress
* A high quality cultural and leisure offer.

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**2.5: Existing arrangements**

In no more than 300 words please describe the existing situation with regard to the project – the status quo.

**2.6: Business needs**

In no more than 300 words provide an account of the problems, difficulties and service gaps associated with the existing arrangements in relation to future needs.

These should be presented in terms of the rationale for public sector intervention, i.e. is there a failure within the market which means that other organisations are unable or unwilling to address this issue, or if they are addressing the issue they are doing so in a way that is not equitable for all GM residents.

**2.7: Potential project scope and key service requirements**

Using the table below, tell us about the potential scope for your project and key service requirements for the project in relation to the above business needs.

**Note**: it may be helpful to consider the potential business scope and key service requirements assessed against a continuum of need ranging from:

* a minimum scope – essential or core requirements/outcomes
* an intermediate scope – essential and desirable requirements/outcomes
* a maximum scope – essential, desirable and optional requirements/outcomes.

***Table 1: business scope and key service requirements***

|  | **Minimum** | **Intermediate** | **Maximum** |
| --- | --- | --- | --- |
| Potential business scope |  |  |  |
| Key service requirements |  |  |  |

**2.8: Existing evidence**

In less than 300 words summarise any secondary evidence on what works in relation to this policy area/issue and explain how these insights have helped to shape your thinking.

**2.9: Main benefits of your project**

Describe the main outcomes and benefits associated with the implementation of the potential scope in relation to business needs.

Are there any potential dis-benefits of your project?

**2.10: Main risks**

Please list the main business and service risks associated with your potential project, together with potential counter measures.

**Note:** The aim at this stage should be to identify any risks that pose a significant threat to the success of your project.

**2.11: Constraints**

Please mention any constraints that could impact upon the project

**2.12: Dependencies**

Tell us whether your project is dependent upon other projects, investments, and decisions etc. that are outside your control.

**Note:** these are the external influences on the project – namely things which have to be in place in order to make a success of this investment.

1. **The Economic Case**

In this section you need to document the wide range of options that have been considered in response to the project scope identified within the strategic case.

**3.1: The long-listed options**

Explain how your long list of options was generated, who was involved etc.

Set out you long list of options in the table below.

***Table 2: Long list of project options***

| **Option** | **Description** |
| --- | --- |
| Do Nothing |  |
| Option 2 |  |
| Option 3 etc. |  |

**Note:** the first option in your list should be the Do Nothing/Counterfactual option. Following that, we expect to see a range of options listed, varying in terms of what is delivered, where, to whom, by whom, over what timescale etc. Up to 10 options can be given. A number of these options should be feasible, desirable etc. at this stage. i.e. you should be open-minded as to what your project will look like if it receives DCMS NCRF funding.

**3.2: Assessment of your long list of options**

Explain the criteria you have used to assess each option on the long list

Use the table below to set out the advantages and disadvantages of the long list of options – these should relate to things like the strategic fit, scope, affordability, value for money in terms of benefits delivered (including hard to quantify benefits if relevant), achievability etc. of each option.

***Table 3: Assessment of long list of project options***

| **Option** | **Advantages** | **Disadvantages** |
| --- | --- | --- |
| Do Nothing |  |  |
| Option 2 |  |  |
| Option 3 etc. |  |  |

***Table 4: shortlisted options***

Please select 3 or 4 options for further consideration if the project is chosen to take forward by the LEP for submission to DCMS, indicating which is your preferred option.

| **Option** | **Reason(s) for shortlisting** |
| --- | --- |
| Do Nothing |  |
| Option 2 |  |
| Option 3 etc. |  |

1. **The Commercial Case**

This section outlines the proposed deal in relation to the options shortlisted in the economic case.

**Note:** the detailed consideration of the commercial case takes place at Outline Business Case (OBC) stage. However, you need to start thinking about it in outline terms now.

**4.1: Procurement strategy**

In less than 300 words please provide details on how your project would be procured, e.g. would the service be delivered in house or would it be procured from an external partner?

If your plan is to engage an external partner, please provide more details on the nature of the market for supplying the good or service that will be procured

**4.2: Contracting**

If you will be issuing contracts in relation to the project, what do you expect the length and nature of these contracts to be?

**4.3: Milestones and delivery dates**

Please provide a table showing when the following stages of your project will begin and complete:

* procurement
* set up
* delivery – piloting/scale up/mainstreaming etc.
* monitoring and evaluation

1. **The Financial Case**

The purpose of this section is to set out the indicative financial implications of the shortlisted options as set out in the economic case section.

**Note:** detailed analysis of the financial case including affordability takes place at OBC stage.

**5.1: Amount applying for**

Please provide an estimate of the total project cost, including how much a request to DCMS would be

**5.2: Estimated costs**

List budget headlines and amounts required to deliver the project, indicating when items of expenditure will be incurred please include this detail.

**5.3: Funding requirements and sources of shortlisted options**

Please set out the expected sources of match funding, including any funds that will be invested alongside any investment received from the DCMS NCRF.

Please state whether any other sources of funding for the project have been formally agreed.

1. **The Management Case**

This section of the SOC addresses the ‘achievability’ of the scheme. Its purpose is to set out the actions that will be required of project partners to ensure the successful delivery of the scheme.

**Note:** detailed analysis of the management case takes place at the OBC and Final Business Case (FBC) stages.

**6.1: Project delivery**

Who is the lead person/organisation in terms of project management?

Which individuals/organisations will support the lead person/organisation and in what tasks?

**6.2: Project governance**

What will be the governance structure underpinning the project?

**6.3: Monitoring and evaluation**

How will you monitor and evaluate the performance of your project?

How will the progress of the project be reported and disseminated?

1. **Timeline**

29th September - Deadline for Strategic Outline Cases submission to GMCA/LEP.

2nd October – 21st October GMCA/LEP appraises bids and panel identifies preferred applicant.

Preferred Applicant notified – no later than 23rd October.

24th October – 28th November – full business case developed by preferred applicant with support from LA and GMCA officers.

30th November – Deadline for submission to DCMS.

Late 2017 – assessment of bids by DCMS officials.

Early 2018 – Consideration of bids, decision making and due diligence by DCMS Ministers.

By end of March 2018 – Announcement of awards.

From April 2018 – Drawdown of Fund award begins.