TENDer specifIcation

Tender Title:

**Provision of Project Audit/Evaluation Services**

Project:

**Cheshire & Warrington Covid 19 Restructure Grant Programme**

|  |  |
| --- | --- |
| Issue of Specification | 19 April 2022 |
| **Deadline for Responses** | 6 May 2022 before 5:00PM |

PArt A: Background to Specification

This document comprises the following sections:

* Part A: Background to Specification which outlines the requirements of the service and provides guidance on completing the tender,
* Part B: Contractor Response Section, seeking supplier information,
* Part C: Response to Tender through Responding to Tender Questions.

Please read carefully the instructions and answer all questions. If you have any queries regarding completing of the response please email [procurement1@blueorchdid.co.uk](mailto:procurement1@blueorchdid.co.uk) . We reserve the right to distribute the response provided to your question to other interested applicants if required under FOI legislation.

# Background

In July 2020 the Cheshire & Warrington LEP commissioned Blue Orchid Enterprise Solutions Ltd to develop and deliver an SME grant scheme to support SMEs across the Cheshire & Warrington LEP area to purchase and install small capital items to allow their business to adapt to then emerging and rapidly changing COVID 19 guidance and regulations.

The original tender for this work was valued at £500,000, inclusive of the grant fund, is included below as Appendix 2.

Basing our response on a review of the Government advice within the ‘Keeping workers and customers safe during COVID-19’ series of guidance documents and feedback from our business advisers, Blue Orchid submitted a project proposal (Appendix 3).

Under this proposal Blue Orchid agreed to deliver a complete end-to-end grant management project comprising;

* Programme, process and systems development
* Launch and marketing
* Client engagement & recruitment
* Application processing and client support
* Application appraisal & due diligence
* Grant claim processing and payment
* Monitoring & reporting

The proposed programme recommended a small grant programme providing grants of up to 80% of purchase costs (maximum value of £5,000) to the Cheshire & Warrington SMEs to support the purchase of items that would commonly fall under the falling types;

* **Support home & remote working**: ICT equipment e.g. Laptops, desktops, screens, printers to allow staff members to work remotely. Office ICT equipment to facilitate remote access to work product.
* **Physical Equipment & Building Modifications:** Safety modifications; screening, signage, adaptations for 1-way systems, mobile barriers. Installation of automatic doors, fixed barriers. Furniture and changes to building layouts e.g. new doors, collection hatches.
* **Mobile ordering and payment systems**: particularly hospitality sector to take orders and liaise between kitchens without the transfer of paper orders between staff. Customer-Facing Tabletop Tablets & Electronics Kiosk ordering points, e.g. takeaway outlets.
* **Handheld Order/Point-of-Sales & Kitchen Display equipment** and mobile phone customer ordering and payment apps.
* **Personal Equipment:** including visors, gloves, aprons, uniforms & hard-wearing work wear.

Following a successful initial phase the LEP decided in October 2020 to increase the Covid Restructure Grant Fund by a further £1m and asked Blue Orchid to submit a proposal to deliver this significantly larger project which resulted in the creation of a £1.4m grant fund in total.

# Requirements of the Brief

As part of the contract conditions Blue Orchid is required to appoint an independent consultant to conduct an evaluation/audit of the programme who will examine the claims submitted for the project duration and carry out a review comprising;

* Selection of a random sample of eligible expenditure incurred by value as reported on the claims and traced them to invoices or other supporting documentation and evidence of payment to check that they have been properly incurred and defrayed in accordance with the terms and conditions of the Grant
* Verification of the outputs claimed by the project and checked that there is adequate supporting information available to support these claims;
* Confirmation of the arithmetical accuracy of the schedules relating to the claims and agreed them to the appropriate supporting documentation and review of whether the grant claimed by the Organisation has been calculated in accordance with the terms and conditions of the Grant Offer Letter;
* Confirmation that any State Aid implications have been considered and compliance with Public Procurement Legislation has occurred

Full Audit/Evaluation requirements are included in Appendix 4.

Blue Orchid will make available to the successful supplier all required transactions data, SME grant claim evidence and evidence of output in an electronic format and will make available Project staff for any interviews required.

For information 506 grant payment transaction lines were incurred in the payment of grants for 1,471 separate capital elements (items) to an approximate value of £1.1m. Bidders should ensure that their response includes sufficient random sampling and review of these transactions to be able to verify that project expenditure has been incurred correctly.

# Preparing a Successful Application

Successful applicants will demonstrate:

* A track record of successful provision of project evaluation and appraisal services for publicly funded business support services
* Examples of previous similar services & references for 2
* business support to SMEs focused on business planning, growth planning, financial advice and planning, etc;
* Ability to communicate and develop solutions with senior personnel and with people from a range of backgrounds and sectors;
* Ability to provide regular, timely statistical and qualitative information in a format to be agreed as well as compliant contract specific paperwork / evidence of support;
* Ability to work flexibly as part of a team to provide a seamless service;
* Offer good customer service skills.

# Responding to the Tender

The scoring of the tender is based on the following criteria:

1. Curriculum vitae/Company Background Information Only
2. Meeting the requirements of the brief 30%
3. Background / experience in the role 30%
4. Price 40%
5. Interview Information Only

# Minimum Score Threshold for Interview/award

Before a Supplier/Applicant is invited for interview, they first need to pass the minimum score threshold across Questions 1 (Meeting Requirements of Brief) and Questions 2 (Background/Experience). **A minimum combined score of 40 marks out of a total of 60 is required from Questions 1 and 2.** Failure to meet the minimum quality threshold will mean the supplier’s response will not be further analysed and not invited to become a supplier.

