

# Outline Business Plan pro-forma for Yorkshire Forward Single Pot and/or European Regional Development Fund



**This form must be completed with reference to the Outline & Full Business Plan Guidance Note**

<b>Project Title:</b>	Havertop Lane Growth Park, Normanton
<b>Artemis PMS Project Number:</b>	
<b>YF Sponsoring Director:</b>	Jan Anderson
<b>YF Head of Service: (SP)</b>	N/a
<b>EU Head of Service: (ERDF)</b>	Malcolm Taylor
<b>YF Project Development Manager: (SP)</b>	N/a
<b>EU Development Manager: (ERDF)</b>	John Boanas
<b>Lead Organisation:</b> <i>include address with and postcode and type of organisation (eg Local Authority, private sector, private sector non profit)</i>	CDP Limited Huddersfield Road Elland West Yorkshire HX5 9BW (private sector)
<b>Lead Contact Details:</b> <i>(Name, Full Address &amp; Postcode if different from above, Telephone and email address)</i>	Details removed for web publication
<b>Other key project partners:</b> <i>(include address with postcode and type of organisation)</i>	Wakefield First
<b>Project Location:</b>	Havertop Lane, Normanton, WF6 1RT
<b>Start Date of Project:</b> <i>(day/month/year)</i>	1.7.2010
<b>End Date of Project:</b> <i>(day/month/year)</i>	1.7.2013
<b>Date for Full Business Plan submission</b> <i>(day/month/yr)</i>	1.9.2010
<b>Please state source(s) of funding requested – i.e. which Investment Plan/ YFDF and/or ERDF</b>	ERDF
<b>If ERDF, which Priority/ies and Objective/s does it fall under? (ERDF)</b>	Priority 2, Objective 3
<b>If multi- Priority, which proportion of eligible cost will fall under each priority (%) (ERDF)</b>	n/a
<b>Please state % of activity in SY/ rest of region(ERDF)</b>	100% Rest of Region
<b>Programme on Artemis PMS (This is the primary RES/PSA delivery area met)</b>	
<p><b>Project Summary (150 words max):</b> <i>(Why is the project / programme required? Why is Yorkshire Forward / ERDF funding required? What is the project / programme aiming to achieve (key outputs/outcomes)?)</i></p> <p>Located in the Tier 2 assisted area of Wakefield, the project comprises the development of 21,367m<sup>2</sup> of specialised business premises in 3 units with associated on site infrastructure comprising internal access roads and services targeted at identified growth sectors within the region. Agents report unsatisfied enquiries from companies in healthcare industries and logistics sectors. The units will be designed to accommodate these sectors by increasing floor loadings and eaves height which are characteristics sought by occupants in those sectors.</p> <p>The economic downturn has resulted in market failure for accommodation targeted at the priority and other potential growth sectors in the region. To meet the demand for premises in these sectors some degree of public sector assistance is required to enable a fully funded project capable of delivery.</p>	

## Outline Business Plan

Havertop Lane is in a suitable location for sectors requiring excellent transport links to overseas and domestic markets, adjacent to the main link between Humber and Merseyside ports.

The project can be delivered quickly as the site is in the ownership of the applicant and detailed planning permission is in place for two units, and outline for the third.

Key outputs will be up to 500 jobs in 21,367m<sup>2</sup> of new space to BREEAM “very good” standard.

**1. Strategic Fit** This section should briefly state the strategic priorities this proposal addresses; the project/programme itself should not be described

1.1. For projects / programmes **seeking single pot funding**, which Policy Product(s) within the Yorkshire Forward **Corporate Plan** does the project / programme address?

n/a – seeking ERDF only

1.2. Which Objective(s), Deliverable(s), and Action(s) within the **Regional Economic Strategy** does this project / programme address?

Objective 2 (B); Grow businesses and employment in knowledge based regional clusters.

Objective 2 (C); Boost key sectors of regional significance

Objective 2 (F); Expansion of regional supply chain.

