



# Capability and Innovation Fund

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Application Documents – Pool F (A/B/C Bodies)  
March 2021

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## Introduction to the document

It is the intention of the Independent Body, Banking Competition Remedies Limited, that the application process for the Capability and Innovation Fund is simple and efficient. This document is being made available for potential Applicant Companies to reference ahead of the Pool F process opening in August 2021. Please note that until a consultation is run in August, it is unclear whether there will be one or more grants. This document currently caters for an Applicant Company applying for up to 2 grants, however it will be updated in August when a final decision will be taken by the BCR Board post the consultation.

This document includes three sections: important information you should read before submitting an application; the application form; and the business case template. On 25<sup>th</sup> August at 09:00 BST, these documents will be made available within the CIF Data Room (Scout RFP) for Applicant Companies to complete and submit their application.

Applicant Companies are permitted to **submit one application for the application period to apply for the grant(s)**.

Within the business case section, there are questions where Applicant Companies applying for two grants (if applicable post the Pool F consultation) are permitted to submit a longer response, or provide additional attachments. This is clearly signposted in the question text. Applicant Companies should describe the core elements of their proposal within the initial word limit and use the additional word count to specify variation to their response in respect of the different amounts.

The window for questions will open on 25<sup>th</sup> August at 09:00 BST in the Scout Message Centre. Should an Applicant Company wish to raise a question before this date they are invited to email [bcradmin@bcr-ltd.com](mailto:bcradmin@bcr-ltd.com).

## Important information you should read before submitting an application

### Background

In 2009, the European Commission (the “Commission”) approved a number of state aid measures granted to Natwest Group plc (formerly known as The Royal Bank of Scotland Group plc). This approval was given on the basis of a restructuring plan submitted by Natwest Group plc and a number of commitments given by the UK Government in 2009 and subsequently amended in 2014, including, amongst other things, the divestment of a part of Natwest Group plc’s branch-based retail and small and medium-sized enterprise (“SME”) business, which later became known as ‘Williams and Glyn’ (the “Divestment”).

As a result of considerable challenges in achieving the Divestment, the UK Government proposed substituting the 2014 commitments with a revised package of measures (the "Package") with the aim of achieving the objectives of promoting competition in the market for banking services to SMEs that lay behind this divestment. The Package was agreed in principle in July 2017 and formally approved by the Commission on 18 September 2017.

The Package consists of two elements:

#### Incentivised Switching Scheme

The purpose of the Incentivised Switching Scheme ("ISS") is to provide funding of up to a maximum of £275 million to eligible bodies, to use as incentives to encourage SME banking customers (with an annual turnover of £25 million or less), of the business previously described as Williams & Glyn, to switch their business current accounts and loans from Natwest Group plc to the eligible bodies. The Incentivised Switching Scheme will terminate on 30 June 2021.

Banking Competition Remedies Ltd. is the name given to the Independent Body established to administer the CIF and ISS funds.

#### Capability and Innovation Fund

The purpose of the Capability and Innovation Fund (“CIF”) is to encourage eligible bodies to (i) develop and improve their capability to compete with Natwest Group plc in the provision of banking services to SMEs; and (ii) develop and improve the financial products and services that are available to SMEs.

The Capability and Innovation Fund comprised a total of £425 million which was divided into four pools. BCR was responsible for evaluating the applications and disbursing the funds. All fifteen grants were awarded. BCR’s focus for these four pools is now on monitoring of delivery.

In early 2020, two awardees, Metro Bank and Nationwide, each returned £50m to BCR in 2020 and the funds were redistributed in August/September 2020.

Subsequently, one awardee, Onfido, recently returned £5m to BCR after their own strategic reviews indicated a change in business direction. On 29<sup>th</sup> January 2021, BCR announced the redeployment of £5m of returned funds for distribution under the CIF scheme.

With the return of Pool E funds, BCR is now monitoring delivery of 23 awards across five pools.

This section provides information for bodies interested in applying for funding from the **Capability and Innovation Fund Pool F (A/B/C Bodies)**.