# Selected Advisors for award

It is likely that a number of Advisors/Presenters will be appointed following this tender, all of whom have met the minimum quality threshold and are within the budgeted day rate. Work will be provided based on Specialist Advisor’s delivery specialisms and requirement for the service. There is no guarantee of work.

# Timescales

The table below outlines the timescales for this tender and delivery of the project.

|  |  |
| --- | --- |
| Issue of Specification | 19 April 2022 |
| Deadline for Responses | 6 May 2022 before 5:00PM |
| Interview (if required for clarification) | 9 – 11 May 2022 |
| Evaluation and Feedback | 12 May 2022 |
| Appointment of Supplier | 12 May 2022 |
| Project Commencement meeting | 13-16 May 2022 |
| Initial draft report | 31 May 2022 |
| Final Report | 10 June 2022 |

# Pricing

We are looking for fixed price for the service, inclusive of all costs but excluding VAT.

TECHNICAL NOTEs

# No Contract

No information contained in this specification or in any communication made between Blue Orchid and any supplier in connection with this specification shall be relied upon as constituting a contract, agreement or representation that any contract shall be offered in accordance with this specification. Blue Orchid reserves the right, subject to the appropriate procurement regulations, to change without notice the basis of, or the procedures for, the competitive tendering process or to terminate the process at any time. Under no circumstances shall Blue Orchid incur any liability in respect of this specification or any supporting documentation. You accept Blue Orchid’s Terms and Conditions of Business and Requirements of ERDF Funding.

# freeedom of information

We are committed to open government and to meeting their responsibilities under the Freedom of Information Act 2000. Accordingly, all information submitted to Blue Orchid may need to be disclosed in response to a request under the Act. If you consider that any of the information included in your tender is commercially sensitive, please identify it and explain **(in broad terms)** what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity. You should be aware that, even where you have indicated that information is commercially sensitive, we may still be required to disclose it under the Act if a request is received. Please also note that the receipt of any material marked ‘confidential’ or equivalent by Blue Orchid should not be taken to mean that we accept any duty of confidence by virtue of that marking. If a request is received, we may also be required to disclose details of unsuccessful tenders.

# Instructions for Completion

**Completed questionnaires should be submitted in electronic format and emailed to the email address given at the end of this section and by the due date as outlined in Deadline for Response in the Timescales section.**

You should answer all questions as accurately and concisely as possible. Where a question is not relevant to your organisation, please state N/A (not applicable) and include a brief explanation if required.

Questions must be answered in English and submitted either in Microsoft Word readable format or Adobe Acrobat PDF.

Responses will be evaluated in accordance with the procedures set out in Part A. In the event that none of the responses are deemed satisfactory, Blue Orchid reserves the right to consider alternative procurement options.

Failure to provide the required information, make a satisfactory response to any question, or supply documentation referred to in responses, within the specified timescale, may mean that you will be excluded from further participation in the procurement.

## Consortia and sub-contracting

Where a consortium or sub-contracting approach is proposed, all information requested should be given in respect of the proposed prime contractor or consortium leader. Relevant information should also be provided in respect of consortium members or sub-contractors who will play a significant part in the delivery of services or products under any ensuing contract. Responses must enable Blue Orchid to assess the overall service proposed. Where the proposed prime contractor is a special purpose vehicle or holding company, information should be provided of the extent to which it will call upon the resources and expertise of its members.

We recognise that arrangements in relation to consortia and sub-contracting may be subject to future change. Service providers/suppliers should therefore respond in the light of such arrangements as are currently envisaged.

Please provide details of the proportion of any contract awarded under this contract that the prospective supplier proposes to subcontract.

We reserve the right to seek independent financial and market advice to validate information declared or to assist in the evaluation.

## Queries about the procurement

We will not enter into detailed discussion of the requirements at this stage.

Any questions about the procurement should be submitted by e-mail to [**procurement1@blueorchdid.co.uk**](mailto:procurement1@blueorchdid.co.uk)

If we consider any question or request for clarification to be of such significance that all potential suppliers who have responded should be made aware of it, both the query and the response will be communicated to them, in a suitably anonymous form.

All responses received and any communication from service providers will be treated in confidence.

# Supplier Selection

Selection criteria at a general level will be a combination of both financial and non-financial factors and will consider:

1. Supplier Acceptability – status of supplier in relation to selection criteria below
2. Supplier Track Record (service history) - The Service Provider must be able to demonstrate a successful track record (service history) of providing similar services to those listed in the Official Journal of the European Union (OJEU) Call for Competition Notice.
3. Supplier Capacity and Capability – Assessment of the totality of resources and core competences available to the supplier(s).

Failure to provide a satisfactory response to any of the questions may result in us not proceeding further with the supplier. The information supplied will be checked for completeness and compliance before responses are evaluated.

Evaluation of subsequent stages will be undertaken in accordance with the overall Evaluation Strategy for the project. The high level Evaluation Criteria for the project are as follows:

* Specification compliance/ acceptable alternative
* Technical criteria
* Service Provision

We will evaluate all proposals on the basis of the “most economically advantageous proposal”.

The overall evaluation process will be conducted in a fair and equitable manner, so that we are able to consider the value for money of each proposal. This means that different clarification/information may be sought from different applicants.

PART B: REsponse Section

# 1 ORGANISATION IDENTITY

All respondents should answer these questions. If your company is not currently registered in the UK, you should still try to answer each question, substituting any appropriate professional, commercial or other registration within your domestic jurisdiction.

Single sole trader business advisors are most welcome to apply and where an answer is not applicable please indicate as such.