1.3. For projects / programmes **seeking ERDF** identify which priorities and objectives within the **Yorkshire & Humber 2007-13 Operational Programme** the project/programme contribute to and confirm that the ERDF team are aware of this project / programme.

Priority 2, Objective 3. Promote the development of new and high technology clusters and sectors through investment in infrastructure support for specialist business premises, including the refurbishment and reuse of existing buildings. These will be adapted to accommodate healthcare and logistics sectors by increasing eaves height and floor loadings, and specifying very clean internal environments.

1.4. Could the project / programme be eligible for other sources of **European funding** (e.g. **FP7**, **URBACTII** or **INTERREG**)? If so, please confirm that the European Strategy team are aware of this project / programme.

The project is not eligible for other sources of European Funding.

1.5. If the project / programme involves business support, how does it align with the **Business Support Simplification Programme** and which **product** does it comply with?

The project may involve some degree of business support but as we do not know the occupants at this stage we cannot identify their needs and requirements. However, it is possible that the Business Support Simplification Programme products of interest would be Export Credit Guarantee Schemes and Grant for Business Investment advice.

1.6. Please explain the alignment of the project / programme with the **national or European strategic agenda**.

The objectives of Priority 2 Objective 3 of the ERDF Programme are aligned with a number of objectives contained within the Lisbon Strategy and the National Strategic Reference

Framework. Havertop Lane will attract occupants from growth sectors in the economy and will offer higher quality job opportunities than would otherwise be available. The project therefore aligns with the following agendas;

### **The Lisbon Strategy**

The project delivers a number of key outputs which aligns it with the Lisbon strategy;

- Knowledge and Innovation leading to sustainable growth
- Creating better jobs
- Bringing more people into employment
- Making a better place to work and invest.

### **National Strategic Reference Framework**

The project addresses the following priorities;

- stimulating enterprise and supporting successful business
- extending employment opportunities

## 2. Evidence of Need

2.1. Please explain the economic rationale for this project / programme, including the **market failure or equity objective** it seeks to address?

This project addresses both market failure and achievement of an equity objective.

Wakefield First is focusing on attracting companies in the key sectors of Food and Drink, Healthcare Industries, Advanced Engineering, Environmental Technology, Logistics, Digital and Media, Business and Professional Services. However, it is recognised that there is market failure in the provision of accommodation for these sectors and consequently little or no progress can be made without subsidy.

Havertop Lane Growth Park is situated in the Tier 2 assisted area of Wakefield and hence there is recognition that even before the recent economic downturn the area required selective assistance for development and regeneration.

The applicant demonstrates the extent of market failure with the accompanying gap funding appraisal and agents report on the market. Market rents and yields do not support cost of construction hence no development activity is likely to take place until economic circumstances improve – and the only way to achieve this improvement is to promote and deliver schemes such as Havertop Growth Park. Please note there are no units of significant size readily available or planned as confirmed by the Agent's report, hence investors in these growth sectors will locate outside the region unless provision is made.

The equity objective of offering higher quality jobs in growth sectors to local residents of the communities within the Five Towns Area of Wakefield (Pontefract, Castleford, Normanton, Featherstone and Knottingley) will be addressed by this project, as it is strategically located to serve these communities.

Current economic indicators for Wakefield as a whole and for the Five Towns Area in particular highlight the continued need for economic regeneration activity;

- In October 2009, 4.6% of Wakefield residents were claiming Jobseeker Allowance compared with the National level of 4.2%.

- Youth unemployment in Wakefield was the highest in the subregion and above regional and national rates.

- Youth unemployment in the wards of Featherstone, Normanton and Sharlston, Castleford Whitwood and Castleford Glasshoughton is higher than the Wakefield District figure (34.5%) and the national figure (30.7%)

Havertop Lane Growth Park would provide a significant number of new job opportunities for these disadvantaged wards by aligning the project with the initiatives already being delivered by Wakefield First. The existing link with Job Centre Plus as a strategic partner with Wakefield First and the Council will work with occupants when identified, by appointing a Job Centre Plus account manager. The role of the account manager will be to ensure that the new job opportunities are targeted at Five Towns residents. In addition, the jobs will be advertised on the "Wakefield Works" web site which is an initiative delivered by the strategic partners.

