



Invitation to Tender

Business Investment for Growth (BIG) Productivity

Advanced Advisory Service

**Cornwall Development Company
TEN474**

1. About Cornwall Development Company

Cornwall Development Company (CDC) is the economic development service of Cornwall Council (CC) and is part of the Corserv Group of companies.

On behalf of CC, Cornwall & the Isles of Scilly Local Enterprise Partnership (LEP) and a range of stakeholders, CDC provides a bespoke, business facing service which helps deliver the economic vision and strategy for Cornwall. We achieve this through the expertise and professional commitment of our staff covering a wide range of economic development activities.

2. Background and Context

The Cornwall and Isles of Scilly (C&IOS) Growth Programme is the European economic regeneration programme for the region. It will contribute to the EU ambition to deliver smart, sustainable and inclusive growth.

Under this programme, European Structural Investment Funds (ESIF) and specifically the European Regional Development Fund (ERDF) has been allocated to promote the improvement of the competitiveness of SMEs by increasing the capacity and capability of SMEs and promoting entrepreneurship under Priority Axis 3d:

Supporting the capacity of small and medium sized enterprises to grow in regional, national and international markets and to engage in innovation processes. The support provided through this specific objective will help businesses to develop their internal capability in order to improve their productivity, grow and create jobs.

The rationale for promoting investment in SMEs:

- Of the estimated 5.2 million private sector businesses in the United Kingdom at the start of 2014, 4.6 million (88 per cent) were in England. SMEs make up nearly 99.9 per cent of these businesses.
- In the United Kingdom as whole SMEs are responsible for 60.1 per cent of private sector employment (15.2 million jobs) and 48.6 per cent of private sector turnover at the start of 2014.

However, SMEs face key challenges

- productivity is low compared with large firms
- Growth in SMEs is below potential. While a large proportion of SME employers (68 per cent) say they want to grow in the next two to three years, most will not actually show growth in any given year.

More details on European Structural Investment Funds (ESIF) and the European Regional Development Fund (ERDF) can be found via the links below:

[European Structural Investment Funds](#)

[European Regional Development Fund](#)

3. The BIG Productivity programme

BIG Productivity programme will support the transformation of the Cornish economy through co-investments in long term and sustainable business growth. BIG Productivity will build upon the strengths of the previous BIG and BIG 2 programmes, whilst also offering a more targeted and innovative approach towards enhancing the capabilities and growth of local SMEs to raise productivity, collaboration and competitiveness regionally and nationally.

The programme, which was approved in November 2019 and finishes in June 2022, has attracted £4.1M of ERDF funding. Specifically, the BIG Productivity programme aims to:

- invest in growth projects brought forward by innovative, ambitious and well-managed Cornish based businesses;
- work in collaboration with partner institutions to enable local SMEs gain access to national and global markets;
- provide a targeted advisory service tailored to support service to work across key sectors and support enterprises with potential to grow. The advisory service will allow the recipients to adopt and utilise new technologies much quicker, expand their regional and national coverage and increase their overall productivity.

The main objectives and outputs of BIG Productivity programme are to:

- support a total of 175 businesses;
- offer a tailored investment package to meet the needs of new and established Cornish SMEs. The investments will be in the range from £2,500 to £150,000 and be awarded at a maximum of 45% for small size companies and a maximum of 35% for medium size companies. The lower level investments tend to lead to increases in turnover and ongoing investment in future growth. Higher level investments lead to increase in productivity, competitiveness and operations. Approximately 80% of the investments will be capex in nature and therefore, meets an identified gap in the market as most grant schemes currently available are predominantly revenue based;
- disperse £3.15M of grants and attract a minimum of £3.85M of private SME match funding

- create at least 175 new jobs (40 of which are level 4 or above as defined by the Regulated Qualifications Framework (RQF) or the Framework for Higher Education Qualifications (FHEQ)
- provide non-financial advisory support to 30 businesses to access new markets, improve their processes and thus significantly improve their productivity;
- support the introduction of 30 new to the firm and 10 new to market products.

The BIG Productivity programme is being delivered by a programme manager (part time), 2 business coordinators and an administrator. Further support to this team is provided by CDC's experienced Programmes and Funds Management Services (PFS) and Central Finance, Claims & Audit (F&C) team.