**Information Only**

|  |  |
| --- | --- |
| Name of the company (Prime or single contractor) in whose name the tender would be submitted |  |
| Contact name |  |
| Address |  |
| Telephone number |  |
| E-mail address: |  |
| Web Address |  |
| Company Registration number: (if any) |  |
| Date of Registration |  |
| Registered address if different from the above |  |
| VAT Registration number: (if any) |  |
| Please attach Curriculum Vitae or Organisational Background for information only | **Attach CV Yes No** |
| References | **Reference 1:** |
| **Reference 2:** |

# 2. ORGANISATION INFORMATION

All firms should answer these questions. If your company is not currently registered in the UK, you should still try to answer each question, substituting any appropriate professional, commercial or other registration within your domestic jurisdiction.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Is your organisation a: | i) public limited company? |  | iii) sole trader? |  |
|  | ii) limited company? |  | iv) partnership? |  |
|  | v) voluntary organisation |  | vi) charity |  |
| Brief history (not more than 200 words) of your organisation or career background | | | | |
|  | | | | |
| If you or your organisation is a member of any professional or trade bodies or associations, please list them below: | | | | |
|  | | | | |

# 3. DELIVERY SPECIALISM

PART C: Scored Response

**Scored**

|  |
| --- |
| **Question 1. Background and experience in the role.** Please outline previous knowledge or experience of delivering this type of successfully delivering evaluation services for publicly funded business support services/projects with a minimum value of £1m.  (Max 1,000 words).  *This is a minimum threshold question – please see notes above* **SCORE 30%** |
|  |
| **Question 2. Meeting the Requirements of the Brief. Outline your proposed methodology for carrying out the evaluation of the C&W Restructure** Using a previous example of your work as a case study please outline how you have previously provided advice, guidance and support to an SME to assist them in identifying potential finance source, preparing a robust investment case/business plan and applying for finance**.**  **(Max 1,000 words).  *This is a minimum threshold question – please see notes above***  **SCORE 30%** |
|  |
| **Question 3. Pricing**  **SCORE: 40%** |
| **Please ensure that the price is provided in the following formats;**   * **Total Price £, inclusive of all expenses** * **£ Day Rate/ Breakdown of Days required** |

# COMPLIANCE WITH EC LEGISLATION/ UK PROCUREMENT LEGISLATION

**Pass/Fail**

|  |  |  |
| --- | --- | --- |
| Do any of the circumstances as set out in the summary below of ineligibility conditions apply? | |  |
| If yes, please supply details: |  | |
| We may seek evidence at a later date, in confirmation of your answer. | | |

## SUMMARY OF INELIGIBILITY CONDITIONS

1. is bankrupt or is being wound up, where his affairs are being administered by the court, where he has entered into an arrangement with creditors, where he has suspended business activities or is in any analogous situation arising from a similar procedure under national laws and regulations;
2. is the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by the court or of an arrangement with creditors or of any other similar proceedings under national laws and regulations;
3. has been convicted by a judgment which has the force of res judicata in accordance with the legal provisions of the country of any offence concerning his professional conduct;
4. has been guilty of grave professional misconduct proven by any means which the contracting authorities can demonstrate;
5. has not fulfilled obligations relating to the payment of social security contributions in accordance with the legal provisions of the country in which he is established or with those of the country of the contracting authority;
6. has not fulfilled obligations relating to the payment of taxes in accordance with the legal provisions of the country in which he is established or with those of the country of the contracting authority;
7. is guilty of serious misrepresentation in supplying the information required under this Section or has not supplied such information;
8. has been the subject of a conviction for participation in a criminal organisation, as defined in Article 2(1) of Council Joint Action 98/733/JHA;
9. has been the subject of a conviction for corruption, as defined in Article 3 of the Council Act of 26 May 1972 and Article 3(1) of Council Joint Action 98/742/JHA3 respectively;
10. has been the subject of a conviction for fraud within the meaning of Article 1 of the Convention relating to the protection of the financial interests of the European Communities;
11. has been the subject of a conviction for money laundering, as defined in Article 1 of Council Directive 91/308/EEC of 10.61991 on prevention of the use of the financial system for the purpose of money laundering. Statement confirming that items (a) to (k) do not apply.

Please remember to email this response to [procurement1@blueorchdid.co.uk](mailto:procurement1@blueorchdid.co.uk) before the deadline specified in Timescales.

Appendix 1 – Evaluation Criteria

We intend to award the contract to the Tenderer offering the most economically advantageous Tender in accordance with the Award Criteria and weightings set out in the paragraphs below.

Prior to evaluating Tenders, we will carry out an initial review of each Tender to confirm completeness and compliance with the Tender Requirements and may, at its discretion, reject a Tender which is incomplete and / or non-compliant. The following pre-evaluation process will be undertaken:

* **Compliance Check Stage:** to confirm completeness and compliance with the Tender Requirements. We may, at our discretion, reject a Tender which is incomplete or non-compliant. Please note the word count and any text above the word count will not be assessed.
* **Selection Stage:** to confirm compliance with any minimum standards / thresholds set out in the Contract. **Please note there is a minimum quality threshold for the combined value of Questions 1 and 2, of 40 marks out of 60. Tenderers who do not meet this threshold will not be assessed any further and will be declined as suppliers.**
* **Tender Price Score:** This is calculated using the formula shown below for those applicants meeting the minimum quality threshold and technical compliance requirement. Note maximum day rate.
* **Interview:** interviews will only be used to address any clarifications and are not scored.
* **Evaluation Stage:** We will then determine the most economically advantageous tender by evaluating all those Tenders that have successfully passed through the above stages in accordance with the award criteria and weightings set out in the paragraphs below.