### **The following grant(s) is/are available to Pool A/B/C bodies from the Capability and Innovation Fund:**

- (i) To be confirmed following the Pool F consultation in August 2021

Depending on how many grants are decided by the BCR Board post the Pool F consultation, an Applicant Company/Eligible Body may be able to apply for a maximum of two grants. An eligible body can only receive a maximum of one grant. If an eligible body wishes to be considered for more than one size of grant, the business case must set out how funds will be applied depending on the category of grant applied for.

## Terms of Application

Except as otherwise provided, capitalised terms used in this application form shall have the meaning assigned to them in the Capability & Innovation Fund Terms and Conditions ("the Terms and Conditions")

By completing the Application Documents, the Applicant Company accepts:

- the Terms and Conditions and the Capability and Innovation Fund Agreement, including the undertakings, acknowledgements, representations and warranties set out therein, and confirms that, if awarded a grant it will enter into a Capability and Innovation Fund Agreement with the Independent Body. Links to the Terms and Conditions and the Capability and Innovation Fund Agreement can be found on the BCR website;
- that the eligibility criteria in Section 2 must be fully met without exception and with clear supporting evidence where requested;
- that the Independent Body shall have absolute discretion on the interpretation and application of the Terms and Conditions and that any determination or decision of the Independent Body in relation to any matter related to Capability and Innovation Fund shall be conclusive;
- that it shall have no claims or right of recourse against the Independent Body in respect of any determination or decision of the Independent Body except as explicitly set out in the Capability and Innovation Fund Agreement;
- that the Applicant Company is liable for the accuracy and completeness of information provided in their application;
- that the Application Documents must be approved by the Board of Directors (or equivalent body) of the Applicant Company and that proof of such approval in certified form must be submitted to the Independent Body with the Application Documents;
- that it is deemed to have knowledge of and be subject to and bound by the terms of the Trust Deed disclosed on the Independent Body's website and in particular the Applicant Company acknowledges the scope of the Independent Body's obligations set out in those terms and the protections they afford the Independent Body;
- that information received by the Independent Body may be disclosed by the Independent Body (i) where required by applicable law or regulation, or (ii) to its employees, advisers, contractors, the monitor, HMT, the monitor's and HMT's employees, advisers and contractors, although in the case of (ii) the Independent Body will use its reasonable endeavours to ensure that the recipient owes a duty of confidentiality in respect of that information. Applicant Companies should note that information received by the Independent Body may be published or disclosed in accordance with the access to information regimes (including under the Freedom of Information Act 2000, data protection legislation and the Environmental Information Regulations 2004). Applicant Companies should mark as confidential or commercially sensitive any information that they consider should be treated as such and explain why this is the case (automatic confidentiality disclaimers produced by IT systems will not, in themselves, be regarded as binding). The Independent Body will take account of such explanations, but no assurance can be given that confidentiality will be maintained in all circumstances;
- that by submitting an application for funding from the Capability and Innovation Fund, the Applicant Company represents and warrants to the Independent Body that: (A) it is not a Sanctioned Person; and (B) none of its group members, or, to the best of its knowledge and belief, Substantial Shareholders are Sanctioned Persons;
- that by submitting an application for funding from the Capability and Innovation Fund, the Applicant Company agrees that the use of the Funding Amount must be in accordance with its Business Case and will be restricted to the purposes set out in: (i) conditions 3.2(A) and 3.2(B) of the Capability and Investment Fund Terms and Conditions, and (ii) the relevant Capability and Innovation Fund Agreement; and
- that, although they may apply for more than one grant from the Capability and Innovation Fund, they shall not be entitled to receive more than one grant.

## Application Guidance

The Applicant Company is expected to submit:

1. A completed Application Form which contains:
  - Applicant Company Information;
  - Eligibility Criteria;
  - Public Commitments; and
  - Authorisation.
  