The BIG Productivity team works as part of the SME business support landscape in Cornwall and hence it works collaboratively with a range of other programmes and organisations such as Cornwall Trade and Industry, Community Led Locally Development, Cornwall and Isles of Scilly Investment Fund, Access 2 Finance, Cornwall and the Isles of Scillies Growth Hub, Cornwall Chamber of Commerce and South West Manufacturing Advisory Service as well as several commercial referral partners.

4. Tender objectives

4.1 CDC is seeking to commission an experienced supplier to collaborate with the BIG Productivity team to provide a non-financial expert advisory support to 30 ERDF eligible SMEs to significantly (step change¹) their productivity by gaining access to any of the following:

- New Markets with existing product
- New Markets with new product
- R&D development of a new product
- New supply chain
- New Process
- Sources of grant funding in excess of £250k
- High value investment in excess of £500K

¹ Step change. The tenderer will identify and deliver the support the SME requires to achieve the significant increase in productivity. The tenderer is to ensure that the SME is given every opportunity to achieve the significant growth in productivity which will normally be a minimum of 20% within 12-24 months of the intervention.

4.2 The tenderer will be required to provide the support only to ERDF eligible SMEs to achieve the step change referred to above. The main sectors that are not eligible for ERDF support are:

- Fisheries and aquaculture;
- Processing and marketing of agricultural products;
- Shipbuilding;
- Schools/school age educational establishments;
- Insurance companies;
- Primary production;
- Coal or steel;
- Synthetic Fibres;
- Banking.

4.3 Currently the support is profiled as following:

Quarter	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020
SME supported	0	5	6	5
Quarter	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021	Oct-Dec 2021
SME supported	4	4	3	3

It is anticipated that 20 out of the 30 supported SMEs will subsequently successfully gain a BIG Productivity grant to progress the activities identified by the support they have received.

5. Tender requirements

5.1 Initial process. BIG Productivity have devised an initial approach to the process but CDC welcomes input from the tenderer in preparing a final set of criteria. It is anticipated the support would be made available for SMEs that have been trading for a minimum of 3 years (and have accounts for these years), turnover greater than £250K with growth less than 5% for the last 2 years (see Step2 in the table below). The aim of the support would be to initiate a programme of activity that would result in a minimum of growth of 20% within 12-24 months.

Step	Response	Activity	Comment
1	BIG Team	Call for applications	This could be done on a quarterly basis and will be promoted through the programme's website, marketing contractor and partner organisations. The Tenderer would be expected to promote the programme using their own resources.
2	BIG Team	Eligibility check	<ul style="list-style-type: none"> a. ERDF sector eligibility b. SME Check c. Undertaking In Difficulty Test d. Programme criteria compliance as per above
3	Big Team Tenderer	Application Review	Applications are reviewed and a short list is established
4	Tenderer	Initial SME diagnostic (see 5.2)	This might be through a visit, questionnaire, telephone/skype call.
5	Tenderer	Action Plan	Identify resources required. Cost 12 hours of support (see 5.4)
6	BIG Team	De minimis engagement letter	See 5.4
7	Tenderer	Complete support	Productivity Report. (see 5.3). Final costs
8	BIG Team	De minimis final letter	See 5.4
9	BIG Team	Application for funding	It is expected that 20 out of the 30 SMEs provided support will go on and receive a BIG Productivity Grant.

5.2 The tenderer will be responsible for providing support across potentially a wide range of sectors. It will be necessary, therefore, where the Tenderer does not have the inhouse skills and experience, to identify and subcontract with other provider(s) and manage these subcontract relationships.