Any Tender that is accepted will be awarded to the most economically advantageous tenderer in accordance with the following criteria. **Please note there is a minimum quality threshold for the combined value of Questions 1 and 2, of 40 marks out of 50.**

**Part B: Contractor Information as follows:**

|  |  |
| --- | --- |
| **Part B Contractor Information** | **Assessment** |
| Organisational Background and Specialism | Information Only |

**Part C – Scored Response and Compliance**

|  |  |
| --- | --- |
| **Part C Award Criteria** | **Max Potential Score** |
| Question 1 – Response to the Tender | 30 |
| Question 2 – Meeting the Requirements of the Brief | 30 |
| Question 3 – Price | 40 |
| Interview | Information Only |
| Compliance With EC Legislation/ UK Procurement Legislation | Pass / Fail |

### QUALITATIVE – questions 1 and 2 plus interview

Each non-price criterion question (and interview questions) will be scored (referencing the above weighting) using the following methodology:

|  |  |
| --- | --- |
| Full Points | Proposal exceeds requirement. Demonstrated by clear, detailed information and unequivocal evidence |
| 75% of Points | Proposal completely meets requirement. Demonstrated ability to meet requirements with clear and convincing evidence |
| Half Points | Mostly meets requirement. Evidence is fairly clear and convincing; minor reservations in one or more key areas |
| 25% of Points | Mostly fails to meet requirements. Evidence is unclear and/or unconvincing in most areas, although convincing in some areas. Overall response casts doubt on ability to meet requirements |
| 0 Points | Significantly fails to meet requirements. In virtually all areas there is a lack of convincing evidence which casts serious doubt about the ability to meet requirements |

### PRICE – question 3

The lowest price will be awarded full marks and each other proposal will be awarded a score based on the percentage difference from the lowest price. See worked example below.

|  |  |
| --- | --- |
| **Scoring Model on Pricing** |  |
| **Lowest Price** | **£500** |
| **Bidder Price** | **£700** |
| **Difference** | **£200** |
| %age Score | 40% |
| Max Score | 40 |
| **Bidder Score** | **24** |

If the price seems abnormally low, further explanation as to the low price may be sought and evaluation of whether the quote is considered economically viable.

Appendix 2 – Original tender

Cheshire and Warrington Local Enterprise Partnership

Invitation to Tender

Management of Business Restructuring and Adaptation Grants

June 2020

**EXECUTIVE SUMMARY**

Cheshire and Warrington Local Enterprise Partnership (CWLEP)supports economic development and growth in the sub region of Cheshire and Warrington through the distribution and administration of a range of Government and European grants and funds, including the Local Growth Fund, the Growing Places Fund and Evergreen loan funds. The CWLEP also partners with organisations to deliver on an agenda for providing support for business growth and skills development and administers funding for the Northern Powerhouse 11.

CWLEP has been responding to the challenges presented to the economy by Covid-19 by providing advice and information to businesses and providing intelligence to central government departments regarding the impact of the various policies and support schemes introduced in response to the crisis. It is now beginning to utilise funds at its’ disposal to support recovery.

CWLEP has already announced an investment of £600k of funding, which when matched with ESF funds, will inject £1Million into skills development through the Accelerate programme.

CWLEP now plans to invest £500k of Growing Places capital funding in the form of grants to small businesses to support their restructuring and adaptation to operating to the new guidelines for Covidsafe business and is seeking an organisation that can administer the scheme to the criteria set out in this tender document.

**REQUIREMENT**

In the normal course of its business CWLEP provides grant and loan funding to support the development of infrastructure, skills and the economy. These are typically for projects which take months, if not years, from planning to delivery and are often of large value. It is not resourced to operate a grants scheme of relatively small values to multiple recipients.

The Growing Places Fund provides capital resources and the CWLEP Board has approved the use of, initially, £500,000 in the form of grants to small businesses to be invested in ways that will support businesses to re-open, operate and grow in a Covid-safe way. CWLEP envisages that the typical grant value will be between £1,000 and £5,000, thereby resulting in up to 500 grant awards, but more likely around 250. CWLEP is now seeking an organisation capable of implementing the grants scheme quickly. The provider will need to demonstrate how they will support the CWLEP to meet the following challenges:

* Simple application, appraisal and award process with speedy turnaround
* Quick programme launch (within a week of award)
* Online engagement, application & monitoring process (at least initially) to ensure that rapid roll-out of the programme to SMEs
* Online/remote solution using Cloud systems
* Robust in terms of due diligence to reduce fraud yet remain administratively light.
* Real-Time performance data on grant pipeline, awards etc for the LEP/Stakeholders.
* High volume management from enquiry to award, we would expect many hundreds of applications
* Close integration with Growth Hub particularly regarding awareness raising and delivery.
* Low admin costs by a “safe pair of hands.”

The provider should also outline the criteria they feel will be necessary to ensure the success of the scheme, provide an explanation for those choices and how they will ensure the criteria are consistently applied to applicants.

* Outline the due diligence checks to be performed and fraud prevention measures
* % match contribution required from the grant recipient.
* Eligibility of impacted sectors and businesses; All or only some.
* Nature of equipment to be funded and whether to have approved supplier lists. If approved lists, when and how could discretion be applied?

The provider should also provide their proposals regarding operational considerations, for example:

* How to manage the grant expenditure process and receipt of funds from the LEP?
* Nature and frequency of progress & performance monitoring of grant pipeline and expenditure with ‘real time’ information dashboards.
* Follow up in, say, 12 months, for effectiveness of the scheme.
* Capturing, in a GDPR compliant way, applicant data and sign posting to other sources of information and support.
* Complaints handling procedures.

This contract will run sufficiently long to (i) distribute the grant funding and (ii) provide an impact report, but not longer than two years. Administration costs shall be deducted from the GPF funding.

**TIMESCALES**

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Issue brief for procurement | **24th June 2020** |
| Deadline for submissions | **12 noon 3rd July 2020** |
| Appointment | **Latest, 8th July 2020** |

**Submission requirements**

Bidders are required to submit tenders in an electronic format (i.e. MS Word/PDF) setting out the following:

* Background and experience of the firm.
* Track record of undertaking similar commissions.
* The proposed milestones for establishing and operating the GPF business restructuring grant scheme including the criteria including when it will be operational.
* The proposed arrangements for ensuring criteria are met by applicants and fraud prevention
* The proposed monitoring and follow up.
* The fixed price for operating the scheme.