2. A completed Business Case which contains:
  - Executive Summary;
  - Current Position;
  - Initiative Benefits;
  - Financial Analysis;
  - Implementation; and
  - Governance.
  
3. Any supporting evidence (as requested within the application)

Applicant Bodies are advised that the upload of any additional documents will not be permitted. Applicants must only attach requested documentation.

Applicant Bodies are advised that all responses must be in English.

During the Application Window, the Independent Body is entitled to request additional information and clarification of information, request one further iteration of the Business Case submitted by an Applicant Company, request face-to-face meetings and access to personnel, and make all enquiries it considers necessary or desirable in relation to the application and the Independent Body's assessment of the application. Refusal to provide such information, grant and facilitate such meetings and/or respond to such enquiries may lead to an Applicant Company's application being rejected. If the Independent Body does not receive a response from any Applicant Company within ten Business Days, the Independent Body shall be entitled to assume that such Applicant Company has withdrawn its application.

## Timeline for applications

- The Application Window will open on August 25<sup>th</sup> at 09:00 BST and close on September 15<sup>th</sup> at 17:00 BST
- The deadline for questions is September 8<sup>th</sup> at 17:00 BST
- The Independent Body expects to publicly announce the awards in the week commencing 18<sup>th</sup> October

Applicants are asked to hold 6<sup>th</sup> October in the event the BCR Board have clarification questions that need addressing. A virtual meeting and further follow up with the BCR Board of Directors and any expert support is envisaged as part of the shortlisting process.

If the Application Documents are not submitted within the Application Period, the Independent Body reserves the right not to consider the application.

Successful Applicant Companies will be required to sign the CIF Agreement immediately following the public announcement. The CIF Agreement can be found [here](#).

## How to submit your application

All Application Documents must be submitted via Scout RFP (hereafter referred to as CIF Data Room). This is a secure online portal, which the Independent Body will use to receive applications and communicate with Applicant Companies. **Only applications submitted via the CIF Data Room will be accepted.**

The first submission will be treated as final. Acceptance of resubmissions will be at the discretion of the Independent Body but will only be granted in exceptional circumstances and it should be assumed these will not be accepted.

Given this, the Independent Body strongly recommends that only the primary contact from each Applicant Company should register for the CIF Data Room rather than extending access to other members of their team. Applicants will be able to export the Application Form and Business Case to Excel to enable offline work.

## How to submit queries

BCR has built up a database of FAQs from prior pools that we hope you find useful and which can be found [here](#). If the answer to your question cannot be found in this database, please email us at [bcradmin@bcr-ltd.com](mailto:bcradmin@bcr-ltd.com) ahead of the opening of the Application Window. Once the Application Window formally opens on 25<sup>th</sup> August 2021, all queries must be submitted through the CIF Data Room. No questions and responses through any other channel will be acknowledged or acted upon.

Banking Competition Remedies Limited will use all reasonable endeavours to provide answers to your questions within five working days but will exercise their sole discretion with regard to which and to what extent questions will be answered. Banking Competition Remedies Limited will share any questions and answers with any other participating bidders. Once the Application Window is open responses to questions will only be shared through the CIF Data Room.

The deadline for questions is Friday 8<sup>th</sup> September 17:00 BST.

You should nominate one individual who is responsible for submitting questions from your organisation. That person should ensure, prior to submission that questions do not overlap with questions that have already been asked, either by your organisation or by another organisation.

## Assessment criteria

The Assessment Criteria for Pool F can be found [here](#). It is important for each applicant to address all of the assessment criteria in your response but please note that the Board is particularly interested in an applicant's ability to deliver within the timelines given (end of 2022) along with either:

In the case of A and B Bodies, the likely impact on competition in the SME banking market, increase in addressable market and proposed development of products and services; or

In the case of C Bodies the likely impact on competition in the SME lending or payment markets and the extent to which the proposal is innovative and different from its existing offerings (or those of other providers), in terms of product design, service level and/or means of delivery or distribution.