5.3 The tenderer is expected to provide an initial diagnostic assessment of the SME. The diagnostic is expected to assess the business's operations and needs with the aim of identifying a desired 'future state' of the business. It will be the successful provider's responsibility to apply a flexible approach in producing a diagnostic report (or build on an existing diagnostic report) which will include a productivity enhancement exercise, clearly identifying needs, outputs and outcomes This will then be translated into a completed prioritised action plan to be provided to both the SME and CDC. As a minimum, the diagnostic report should have the following:

- The report should be electronic and in Microsoft Word Format;
- The report should have the title and the HMG and ERDF logos (See Enclosures 1 and 2). CDC will sign off on all use of the logos on all electronic and written documentation;
- SWOT or similar analysis;
- Identification of potential opportunities with/without changes;
- Recommendations on route forward with potential output/benefits identified;
- External resources required;
- Recommended timescale for changes (window of opportunity);
- Draft 12 hour support plan

Where the tenderer subcontracts the work to another supplier, the tenderer should issue a template and guidance notes for subcontract providers to complete for governance/consistency requirements and to measure performance against targets.

5.4 The support provided by this contract will constitute State Aid under the Commission Regulation (EU) No 1407/2013 de minimis regulation. Furthermore, the support for each SME must constitute a minimum of 12 hours of direct support and cannot include research time and travelling time. This information will be used by CDC to support the ERDF Output C4 in accordance with the ERDF Output Indicator Definitions Guidance for the ERDF for England (Enclosure 3)

5.4 Adherence to European Regional Development Fund Publicity Guidance. This programme is partly funded through ERDF and to raise awareness of the opportunities it offers. The European Commission requires all European funded projects to actively promote and publicise that they have received support and

to acknowledge it on any publicity materials or programme documentation relating to the funded activity.

These requirements are set out in formal regulations and therefore, any material produced under this contract must comply with the EU Publicity regulations which can be found in the ESIF Branding and Publicity Requirements at Enclosure 2. All material will normally require the use of the ERDF, HM Government, CDC and BIG Productivity logo/brand. CDC will sign off on all use of the logos on all electronic and written documentation

5.6 ERDF Cross-Cutting Themes. As detailed above, this programme is partly funded through ERDF and Projects qualifying for funding support must incorporate the Cross-Cutting Themes which are essential for the achievement of a well-balanced, sustainable and innovative economy. There are two themes:

5.6.1 *Sustainability*. Sustainable development is about achieving an appropriate balance between environmental, social and economic objectives. This means a programme needs to demonstrate how any potential negative environmental impacts associated with their programme will be minimised, or mitigated, and how potential positive impacts will be maximised.

5.6.2 *Equality and diversity*. Equality is about respect and not treating an individual or group of people unfairly. It is about giving people equality of opportunity to access services and to fulfil their potential. Equality is therefore based on the idea of fairness while recognising everyone is different.

Diversity is about all the ways in which people differ and about recognising that differences are a natural part of society. No two people are the same and this means that many different elements make up our local community – something which should be celebrated. Diversity is about treating people as individuals and making them feel respected and valued

Also see Corporate Requirements in section 9 below.

6. Budget

6.1 The total maximum budget available for this commission is £81,000 (exc VAT) but inclusive of all expenses.

Tenders that exceed the total budget will not be considered.

6.2 The budget will be reviewed as part of the tender evaluation detailed in Section 11 and will reflect the degree to which there is a saving on the maximum budget.

6.3 The successful tenderer will receive 7.5% of the contract price within 14 days of signing a contract with CDC the remainder of the contract will be divided by 30 and paid within 30 days of receiving an invoice and the evidence confirming the support has been completed.

7. Tender and commission timetable

Milestone	Date
Publication of ITT	03/03/2020
Final date for receipt of clarifications	12/03/2020
Final date for response to clarifications	16/03/2020
Deadline to return the Tender to CDC	23/03/2020
Evaluation of Tender by CDC - commencement	24/03/2020
Successful and unsuccessful tenderers notified	25/03/2020
Programme inception meeting	27/03/2020

8. Tender submission requirements

Please include the following information in your Tender submission.