No word limit is set for each element of the proposal but submissions should not exceed 10 pages of A4 in total. Submissions should be sent via email FAO Ian Brooks to: tenders@871candwep.co.uk

**Evaluation of tenders**

A completed form of tender (see Appendix 1) is required. Failure to provide the declaration will render a bid ineligible for scoring.

Each proposal will be scored against the following evaluation questions, weighted as follows:

|  |  |
| --- | --- |
| **Evaluation question** | **Score** |
| Background and experience of the firm | 10 |
| Experience of delivering similar assignments | 10 |
| Proposed milestones for establishing the scheme and timescale | 20 |
| Proposed arrangements for ensuring applicants meet the criterial and fraud prevention | 20 |
| Proposed arrangements for operating the scheme, reporting and follow up impact assessment including GDPR compliance and complaints handling | 10 |
| Price | 30 |
| **Total** | **100** |

Each evaluation question will be scored using the following scoring criteria:

|  |  |
| --- | --- |
| **Scoring criteria** | **Score** |
| Failure to respond or irrelevant information which fails to meet the requirement | 0 |
| Response is unsatisfactory partially meets the requirement | 2 |
| Response is acceptable and meets the minimum requirement | 3 |
| Response is good - better than merely acceptable | 4 |
| Response is excellent, exceeds the requirement and gives added value | 5 |

**Financial arrangements**

Payments for services covered by this invitation to tender will be on submission of appropriate invoices, subject to CWLEP’s standard payment terms. Payment against approved invoices will normally be within a maximum of 30 days. Invoicing arrangements will be agreed with the successful provider following the award of the contract.

Grant payments will be made in tranches, in advance, with values and timing dependent on the delivery of the scheme.

**Contract**

A contract will be awarded to the tenderer whose proposal is deemed to be the most economically advantageous subject to agreement on conditions of that contract. Please note that the CWLEP reserves the right to cancel the tender process at any time prior to a contract being entered into. CWLEP is not bound to accept the lowest price or any tender submitted.

**Further information and queries**

If you require any clarifications relating to the information contained within this invitation to tender please contact Ian Brooks (contact details below) before **12:00 noon on 2nd July 2020**. Responses to requests for clarification may not materially change any of the elements of the tenders submitted. Any additional information provided by the LEP as a result of requests for clarification will be made available to all potential bidders via the CWLEP website :

<http://www.871candwep.co.uk/resource-types/tenders/>

Ian Brooks

Finance and Commercial Director

Cheshire & Warrington LEP

Tel: 07508 527 997

Email: ian.brooks@871candwep.co.uk

**9. TENDER PROPRIETY**

*Confidentiality and Disclaimer*

9.1. This ITT is not an offer capable of acceptance but represents a definition of specific requirements and an invitation to submit a response addressing such requirements.

9.2. Neither the issue of the ITT to you, your preparation and submission of a tender, or the subsequent receipt and evaluation of your tender by CWLEP commits CWLEP to award a contract to you or any other bidder, even if all requirements stated in the ITT are met. CWLEP is not responsible directly or indirectly for any costs incurred by your firm in responding to this ITT and participating in CWLEP’s procurement process.

9.3. All firms shall keep strictly confidential all information contained in this ITT, and other information or documents made available to it by or on behalf of CWLEP in connection with this ITT. The firms shall not disclose, nor allow any such information to be disclosed. Submission of a formal response to this ITT will confirm your agreement to observe these confidentiality requirements.

9.4. Contact by the firms with CWLEP during the bidding process should only be with the individuals named as the CWLEP tender contact. Respondents shall not offer or give any consideration of any kind to any employee or representative of CWLEP as an inducement or reward for doing, or refraining from doing, any act in relation to the obtaining or execution of this or any other contract with CWLEP.

*Material Misrepresentation*

9.5. CWLEP shall reply on the information provided by the bidder in relation to its offer. In providing the services as specified in the Invitation to Tender documents the successful bidder/tenderer shall comply with the contents of its offer as failure in this respect may constitute a material breach of contract.

*Collusive Bidding*

9.6. Collusive bidding is unacceptable to CWLEP. Any tenderer that is caught by CWLEP to be circumventing rules or the law during this tender process will automatically be disqualified from the tender process.

This applies to any bidder who:

a)**.** Fixes or adjusts the amount of his bid by or in accordance with any agreement or arrangement with any other person, or

b). Communicates to any person other than CWLEP the amount or approximate amount of his proposal (except where such disclosure is made in confidence to obtain quotations necessary for the preparation of the tender for instance) or,

c). Enters into any agreement or arrangement with any other person\* that he shall refrain from bidding or as to the amount of any bid to be submitted, or

d). Offers or agrees to pay or give, or does pay or gives any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done, or causing or having caused to be done in relation to any Offer or proposed Offer for the Services or any act or omission will be disqualified (without prejudice to any other civil remedies available to CWLEP and without prejudice to any criminal liability which such conduct by a bidder may attract).

NB Sub-contracting is permissible where the bidder believes that this will enhance their proposal, however this must be clearly stated.

*Bribery*

9.7. Bribery means any offence under the Bribery Act 2010 or related Laws creating offences in relation to offering, promising or giving a bribe or requesting, agreeing to receive or receiving a bribe

9.8. The Contractor agrees with the Client that this Contract will operate on the basis of zero tolerance being shown towards any Fraud and/or Bribery. The Contractor shall take all reasonable steps, in accordance with Good Industry Practice, to prevent Fraud and Bribery by Staff and the Contractor (including its shareholders, members, directors) in connection with the receipt of monies from the Client and with the operation of this Contract.