## Further information

This Application Document should be read in conjunction with the following documents. These documents can be accessed from the BCR website:

- [Capability and Innovation Fund Agreement;](#)
- [Capability and Innovation Fund Terms and Conditions;](#)
- [Board Resolution template;](#) and
- Scout User Guide – to be available in August 2021.

## 1. Application Form



## Application Guidance

The Applicant Company is required to submit the following information for review. All Application Documents must be submitted via the CIF Data Room. This is a secure online portal, which the Independent Body will use to receive applications and communicate with Applicant Companies. Questions marked with a \* are mandatory.

### 1.1 Applicant Company Information

#	Question	Format
1.1.1*	Applicant Company Name	Free Text
1.1.2*	Registered Number	Free Text
1.1.3*	Registered Address	Free Text
1.1.4	PRA Number (if applicable)	Free Text
1.1.5	The name of the FCA / PRA Senior Management Function (if applicable)	Free Text
1.1.6*	The name of the individual managing the Capability and Innovation Fund Application	Free Text
1.1.7*	Job Title	Free Text
1.1.8	Senior Manager's Regime IRN (if applicable)	Free Text

### 1.2 Assessment Criteria

This application period allows entries from Pool A, Pool B and Pool C Bodies. Pool A and B Bodies can choose whether they want to be evaluated under the assessment criteria for Pool A and B Bodies or as a Pool C Body (lending and payment services). Pool A and B Bodies can choose whether they want to be evaluated under the assessment criteria for Pool A and B Bodies or as a Pool C Body (lending and payment services). The assessment criteria can be found [here](#).

If you are a **Pool A or Pool B Body** please complete section **1.3**. If you are a **Pool C Body** please complete section **1.4**.

#	Question	Format
1.2.1*	Please confirm whether you want to be assessed as a Pool A or B Body or a Pool C Body	Select one

### 1.3 Eligibility Criteria – Pool A and B Bodies Only

**For Pool A and B Bodies only.** Please confirm whether you meet each of the eligibility criteria (as defined in clause 2.1 of the Capability and Innovation Fund Terms and Conditions).

Please note – if you cannot answer in the affirmative and provide evidence for all of the criteria below, you are not eligible for the Capability and Innovation Fund and your application will be rejected.

Applicant Companies are required to submit a web link with supporting evidence in the CIF Data Room.

#	Question	Format
1.3.1	Is a deposit-taking entity that is authorised by the PRA to take deposits	Y/N & Link
1.3.2	Which is, at the relevant time, domiciled in the United Kingdom, the European Union, the European Economic Area or Switzerland	Y/N & Link
1.3.3	Has gross assets in the United Kingdom of less than £350 billion shown in its latest published consolidated accounts (or interim balance sheet)	Y/N & Link
1.3.4	Income in the United Kingdom relates primarily to the provision of deposit-taking, lending or payments services to individuals and businesses in the United Kingdom	Y/N & Link
1.3.5	Has expressed an intention to expand its business offering to SMEs in the United Kingdom through the development of new products, expansion into new geographical markets or new business segments and/or investing in its customer service levels	Y/N & Link
1.3.6	Has a Business Current Account or, has publicly stated its intention to launch a Business Current Account offering	Y/N & Link

### 1.4 Eligibility Criteria – Pool C Bodies Only

**For Pool C Bodies only.** Please confirm whether you meet the eligibility criteria (as defined in clause 2.1 of the Capability and Innovation Fund Terms and Conditions).

Please note – if you cannot answer in the affirmative and provide evidence for the criteria below, you are not eligible for the Capability and Innovation Fund and your application will be rejected.

Applicant Companies are required to submit a web link with supporting evidence in the CIF Data Room.