8.1 Covering letter (two sides of A4 maximum) to include:

- a. A single point of contact for all contact between the tenderer and CDC during the tender selection process, and for further correspondence.
- b. Confirmation that the tenderer has the resources available to meet the requirements outlined in this brief and its timelines. Please provide CVs of all the relevant core delivery team which clearly demonstrate their experience and specialisms appropriate to this tender.
- c. Confirmation that the tenderer accepts all the Terms and Conditions of the Contract attached (Enclosure 4).
- d. Confirmation that the tenderer will be able to meet the Corporate Requirements (see Section 9) to include confirmation that Equality and Diversity, Environmental and Data policies are in place and, if successful, supporting documentation will be provided as evidence.
- e. Confirmation that the tenderer holds current valid insurance policies as set out below and, if successful, supporting documentation will be provided as evidence.
- f. Conflict of interest statement.
- g. Please also indicate any previous experience of working with

European Funding / ERDF project

8.2 Please demonstrate by providing 2 case studies (one demonstrating geographic reach and the other one demonstrating access to different types of networks), how your organisation (and subcontractors) has worked collaboratively with relevant third parties e.g. business support networks, local agencies (or similar) and key stakeholders (UK and overseas). The examples should clearly demonstrate how your organisation has exploited the regional and UK-wide business-support landscape to provide effective networking and achieve successful delivery of outcomes for clients and customers. (Maximum 5 pages A4 in Arial 11).

8.3 Please provide a brief summary of your (and, where appropriate, your subcontractors') capability, capacity and experience of working with SMEs in providing expert advice/support to aid business growth and development. Please provide short examples (maximum one page A4 each in Arial 11) covering 5 out of the 7 topics below:

- New Markets with existing product;
- New Markets with new product;
- R&D development of a new product;
- New supply chain;
- New Process;
- Sources of grant funding in excess of £250k;
- High value investment in excess of £500K.

8.4 Your methodology to deliver sections 5.2 and 5.3

8.5 Budget. Provide a **fixed fee** for this work, to exclude VAT but include all travel and other expenses

9. Corporate requirements

CDC wishes to ensure that its contractors, suppliers and advisers comply with its corporate requirements when facilitating the delivery of its services. It is therefore necessary to ensure that the contractor can evidence their ability to meet these requirements when providing the services under this commission.

All Tender returns must include evidence of the following as pre-requisite if the Tender return is to be considered.

9.1 Equality and Diversity

CDC is committed to providing services in a way that promotes equality of opportunity. It is expected that the successful tenderer will be equally committed

to equality and diversity in its service provision and will ensure compliance with all anti-discrimination legislation. The tenderer will be required to provide a copy of their Equality and Diversity Policies/Practices if successful in securing this contract.

9.2 Environmental Policy

CDC is committed to sustainable development and the promotion of good environmental management. It is expected that the successful tenderer will be committed to a process of improvement with regard to environmental issues. The tenderer will be required to provide a copy of their Environmental Policies/Practices if successful in securing this contract.

9.3 Indemnity and Insurance

The contractor must effect and maintain with reputable insurers such policy or policies of insurance as may be necessary to cover the contractor's obligations and liabilities under this contract, including but not limited to:

- Professional indemnity insurance with a limit of liability of not less than £1 million;
- Public liability insurance with a limit of liability of not less than £2 million;
- Employers liability insurance with a limit if liability of not less than £2 million

All insurances shall cover for any one occurrence or series of occurrences arising out of any one event during the performance of this contract. The tenderer will be required to provide a copy of their insurance policies if successful in securing this contract.

In addition, the contract will be subject to the following legislation.

9.4 Data Protection

The contractor will comply with its obligations under Data Protection Legislation (DPL), being the UK Data Protection Legislation and the General Data Protection Regulation (GDPR) and any other directly applicable European Union legislation relating to privacy.

The tenderer will be required to provide a copy of their Data Protection policy and privacy statement if successful in securing this contract.

9.5 Freedom of Information Legislation

CDC may be obliged to disclose information provided by bidders in response to this tender under the Freedom of Information Act 2000 and all subordinate

legislation made under this Act and the Environmental Information Regulations 2004 (Freedom of Information Legislation). Tenderers should therefore be aware that the information they provide could be disclosed in response to a request under the Freedom of Information Legislation. CDC will proceed on the basis of disclosure unless an appropriate exemption applies. Tenderers should be aware that despite the availability of some exemptions, information may still be disclosed if it is in the public interest.

9.6 Prevention of Bribery

Tenderers are hereby notified that CDC is subject to the regulations of the Bribery Act 2010 and therefore has a duty to ensure that all tenderers will comply with applicable laws, regulations, codes and sanctions relating to anti-bribery and anti-corruption including, but not limited to, this legislation.