**APPENDIX 1 Form of Tender Schedule 2 Declaration by Tenderer ITT Title: Management of Business Restructuring and Adaptation Grants**

1. I, [insert name], certify that I am the person duly authorised to sign tenders for and on behalf of [insert company name], the tenderer, and having read the documents, offer to supply the goods, services or works:
   * as set out in the letter of invitation to tender, the specification and accompanying tender documents, samples and/or drawings.
   * under the terms and conditions indicated
   * at the price (or prices) specified in the attached tender documentation.

1. It is agreed that any or other terms and conditions of contract or any caveats, assumptions, reservations or exclusions that may be printed on correspondence emanating from the tender, or any Contract resulting from this tender, shall not be applicable to this tender or agreement.

1. I certify that this is a bona fide tender and that I have not fixed or adjusted the amount of the tender by, or under, or in accordance with any agreement with any other person. I have not done, and undertake that I will not do at any time before the hour and date specified for the return of the tender, any of the following acts:
   * Communicate to a person other than CWLEP, the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender
   * Enter into an agreement or arrangement with any other person that he/she will refrain from tendering or to the amount of any tender to be submitted
   * Offer, or pay, or give, or agree to pay any sum of money or valuable consideration, directly or indirectly to any person for doing, or having done, or causing to be done in relation to any tender or proposed tender, for the said work, any act or thing of the sort described above.

1. I further certify that the principles described in paragraph 3 have been, or will be, brought to the attention of all subcontractors, suppliers and associated companies providing services or materials connected with the tender and any contract entered into with the subcontractors, suppliers or associated companies will be made on the basis of the compliance with the above principles by all parties.

1. I understand that CWLEP reserves the right, unless the tenderer stipulates to the contrary in the tender, to accept such portion thereof as CWLEP may decide. CWLEP is not bound to accept the lowest or any tender.

1. I have obeyed the rules regarding confidentiality of tenders and will continue to do so as long as they apply.

1. I can confirm that I accept that any breach of any of the conditions could lead to any tender being rejected or to the rescission of the Contract by CWLEP.

|  |  |
| --- | --- |
| Authorised Signatory |  |
| Date |  |
| Name in BLOCK LETTERS |  |
| Job Title |  |
| Telephone Number |  |
| E-mail address |  |

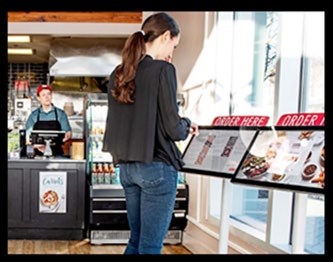
Please ensure that the form is completed and signed before being returned with any other supporting documentation requested, by the due date and time. Use the checklist to ensure that you have submitted the relevant documents.

Appendix 3 – BOES tender Response

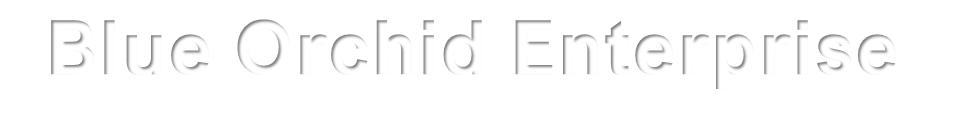
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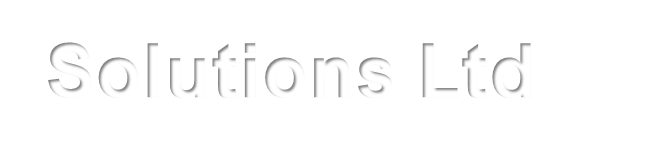
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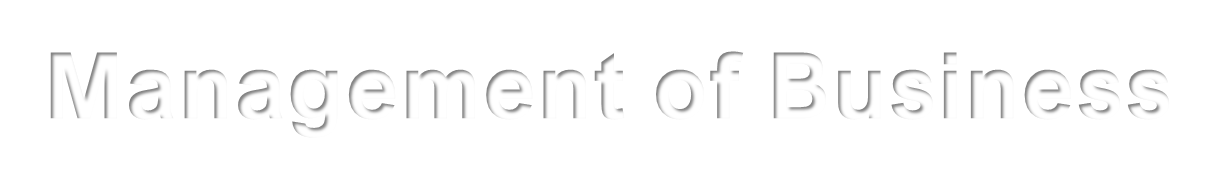
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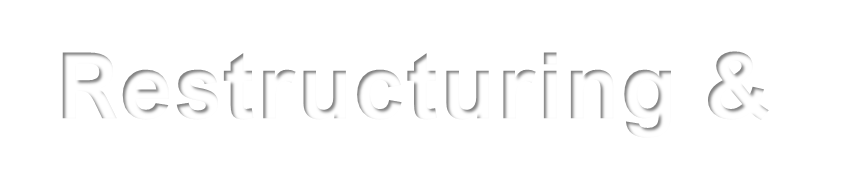
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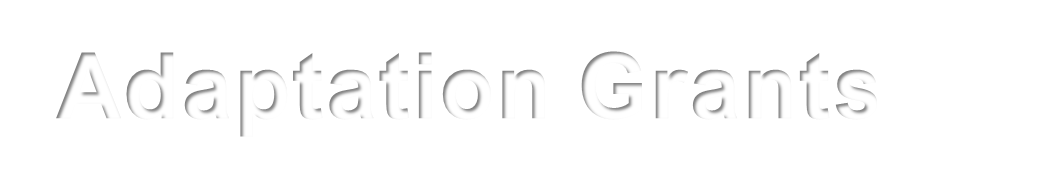
**Management of Business**