2.2. Is the market failure or equity objective identified particularly relevant to the needs of **specific demographic groups**? If not, please explain why.

As above, it is clear that youth unemployment is a major problem issue in this part of Wakefield and the Growth Park would aim to provide local job opportunities for local people using the mechanism described above in 2.1.

The new units would also provide a safe secure environment for female employees who would not feel intimidated in the well lit surroundings. In addition, Havertop Lane is well served by public transport to / from the Five Towns Area.

2.3. Clearly demonstrate the **additionality** of investment, i.e. why Yorkshire Forward / ERDF funding is required.

The accompanying financial appraisal demonstrates the gap between cost and value of the project; this is a measure of the extent of market failure and why the project could not proceed in the absence of assistance. We confirm the project does not fall under the core remit of any other public body.

2.4. Please explain how this project / programme links to other **complementary or related activity**. Is this project / programme dependent upon other activity or likely to be constrained or otherwise affected by it?

The Five Towns Area has been the focus of attention for Wakefield First in recent years. Despite significant renewal funding the area still remains problematic. The real issue is the lack of provision of new job opportunities, without which a sustainable future will always be at risk.

In addition, the area is one of a small number of Tier 2 assisted areas in West Yorkshire.

This project is not dependent on other programmes but is dependent on the assisted area aid intensity ceiling which enables large companies to resource public funding within prescribed limits. The current ceiling (15%) will remain in place until December 2012.

2.5. Are there **external factors** (e.g. legislation) which weigh heavily in favour of providing funding for the project / programme, and would a delay in the delivery of the project negate or reduce its impact?

The Equalities and Diversity agenda is to be extended by legislation in 2011 to include a duty to reduce social-economic inequalities which this project will address.

### 3. Options

3.1. What is the project / programme trying to achieve? Please detail the **aims, objectives and expected outcomes**. As far as possible, objectives should be stated in general terms to allow proper consideration of a range of options to meet them.

The overall aim is to establish Havertop Lane as a location for the target growth sectors identified in the ERDF Programme. Companies tend to be attracted to locations where similar quality organisations have already clustered, and we intend to promote and market the project as the growth park for Normanton.

Our Agent reports unsatisfied demand in this location for the type and sizes of units provided (see attached letter) and a lack of new and planned build. We have therefore resolved to meet this anticipated demand from growth sector companies by delivering the project.

The objective is to provide (21,367m<sup>2</sup>) of specialised space in three units designed to BREEAM “very good” standard with specifications commensurate with target sector company expectations i.e. high eaves clean internal environment and heavy floor loadings.

Anticipated outcomes will be the accommodation of circa 500 jobs in growth sectors within the lifetime of the ERDF Programme. This will have the impact of increased Gross Value Added and establishment of new supply chains within the subregion.

3.2. What **options** for delivering the outcomes have been considered? You should include in this section as a minimum the costs, benefits and risks of the:

- ‘Do nothing’ option
- Viable alternative option
- Preferred option, with brief justification

#### **Do nothing**

The site could be marketed as it is, requiring on site infrastructure to service future buildings. If offered in this way potential occupants would be faced with lengthy deliberations with planning departments, architects, engineers, construction companies, etc in addition to engaging in their normal business activities.

At a time of maximum stress, which is inevitable when a major relocation / investment takes place, it is likely that the potential occupant would look elsewhere. This strategy rarely proves successful when the economy is weak, as it will be for the foreseeable future.

#### **Viable Alternative**

A viable alternative to the preferred option would be to install site infrastructure and offer an “oven ready” location suitable for all sectors with flexibility on unit size, design, specification, etc. This would make the investor’s timescale a little quicker than in the “do nothing” option, although planning permission for the unit(s) would still be required.