9.7 Health and Safety

The Consultant must at all times comply with the requirements of the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1992 and all other statutory and regulatory requirements.

9.8 Exclusion

CDC shall exclude the tenderer from participation in this procurement procedure where they have established or are otherwise aware that the organisation, to include administrative, management or supervisory staff that have powers of representation, decision or control of the applicant's company, has been the subject of a conviction by final judgment of one of the following reasons:

- Participation in a criminal organisation;
- Corruption;
- Fraud;
- Terrorist offences or offences linked to terrorist activities;
- Money laundering or terrorist financing;
- Child labour and other forms of trafficking in human beings.

9.9 Publicity

In order to comply with the necessary publicity regulations that accompany ESIF funds all promotional material, meeting invites, questionnaires and reports must at all times comply with the latest guidelines. The Secretary of State has published the National European Structural and Investment Fund Publicity Guidance to assist grant recipients to comply with the Regulations referred to in the paragraph above. The chosen contractor will be required to agree all programme paperwork design with the programme manager at the start of the

contract to ensure that the necessary conditions have been met. The appointed contractor must comply with the publicity requirements in all activities, events, and literature developed as part of this contract. The link to the ERDF publicity requirements can be found at Enclosure 2.

9.10 Sub-contracting

Tenderers should note that a consortia can submit a tender and that the sub-contracting of aspects of this commission after appointment will be allowed.

9.11 Content ownership

By submitting a tender application, the tenderer acknowledges that the copyright to all material produced during the programme will be the property of CDC.

9.12 Document Retention

All documentation (electronic and hard copy) produced as part of this contract will need to be returned to CDC at the end of the contract so that we can retain them for future reference/audit. The contractor will not be expected to store these documents for future reference.

9.13 Conflicts of Interest

Tenderers must provide a clear statement with regard to potential conflicts of interests. Therefore, **please confirm within your tender submission** whether, to the best of your knowledge, there is any conflict of interest between your organisation and CDC or its programme team that is likely to influence the outcome of this procurement either directly or indirectly through financial, economic or other personal interest which might be perceived to compromise the impartiality and independence of any party in the context of this procurement procedure.

Receipt of this statement will permit CDC to ensure that, in the event of a conflict of interest being notified or noticed, appropriate steps are taken to ensure that the evaluation of any submission will be undertaken by an independent and impartial panel.

10. Tender clarifications

Any clarification queries arising from this Invitation to Tender which may have a bearing on the offer should be raised by email to: anna.staevska@cornwalldevelopmentcompany.co.uk in accordance with the Tender and Commission Timetable in section 7.

Responses to clarifications will be anonymised and uploaded by CDC to Contracts Finder and will be viewable to all tenderers.

No representation by way of explanation or otherwise to persons or corporations tendering or desirous of tendering as to the meaning of the tender, contract or other tender documents or as to any other matter or thing to be done under the proposed contract shall bind CDC unless such representation is in writing and duly signed by a Director/Partner of the tenderer. All such correspondence shall be returned with the Tender Documents and shall form part of the contract.

11. Tender evaluation methodology

Each Tender will be checked for completeness and compliance with all requirements of the ITT. Tenders will be evaluated to determine the most economically advantageous offer taking into consideration the award criteria.

Tender returns will be assessed on the basis of the following tender award criteria

Ref 8.1 Covering Letter	
Acceptable covering letter including confirmation of the requirements detailed at 8.1	Pass/ Fail
Ref 8.2	15
Please demonstrate by providing 2 case studies (one demonstrating geographic reach and the other one demonstrating access to different types of networks), how your organisation (and subcontractors) has worked collaboratively with relevant third parties e.g. business support networks, local agencies (or similar) and key stakeholders (UK and overseas) to exploit the regional and UK-wide business-support landscape to provide effective networking and achieve successful delivery of outcomes for clients and customers that you have provided support services to. (Maximum 5 pages A4 in Arial 11)	7.5 per case study
Ref 8.3	25
Please provide a brief summary of your (and, where appropriate, your subcontractor's) capability, capacity and experience of working with SMEs of providing expert advice/support to aide business growth and development. Please provide short examples (maximum one page A4 each in Arial 11) covering 5 out of the 7 topics below: <ul style="list-style-type: none"> • New Markets with existing product • New Markets with new product • R&D development of a new product • New supply chain 	5 per exam ple