**Restructuring &**



**Adaptation Grants**



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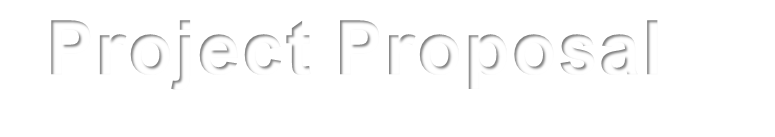
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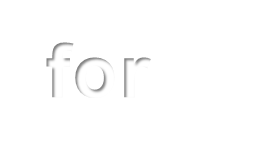
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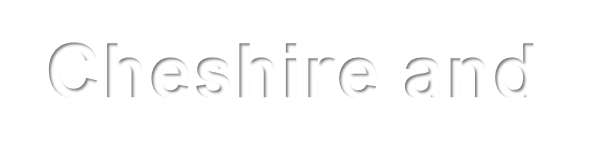
**Project Proposal**



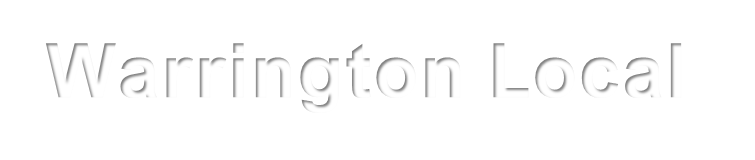
**for**



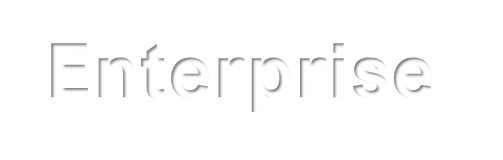
**Cheshire and**



**Warrington Local**



**Enterprise**



**Partnership**

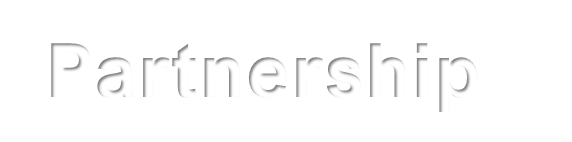


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1. Overview & Background

Addressing the Need

As the Covid 19 lockdown is eased the Government has published guidance for businesses for them to re-open in what is being termed ‘Covid Secure.’ Meeting these measures will require SMEs to purchase new equipment, make changes to their premises and alter their business practices at a time when revenues are significantly reduced, demand is uncertain and customer capacity likely to be restricted.

Supporting these small businesses in meeting these requirements through the provision of financial support in a timely manner will require an experienced delivery organisations with a track record of engagement with the C&W SME community, managing similar programme and experience in managing public funds.

About Us : Blue Orchid Experience

Blue Orchid since 2001 has provided business advice and support programmes with a proven track record of delivering business growth consultancy to businesses for Local and UK Government as well as the EU.

We currently deliver across Merseyside, Cheshire, Greater Birmingham & Solihull, Worcestershire & Humberside and in the past 20 years have successfully managed over £37m of public sector funds, supported over 14,000 enterprises and aided in the creation of more than 15,000 new jobs. We operate across a number of offices across the UK.

In 2015 Blue Orchid, working on behalf of the LEP, set up and launched the Cheshire & Warrington Growth Hub before handing over the service to the LEP in late 2018, having engaged with over 3,000 C&W businesses. In that time we formed close working relationships with the local business support organisations/stakeholders, and through delivering over 200 business events under the ‘Are you Working with the Growth Hub’ campaign, many of the commercial consultancy and local business services across the area. Indeed since then we have continued to offer grant services to Cheshire & Warrington businesses, under a newly launched ERDF grant programme and continue to work closely with stakeholders, including the Growth Hub, and frequently provide two way business referrals to their support and partner programmes.

As stated in the specification, the LEP is seeking a grant offer to be launched and operationalised quickly to not only engage businesses across Cheshire & Warrington; but also to manage the whole grant process (application portal, assessments, grant offers and payments) all within an unprecedented truncated timescale and in a novel format, to support business restructuring and recovery following the Covid-19 ‘lockdown.’

Given these constraints and demands, Blue Orchid’s expertise in (i) grant management, (ii) Cloud CRM systems, (iii) the Cheshire & Warrington business economy/network and (iv) knowledge of compliance/audit and reporting requirements suggested we are in an ideal partner to support the LEP in meeting these objectives.

Alongside the operation of the Growth Hub, we delivered an ERDF SME Grant programme for Cheshire & Warrington between 2016-2020 through which we developed a network of consultancy suppliers that provided the services to the beneficiaries. This network would be utilised here to enable us to:

* Quickly engage SMEs across the C&W area through their contacts and networks;
* Ensure (within the confines of procurement rules) LEP funding was distributed across many C&W based SME suppliers, indeed 77% of the grant spend was with C&W local supplier SMEs.
* Develop a set of benchmark prices for the most frequently requested services to speed up the due diligence requirements and establishing competence in potential fraud detection.
* Work quickly yet professionally with suppliers that understand our requirements and systems to meet strict deadlines.

2. Delivery Experience & Similar Assignments

Blue Orchid has successfully delivered numerous business support programmes utilising public sector funding including ERDF, ESF, SFA and LGF and have in place systems and processes to ensure that all activity, expenditure and procurements are carried out in a manner which is compliant with the funders rules and that appropriate evidence is collected and retained in order to meet any required audit.

Our experience encompasses the management and delivery of programmes at local, regional and national levels and as both partner and lead within a numerous complex multi-million-pound, multi-agency partnerships. All of our recent projects have been subject to scheduled audits and no issues or irregularities have been identified, demonstrating we are “a safe pair of hands”.

This experience includes all aspects of delivering business support programmes such as business engagement, 1-2-1 applicant support, procurement guidance, etc, within complex environments and often in response to significant macro-economic challenges including recession and large-scale business closures.