In practice, the time saving relative to the “do nothing” option may be minimal as infrastructure could be installed concurrently with unit(s) construction, which still represents an unacceptably long timescale for an inward investor. In addition, the site would not retain its focus on the target sectors, thereby reducing its impact on the regional economy.

#### **The Preferred Option**

## Outline Business Plan

This option provides ready made premises to offer inward investors/occupants with minimal delay and planning issues, accommodating large volumes of high quality jobs in an area much in need of immediate economic stimulus.

A comparison of the three options is show below:

Option	Advantage	Disadvantage	Cost	Impact
Do nothing	<ul style="list-style-type: none"> <li>▪ No risk</li> <li>▪ No public funding required in short term</li> </ul>	<ul style="list-style-type: none"> <li>▪ No new investment</li> <li>▪ No economic impact</li> <li>▪ Other countries may gain potential investment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil short term</li> <li>▪ Very high long term</li> <li>▪ High opportunity cost of missing investment opportunity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Zero/negative</li> <li>▪ Continued lack of activity on prominent site is bad for image and discourages investors</li> </ul>
Viable Alternative	<ul style="list-style-type: none"> <li>▪ No funding risk to public sector</li> <li>▪ Increases the potential for development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timescales still too long for many investors</li> <li>▪ Vacant site portrays poor image</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil to public sector in short term.</li> <li>▪ Developer and/or occupant will require funding to proceed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Zero/positive</li> <li>▪ At least the intent may be seen as a positive image change</li> </ul>
Preferred	<ul style="list-style-type: none"> <li>▪ Risk taken by private sector</li> <li>▪ Accelerates the economic impact</li> <li>▪ Captures the investment for the subregion</li> </ul>	<ul style="list-style-type: none"> <li>▪ None, relative to others</li> <li>▪ Further retro fitting of the units may be required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fixed cost for public sector will at the minimum produce a valued asset for the economy</li> <li>▪ Additional costs in the future will be minimised</li> </ul>	<ul style="list-style-type: none"> <li>▪ High as Wakefield First can market the subregion positively</li> <li>▪ Will encourage supply chains and more target sector based development</li> </ul>

3.3. Please explain the **consultation** undertaken within Yorkshire Forward and externally in developing this proposal, and how this consultation has informed the selection of the preferred option.

The applicant has consulted within Yorkshire Forward on the content of an acceptable ERDF proposal both in terms of technical issues and sectoral content. We have formulated the application to be consistent with the advice given and this has led to a more exciting and larger scale project.

Consultations with Wakefield First have confirmed the target sectors for this location are consistent with those in the ERDF Programme.

3.4. What major **strategic risks** are associated with the project / programme? What action will be taken to manage or mitigate these risks, and will any sources of public funding would be lost to the region should the project / programme not receive funding?

Risks comprise those normally associated with a major development but perhaps marginally enhanced by the restricted target sector focus. However, this is more than counterbalanced by the ability to offer potential inward investors/occupants a much reduced timescale. In tabular form;

Outline Business Plan

<b>Risk</b>	<b>Level</b>	<b>Potential Impact</b>	<b>Management/Mitigation</b>
Cost overruns	Low	Low	Experienced developer and costs informed by similar developments for bespoke clients in easier economic times.
Failure to secure tenants	Medium	High	Market indications are positive and efforts will be focused on achieving pre-lets during construction phase. This risk is being taken by the private sector.
Recession deepens	Low	Medium	Even in recession the target sectors will show growth prospects.  Effect mitigated by continued low interest rates
Coalition Government experiences major problems	Medium	Low	All major parties will express commitment to growing target sectors and reducing unemployment

#### 4. Project Management (Preferred Option)

4.1. Describe the **key activities** to be undertaken, including initial estimates on headline costs for key elements with timescales for project implementation and completion for the preferred option.