#	Question	Format
1.4.1	Which is, at the relevant time, domiciled in the United Kingdom, the European Union, the European Economic Area or Switzerland	Y/N & Link
1.4.2	Meets the criteria for a Pool A Body or a Pool B Body: <ul style="list-style-type: none"> <li>- is a deposit-taking entity that is authorised by the PRA to take deposits;</li> <li>- has gross assets in the United Kingdom of less than £350 billion shown in its latest published consolidated accounts (or interim balance sheet);</li> <li>- income in the United Kingdom relates primarily to the provision of deposit-taking, lending or payments services to individuals and businesses in the United Kingdom;</li> <li>- and has expressed an intention to expand its business offering to SMEs in the United Kingdom through the development of new products, expansion into new geographical markets or new business segments and/or investing in its customer service levels; and</li> <li>- has a Business Current Account, or has publicly stated its intention to launch a Business Current Account offering.</li> </ul>	Y/N & links

	- <b>OR</b>	
1.4.3	<p>Is an entity which:</p> <ul style="list-style-type: none"> <li>- derives (or, if part such entity is part of a group, such group derives) the majority of its revenue from the provision of financial services to individuals and businesses; and</li> <li>- offers, or has expressed an intention to expand its business offering to include, lending or payment services to SMEs in the United Kingdom or international payment services to SMEs in the United Kingdom</li> </ul>	Y/N & links

## 1.5 Public Commitments

Please note, as part of the Independent Body's commitment to transparency and accountability in the use of grants, **if your application is successful, this section of your application will be made publicly available by the Independent Body.** Should you be successful, these commitments will be treated as binding for the purposes of the Capability and Innovation Fund Agreement.

**The following grant(s) is/are available to Pool F (A/B/C Bodies) from the Capability and Innovation Fund:**

(i) TBC post Pool F consultation process in August 2021.

#	Question	Format
1.5.1	<p>Please select the grant(s) the Applicant Company wishes to be considered for.</p> <p>(i) To be confirmed post Pool F consultation process in August 2021</p>	Select all that apply
1.5.2*	<p>Please provide a list of clear and measurable commitments in respect of your proposed use of the Capability and Innovation Fund Grant(s) for which you are applying. These commitments should specify how you would use the funds to facilitate the modernisation of existing business current account offerings or the development of new business current accounts or ancillary product propositions for SMEs in the UK.</p> <p><b>Please provide up to maximum of 750 words.</b></p>	Free text

## 1.6 Authorisation

Prior to submission, the Application Documents must be approved by the Board of Directors (or equivalent body) of the Applicant Company and proof of such approval in certified form should be submitted to the Independent Body with the Application Documents.

#	Question	Format
1.6.1*	<p>In accordance with clause 4.1 of the Capability and Innovation Fund Terms and Conditions if the Independent Body requests clarification from an Applicant Company and receives no response within 10 Business Days, its application to participate in the Capability and Innovation Fund shall be considered to be withdrawn.</p> <p>Please confirm that the senior manager listed in Question 1.1.6 will be available to answer queries.</p>	Y/N
1.6.2*	Please confirm that this application has been approved by the Board of Directors (or equivalent body) of the Applicant Company and the date of the meeting.	Y/N + date in comments
1.6.3*	Signed and dated on behalf of: Full Name	Free Text

1.6.4*	Signed and dated on behalf of: Job Title	Free Text
1.6.5*	Please provide a scanned attachment, using the template provided, of the certified Board approval. Successful applicants will be required to provide original copies.	Attachment
1.4.6*	Confirm you understand the information you are providing will be used with the purpose of processing and completing the evaluation of your application. If your application is successful, Banking Competition Remedies Limited will also use your information during the reporting phase. Your information will be held by Banking Competition Remedies Limited and will not be shared with any third parties without prior disclosure.	Y/N

## 2. Business Case

### Business Case Guidance

Applicant Companies are advised that they are expected to provide a complete answer to Question 2.1.1, the Executive Summary – this will form the primary basis of the evaluation. In addition, Applicant Companies have the opportunity to submit one attachment in their own format, with a maximum of four pages.

Applicant Companies may choose to answer Question 2.3.1, Question 2.3.2 or both, depending on their initiative.

Applicant Companies are permitted to **submit one application per application period**, however, within an application an Applicant Company is able to **apply for two grants**.