<ul style="list-style-type: none"> • New Process • Sources of grant funding in excess of £250k • High value investment in excess of £500K 	
Ref 8.4	40
Your methodology to deliver sections 5.2 and 5.3	
Ref 8.6 Budget	20
A fixed fee for this work (exc VAT) including travel and other expenses	
The lowest bid will be awarded the full 20 marks. Other bids will be awarded a mark that is proportionate to the level of their bid in comparison to the lowest bid i.e. Marks awarded = 20 x lowest bid / bid	

12. Assessment of the Tender

The reviewer will award the marks depending upon their assessment of the applicant's tender submission using the following scoring to assess the response:

Scoring Matrix for Award Criteria		
Score	Judgement	Interpretation
100%	Excellent	Exceptional demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services. Full evidence provided where required to support the response.
80%	Good	Above average demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services. Majority evidence provided to support the response.
60%	Acceptable	Demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with some evidence to support the response.
40%	Minor Reservations	Some minor reservations of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response.
20%	Serious Reservations	Considerable reservations of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response.
0%	Unacceptable	Does not comply and/or insufficient information provided to demonstrate that there is the ability, understanding, experience, skills, resource and/or quality measures

		required to provide the goods/works/services, with little or no evidence to support the response.
--	--	---

During the tender assessment period, CDC reserves the right to seek clarification in writing from the tenderers, to assist it in its consideration of the tender. Tenders will be evaluated to determine the most economically advantageous offer taking into consideration the award criteria weightings in the table above.

CDC is not bound to accept the lowest price or any tender. CDC will not reimburse any expense incurred in preparing tender responses. Any contract award will be conditional on the Contract being approved in accordance with CDC's internal procedures and CDC being able to proceed.

13. Tender Award

Any contract awarded as a result of this tender process will be in accordance with the attached CDC standard terms and conditions (see Enclosure 4).

14. Tender returns

Please submit the Tender document by email or post or in person by 12:00 on 23 March 2020.

If submitting electronically, please send by email to tenders@cornwalldevelopmentcompany.co.uk with the following wording in the subject box: "Tender TEN474 Strictly Confidential BIG Productivity Advanced Advisory Service"

Tenderers are advised to request an acknowledgement of receipt when submitting by email.

If submitting by post or in person, the Tender must be enclosed in a sealed envelope, only marked as follows:

"Tender TEN474 Strictly Confidential BIG Productivity Advanced Advisory Service"

Nicky Pooley
 Head of Corporate Services
 Cornwall Development Company
 Bickford House
 Station Road
 Pool
 Redruth
 Cornwall TR15 3QG

The envelope should not give any indication to the tenderer's identity. Marking by the carrier will not disqualify the tender.

15. Disclaimer

The issue of this documentation does not commit CDC to award any contract pursuant to the tender process or enter into a contractual relationship with any provider of the service. Nothing in the documentation or in any other communications made between CDC or its agents and any other party, or any part thereof, shall be taken as constituting a contract, agreement or representation between CDC and any other party (save for a formal award of contract made in writing by or on behalf of CDC).

Tenderers must obtain for themselves, at their own responsibility and expense, all information necessary for the preparation of their tender responses. Information supplied to the tenderers by CDC or any information contained in CDC's publications is supplied only for general guidance in the preparation of the tender response. Tenderers must satisfy themselves by their own investigations as to the accuracy of any such information and no responsibility is accepted by CDC for any loss or damage of whatever kind and howsoever caused arising from the use by tenderers of such information.

CDC reserves the right to vary or change all or any part of the basis of the procedures for the procurement process at any time or not to proceed with the proposed procurement at all.

Cancellation of the procurement process (at any time) under any circumstances will not render CDC liable for any costs or expenses incurred by tenderers during the procurement process.

16. Enclosures

1. HM Government Identity Guidelines
2. ESIF-GN-1-005 ESIF Branding and Publicity Requirements v8
3. ESIF-GN-1-002 ERDF Output Indicators Definition Guidance v6
4. CDC Terms and Conditions over £25K