Planning Permission for 3 <sup>rd</sup> Unit Submitted / Approved	October 2010 / Jan 2011
Tender / Subcontract appointments	Jan 2011
Start on site	March 2011
Complete First Unit	December 2011
Complete 2 <sup>nd</sup> and 3 <sup>rd</sup> Units	December 2012

##### Headline costs

	£m
Land	1.2
Construction	11.0
Infrastructure (onsite)	0.5
Fees	<u>1.0</u>
ERDF Eligible Total	<u>13.7</u>

See attached financial appraisal.

4.2. How is the project / programme designed to ensure that the expected benefits can be realised by all sections of the community, and specifically, is there a need for targeted assistance to secure **economic inclusion**? For Projects seeking ERDF funding, please also complete the Equalities & Diversity checklist available on the Yorkshire Forward website

The project is located in an area of high youth unemployment as identified by Wakefield First in their supporting documentation. The applicant will work with Wakefield First and the City of Wakefield Council to ensure local unemployed residents are made aware of job opportunities.

The Equalities and Diversity checklist is attached.

4.3. **How will the project / programme be managed and delivered?** Which **other organisations** will be involved in project management and delivery, and what will be their contribution and why the delivery partner(s) for the preferred option have been selected based on evidence of capability and past performance. Does this project involve **YF taking an interest in or setting up a company**? Will **CPRG approval** be required or are any consents required before delivery? Will a full **OJEU tender** be required?

CDP Limited is an experienced developer responsible for in excess of 5million ft<sup>2</sup> in the region, and will project manage this scheme internally.

The construction and infrastructure work will be tendered in small work packages in order to gain the keenest prices and retain close cost control. Each work package will be valued below the limit requiring OJEU tenders.

Marketing and letting will similarly be subcontracted and generally two agents are appointed for major development sites to cover national/international and local marketing.

Once completed, the site will be actively managed by an appointed agent.

There will be no requirement for Yorkshire Forward to take an interest in the delivery mechanism or in setting up a company.

4.4. Please state what method will be used to **evaluate** the project / programme (see [Evaluation Guidance](#)):

- external independent evaluation
- internal review / self-evaluation
- independent evaluation as part of a wider programme evaluation (please state the programme)

**The proposed approach must be discussed with the Evaluation team prior to submission of the Outline Business Plan**, with relevant timing and costs built into the project / programme.

We would propose internal review/self evaluation through a Project Learning Review conducted following completion of the first unit. We are familiar with the quality, frequency and depth of information required for ERDF schemes which can be gathered by quarterly surveys of occupants.

4.5. Capital build elements should meet the Building Research Establishment Environmental Assessment Method ([BREEAM](#)), or equivalent, environmental performance standard for buildings 'Very Good' or 'Excellent'. Please state which rating will be achieved and outline the key environmental impacts identified.

The development would be BREEAM "very good" standard. Prior to any construction commitment the detailed design of the buildings and specification, employers requirements for the successful contractor would be drawn up to;

- (i) ensure BREEAM "very good" rating at this stage – and will be assessed as such.
- (ii) ensure that issues as local purchasing, minimum recycling content, energy usage, etc are addressed.

The environmental impacts in addition to the construction phase will include on-going energy usage and green travel.

The location is well served by public transport and it is anticipated that cycling will be promoted through the provision of racks. Details of travel plans and energy usage / recycling will be expanded upon in the Full Business Plan.

4.6. What significant **environmental issues** have been identified from the Sustainable Development Assessment and the Green House Gases forecasting and Inventory tool? For projects seeking ERDF funding, please also complete the Environmental Good Practice checklist available on the Yorkshire Forward website

## Outline Business Plan

The Environmental Good Practice checklist is attached.

They key environmental issues will relate to how employees, goods and services travel, and how the impact on the environment can be minimised in the long term. It is anticipated that sophisticated logistical technology can be developed and operated in this location.