Within the business case section, there are questions where Applicant Companies applying for two grants are permitted to submit a longer response, or provide additional attachments. This is clearly signposted in the question text. Applicant Companies should describe the core elements of their proposal within the initial word limit and use the additional word count to specify variation to their response in respect of the different amounts.

Text contained in all attachments must be a minimum of size 10 font and Applicants are advised that attachments with embedded files are not permitted. Applicants are not permitted to attach any additional documents other than those requested. Applicants are advised that no macros are permitted within Excel files.

Applicant Companies are advised that the Scout tool does not limit the word count. Applicant Companies are responsible for ensuring their answers are within the stated word count. Questions marked with a \* are mandatory.

### 2.1 Executive Summary

2.1.1\* Summarise your business case. In your response provide:

- (i) a summary of the initiative(s)
- (ii) a summary of how the funding would assist the Applicant Company in achieving its strategy
- (iii) a summary of benefits
- (iv) the rationale for choosing this initiative

**1,000 words.**

2.1.2 Applicant Companies are invited to attach an overview of their business case

**One attachment (PPT, PDF or Word). Maximum four pages**

### 2.2 Current Position

2.2.1\* Detail the Applicant Company's current position in the UK SME market. In your response provide:

- (i) details of current range of product and services
- (ii) details of current market share, including both customer numbers and product usage

**750 words.**

### 2.3 Initiative Benefits

2.3.1 Outline how the initiative will result in the projected development of the Applicant Company's range of products and services applicable to SME customers in the United Kingdom. Please note that you will need to answer the relevant question (ii) based on the type of Body you have selected in the Application Form. In your response detail:

- (i) new products and /or services offered as a result of the funding
- (ii) if you are a Pool A Body answer [A] only, if you are a Pool B Body answer [B] only and if you are a Pool C Body answer [C] only:

**[A - Pool A Bodies only]** the extent to which the proposal set out in the Pool A business case facilitates the development of more advanced offerings of business current accounts and ancillary products for SMEs in the United Kingdom OR

**[B - Pool B Bodies only]** the extent to which the proposal set out in the Pool B business case facilitates the modernisation of existing business current account offerings or the development of new business current accounts or ancillary product propositions for SMEs in the UK OR

**[C - Pool C Bodies only]** the extent to which the proposal set out in the Pool C business case facilitates the expansion of business offerings to include, lending or payments services to SMEs in the United Kingdom or international payments services to SMEs in the United Kingdom

- (iii) the underpinning assumptions
- (iv) success criteria by which you would seek to measure the initiative. Please ensure these are objective and quantifiable

**1,250 words.**

2.3.2 Outline how the initiative will result in the extension of the Applicant Company's addressable market in the SME banking markets in the United Kingdom. In your response detail:

- (i) the predicted impact on addressable market, including how the initiative will improve customer outcomes for SMEs in the United Kingdom and/or the current products or services offered to SMEs in the United Kingdom
- (ii) the underpinning assumptions
- (iii) success criteria by which you would seek to measure the initiative. Please ensure these are objective and quantifiable

**1,500 words.**

2.3.3\* Detail the likely impact that the initiative will have on competition in the SME banking market in the United Kingdom. In your response detail:

- (i) the impact the initiative will have on competition
- (ii) the underpinning assumptions
- (iii) the success criteria by which you would seek to measure the initiative. Please ensure these are objective and quantifiable
- (iv) how this contributes to the public commitment you have made in the Application Form

**1,500 words.**

2.3.4\* Attach appropriate market analysis conducted to support the response to Question 2.3.3.

**One attachment (PPT, PDF or Word). Maximum three pages**

## **2.4 Financial Analysis**

2.4.1\* Summarise the key points from your financial analysis

**500 words.**

2.4.2\* Attach a copy of the financial analysis conducted to analyse and demonstrate the merit of the initiative. In your response detail:

- (i) the amount (if any) of its own funds that the Applicant Company is proposing to invest in relation to the proposals outlined in its Business Case
- (ii) how the funds will be spent within a 3-5 year period – please include an assessment on how quickly (a) the funds will be spent, and (b) the objectives in your business plan will be achieved
- (iii) how the market and competition benefits described in Questions 2.3.1 – 2.3.3 will be delivered as a result of the investment

NB. The Independent Body does not require the Applicant Body to submit projected revenue forecasts or internal profitability or return considerations. The focus of the Independent Body is on the overall investment, the use of the grant funds specifically, and the direct linkage between the investment and enhanced competition within the SME banking market. Please ensure your analysis clearly and robustly articulates these considerations.

**One attachment (Excel, PPT, PDF or Word)**

2.4.3\* Please confirm that if the Application Company is awarded a grant, the funds **will be used** to cover capital expenditure or operating expenses in relation to the following purposes:

- (i) the development of systems and/or infrastructure required to expand its Relevant Business(es);
- (ii) the recruitment and payment of employees in order to expand and/or operate the Relevant Business(es);
- (iii) the marketing of products relating to the Relevant Business(es);
- (iv) the acquisition or leasing of premises required to expand its Relevant Business(es); or
- (v) any other purpose which is (in the opinion of the Independent Body) consistent with the Overarching Principles of the fund

**I confirm / I do not confirm (and comments)**

2.4.4\* Please confirm that if the Application Company is awarded a grant, the funds will **not be used** for any of the following purposes:

- (i) to subsidise temporary price cuts for banking products and/or services;
- (ii) to repay any existing liability;
- (iii) to provide financing directly to customers;
- (iv) to finance capital expenditure and/or operating expenses which the Pool B Beneficiary had specifically planned to incur or which had been specifically committed prior to the date of the application and: (a) that the Pool B Beneficiary would make regardless of whether or not any amount from the Capability and Innovation Fund is received; or (b) that had been included in the Pool B Beneficiary's business plan prior to the date of the application;
- (v) to return capital by any means to existing shareholders of the Pool B Beneficiary; or
- (vi) for a purpose which is inconsistent with the Overarching Principles and/or its Business Case.

**I confirm / I do not confirm (and comments)**

2.4.5\* Outline the extent to which the Applicant Company commits to purchasing innovative financial services or software from SMEs in the United Kingdom and, if so, how such purchases would contribute to the commercialisation of such services

**500 words.**

## **2.5 Implementation**

2.5.1\* Outline the ability of the Applicant Body to deliver the proposals outlined in the Business Case. In your response provide:

- (i) a summary of the implementation approach, including timelines and key resources
- (ii) a summary of implementation costings
- (iii) a summary of the risks and issues identified, and the mitigations
- (iv) a summary of any assumptions and dependencies
- (v) one example of where the Applicant Company has delivered a significant change project, what lessons were learnt from the experience that would be applied here

**1,000 words.**

2.5.2\* Attach a high-level implementation plan. In your response, highlight the key milestones, with a focus on customer impact and market impact

**One attachment (PPT, PDF or Word). Maximum one page**

2.5.3\* Attach a high-level summary of implementation costings

**One attachment (Excel, PPT, PDF or Word). Maximum one page**

## **2.6 Governance**

2.6.1\* Outline the governance and controls that the Applicant Company would put in place to ensure transparency and effective monitoring, including by the Independent Body. In your response provide:

- (i) a summary of the governance structure
- (ii) a summary of the controls that would be put in place to ensure effective monitoring

**500 words.**

2.6.2\* Complete the attached template for tracking the KPIs. In your response provide:

- (i) the success criteria detailed in Questions 2.3.1 – 2.3.3
- (ii) additional KPIs that the Applicant Company would be measured against. Please ensure these are objective and quantifiable
- (iii) for each KPI include the target and the annual breakdown

**One attachment (Excel).**

2.6.3\* Confirm that the initiative complies with any relevant legal or regulatory requirement (including any rules and guidance made by the FCA and/or PRA)

**Yes / No**

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END