**5. Outputs, Outcomes and Results**

**Contribution to Targets**

5.1. The table asks you to capture the **outcomes and benefits** of your project and to group these by the category of **Strategic Added Value (SAV)** that your project is most clearly going to contribute to. (See guidance for further information and examples)

SAV Category	Baseline Position	Target Position	How will this be Evidenced
Strategic catalyst role/regional economic leadership	<ol style="list-style-type: none"> <li>1. Significant failure in property market leading to no new available premises and lack of positive movement in the subregional economy.</li> <li>2. Labour pool availability dominated by youth unemployment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Market failure addressed by assisted development of premises for target sectors enabling organisations to expand in short timescale.</li> <li>2. Inward investors/expanding and relocating companies begin to employ more of youth unemployed labour pool.</li> <li>3. Movement within existing employed base</li> </ol>	<ol style="list-style-type: none"> <li>1. Occupation of premises.</li> <li>2. Analysis of newly employed addresses, age, previous employment history, etc.</li> </ol>

Outline Business Plan

		will encourage more job opportunities.	
Contribution to broader policy-development/ intelligence	<ol style="list-style-type: none"> <li>1. In assisted areas it is still necessary to intervene in the market to stimulate activity.</li> <li>2. The private sector is vital to the regeneration process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ultimately for assisted areas to become self sustaining; loss of status will be long term position.</li> <li>2. To achieve property market without need for subsidy, with in-built resistance and resilience to next economic downturn.</li> </ol>	<ol style="list-style-type: none"> <li>1. In longer term, recovery of property values resulting from higher quality tenants with better long term growth prospects and hence good covenants.</li> </ol>
Cross-regional partnership	<ol style="list-style-type: none"> <li>1. Probably not relevant although most regions appear to be suffering from some form of market failure.</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> </ol>

\*Notes

There are two criteria for determining whether the project needs to complete the SAV table being: i) whether or not SAV is a significant part of the project's rationale; and ii) whether or not the outputs significantly reflect the amount of funding being applied for.

5.2. How does the project contribute to **Yorkshire Forward and European output measures?**

Please refer to **guidance for Definitions of Outputs** for further details of these targets.

<b>Direct Output</b> (Please note that these should be <b>DIRECT</b> outputs and <b>exclude</b> <b>INDIRECT</b> outputs.)	<b>Estimated Contribution</b>	<b>Estimated date to be achieved</b>
<b>Yorkshire Forward</b>		
<b>O1 Job creation</b>		
<b>O2 Business Creation</b>		
<b>O3 Business support</b> (Businesses assisted – min 2 hours per business)		
<b>O3(a)</b> no. intensively assisted to improve their performance		
<b>O3(b)</b> no. engaged in new collaborations with knowledge base		
<b>O4 Regeneration Brownfield land reclaimed &amp;/or redeveloped</b>		
<b>O5 Employment Support</b>		
<b>O6 Skills</b> (People Assisted – min 6hrs per person)		
<b>O6(a)</b> no. of adults gaining basic skills		
<b>O6(b)</b> no. of adults in work who are supported to achieve at least level 2 or equivalent		
<b>O6(c)</b> no adults in work supported to achieve a higher level qualification		
<b>O7 Financial – Public &amp; Private Sector Regeneration Infrastructure Investment Levered</b> (Physical Investment Levered - £)		
<b>O8 Sustainable Development</b> (Reduce Green House Gas Emissions)		
<b>O9 Private Sector Investment Levered £m (exec. regen.)</b>		
<b>O10 Businesses with R &amp; D leveraged by RDA engagement</b>		
<b>European Indicators</b>		
<b>Gross new jobs created</b>	260	Dec 2013
<b>Gross jobs safeguarded</b>	260	Dec 2013
<b>No of new businesses created</b>	2	Dec 2013
<b>Gross increase in GVA</b>	£7.15m	Dec 2013
<b>No of businesses assisted that are SMEs</b>	2	Dec 2013
<b>New or upgraded floorspace (sq m)</b>	20,438	Dec 2012
<b>Other</b> - include as many other priority specific indicators as appropriate (refer to Operational Programme for indicators)		

<b>Cross-cutting theme targets</b> (refer to Operational Programme and guidance)		
--	--	--

## 6. State Aid

Where public funds subsidise activity, either directly or indirectly, that could potentially affect competition between EU Member States, the assistance provided will need to conform to EC State Aids rules. The types of activity covered include, for example, benefits to the private sector, e.g. grants to firms for investment, R&D, training or reduced cost business consultancy. It could also include benefits to the public sector where it is engaged in 'economic undertaking' e.g. provision of managed workspace or revenue generating infrastructure. **It is vitally important to establish whether State Aid provisions apply to the project and, if so, whether the relevant procedures have been followed.** *Please refer to the guidance notes, and if necessary, contact relevant YF/EU team if you are unsure about what constitutes state aid.*

6.1. Will the project involve **State Aid**? Yes

**If YES,**

**i) Is it coming forward under a notified 'Block Exemption' scheme? (Please give details)** The project is submitted under the Northern England Property Scheme 2010-2013 (see gap funding financial appraisal). The appraisal indicates eligible expenditure of £17.768m under the Northern England Property Scheme, which for a large company in a 15% Tier 2 areas gives an aid ceiling of £2.665m. This represents 19.45% of ERDF eligible costs, within the P2 limit, and less than the overall capital gap of the scheme. Maximum ERDF is therefore £2.665m

**ii) Does the Commission need to be notified? Has it been approved? (Please supply Notification number, date of notification to commission, approval date, the amount of aid and the £ to € exchange rate used. n/a**

**If NO,**

**iii) If you have answered "No" you must give a full explanation justifying your answer**

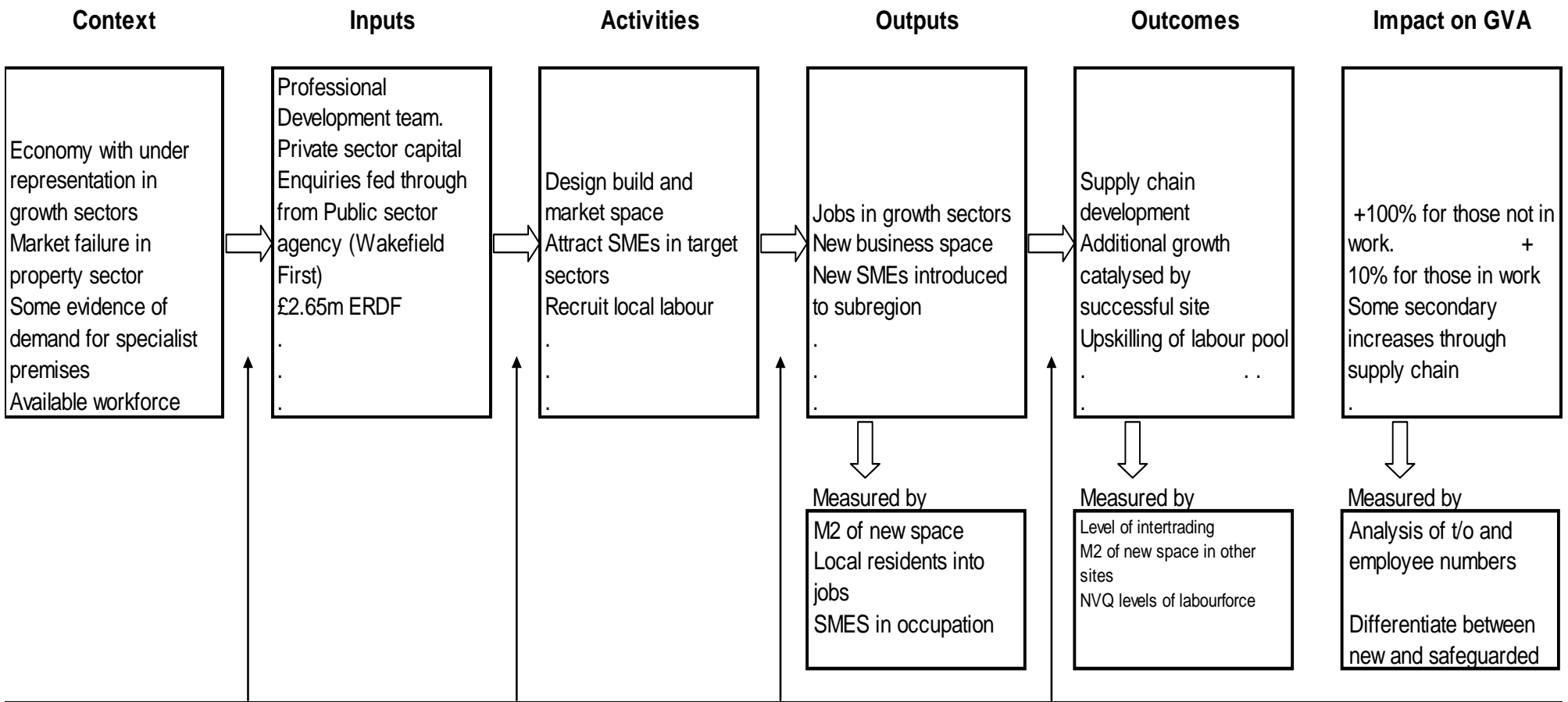
**7. Finances**

Source	Yorkshire Forward		ERDF		Other Public Funding		Other European (please Specify funding stream)		Private		TOTAL (£ millions)	
	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
<b>Funding Status**</b>									1			
<b>2008/09</b>												
<b>2009/10</b>												
<b>2010/11</b>												
<b>2011/12</b>			1.90	-					8.10	-	10.00	-
<b>2012/13</b>			0.76	-					2.94	-	3.70	-
<b>TOTAL</b>			2.66	-					11.04	-	13.70	-

\*\* insert relevant code for each funding source: 1=confirmed in writing 2=applied for 3=to be determined

**8. Logic model**

Please complete this logic model to illustrate why the project / programme is being proposed and the expected outcomes (preferred option).



**Assumptions**

Enquiries do not prefer other locations.  
 Market failure existing but can only be overcome by boosting image and demonstrating that growth sectors can prosper.  
 Critical mass of employment and activity can be attracted by positive features of Wakefield Economy

**9. Yorkshire Forward Internal Distribution**

Please indicate which YF teams this Outline Business Plan should be circulated to for comment:

Rural Renaissance		Advanced Engineering and Materials Sector		Skills	
Urban Renaissance		Environmental Technologies Sector		Communities	
Property & Development	x	Digital and New Media Sector		Transport	
Sustainable Development		Food & Drink Sector		Culture and Major Events	
Tourism		Healthcare Technologies Sector		Inclusion and Diversity	
		Business Improvement		Humber	
		Innovation		North Yorkshire	
		Enterprise		South Yorkshire	
		Business Support Simplification Programme		West Yorkshire	x
		Marketing			
		Inward Investment and Investor Development			
		International Trade			

**10. YORKSHIRE FORWARD INTERNAL SIGN OFF**

a) Before Submission:

**In submitting this Outline Business Plan, I verify that the proposal fits with my Policy Product and that the Geographic HoS (s) has confirmed to me that they are aware and supportive of it.**

**Yorkshire Forward Head of Service**

Signed:

Name: Malcolm Taylor

Date:

Outline Business Plan

**I confirm this project contributes to the stated programme priority and there is sufficient funding within the ERDF programme to allocate against this.**

**ERDF Priority Control Manager**

Signed:

Name: Graham Lynch

Date:

**Yorkshire Forward Sponsoring Director**

Signed:

Name: Jan Anderson

Date:

***b) Following successful Submission of Outline Business Plan***

**Signed on behalf of the Exec Team**

Signed: .....

Date: .....

Executive Director of Finance