For example, we have recently completed the delivery of a European Regional Development Fund programme across Cheshire & Warrington that provided ERDF Grants to SMES to support the development and implementation of a host of internal projects aimed at unlocking their growth potential.

This £3m - four year project delivered as part of the Growth Hub included the delivery of complex match funded grants requiring Blue Orchid to comply with both the EU funding & expenditure rules and also the complex and bureaucratic EU procurement rules; which necessitated robust and long-term monitoring of the grant recipients and the successful completion of the project for which the grant was awarded.

In delivering this project we achieved the following;

* 890 businesses receiving face-to-face advice
* £1.67m of SME growth project spend delivered by 3rd party suppliers
* 77% of all SME projects delivered by C&W based suppliers

Following completion of this project we were granted funding for a new version of the project to provide these services for a further 2 years as part of the ERDF Cheshire & Warrington Access to Finance & SME Grant project.

In addition to these recent SME growth grants, our Business Start support programmes have frequently included the administration of small start-up grants to eligible individuals most recently this has included;

* Chester West & Chester Council – 114 Business Start-up Grant of up to £500
* For Greater Manchester Combined Authority/Wigan Borough Council o Business Start-Up Support - 200 Business start-up grants of £2,000 each.

o BSUS – Social Enterprise Programme Wigan – 50 grants for Social Enterprise Start-up of up to £5,000.

In addition, as we currently deliver two business grant projects across Cheshire & Warrington, the follow-on ERDF SME grant programme and the Business Energy & Efficiency Programme we are actively engaged with the SME community and relevant networks and delivery bodies in order to market these programmes and identify suitable recipients.

3. Nature of the Grant & Procurement

3.1. What would be covered by a grant?

We have reviewed Government advice within the *‘Keeping workers and customers safe during COVID-19’* series of guidance documents and, through our business advisers, have engaged with previous clients to discuss what small capital investments they would prioritise to support their business in becoming ‘Covid Secure.’ Based on this, albeit anecdotal, evidence we anticipate grants would commonly fall under the falling types;

**Support home & remote working:** ICT equipment e.g. Laptops, desktops, screens, printers to allow staff members to work remotely. Office ICT equipment to facilitate remote access to work product.

**Physical Equipment & Building Modifications:** Safety modifications; screening, signage, adaptations for 1-way systems, mobile barriers. Installation of automatic doors, fixed barriers. Furniture and changes to building layouts e.g. new doors, collection hatches.

**Mobile ordering and payment systems:** particularly hospitality sector to take orders and liaise between kitchens without the transfer of paper orders between staff.Customer-Facing Tabletop Tablets & Electronics Kiosk ordering points, e.g. takeaway outlets. Handheld Order/Point-of-Sales & Kitchen Display equipment and mobile phone customer ordering and payment apps.

**Personal Equipment**: including visors, gloves, aprons, uniforms & hard-wearing work wear.

Whilst these are broad types of equipment noted in Government advice and most commonly stated as necessary by our clients, this list is not comprehensive. However, our grant management processes are always client-led and support SMEs in progressing the investments they require, therefore novel and bespoke grant requests would be supported through the process.

Utilising application data and maintaining accurate records of successful projects will enable us to understand and benchmark the specification, costs and timescales of these common projects which will in turn improve and streamline the due-diligence and audit elements of the process enabling staff to more easily identify suspicious transactions and reduce the risk of artificial price inflation.

3.2. Individual Quotes Procurement v Supplier Frameworks

Procurement frameworks, managed correctly through the OJEU Process, can be advantageous where multiple beneficiaries are provided with similar goods or services, so allowing the streamlining of supplier selection linked with greater purchasing power. However, the need to ‘go live’ with the grants rapidly, means that the use of frameworks would be cumbersome, time-consuming and unlikely to provide sufficient benefit.

Instead we would propose a streamlined quotes-based supplier selection which Blue Orchid would retain close oversight of coupled with an online directory of local suppliers which would remain open for the duration of the project. Whilst use of the directory would not be mandated or required in anyway as part of the process, the likelihood is that SME applicants seeking as short an installation time as possible would be grateful for and make use of this knowledge bank.

4. Programme Delivery

4.1. Launch & Market Engagement

Given the proposed timescales the programme will launch whilst social distancing measures are in place restricting the opportunity to host launch events. This will necessitate engagement with the business community through existing networks and contacts and via online methods.

Blue Orchid is well placed to launch and market a programme across the LEP area in this way. As stated our project delivery has created strong networks and relationships with business support agencies, the professional business services community and local SMEs. In addition, we would work closely with local Chambers of Commerce and the Business Improvement Districts, which will be facilitated quickly as Groundwork CLM the Managing agent of a number of BIDs is a delivery partner within our Cheshire BEEP project.

Supported by online methods, we developed as part of our own response to the ‘lockdown,’ we will operate weekly online drop-in clinic for business owners, via Zoom. This model lends itself well to this project, as we can schedule weekly session where applicants can log in for both general advice and to ask questions about the programme and application process, sessions could also be tailored for specific sectors e.g. retail, hospitality. Sessions are delivered to groups from a small as one to as high as 30, which is our current record for Zoom events.

4.2. Project Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Milestone Phase** | **Responsibility** | **Start** | **End** | **Days** |
| **Set Up and Launch** | |  | |  |
| Establish Performance Targets | PM, FO & LEP | 08-Jul | 09-Jul | 1 |
| Refine current CRM for new Programme | CRM & Admin | 08-Jul | 09-Jul | 1 |
| Finalise & Test Grants Portal. Developing Real Time Reporting | CRM, CS | 08-Jul | 14-Jul | 6 |
| Agree Marketing & Engagement Plan | PM, MO | 09-Jul | 10-Jul | 1 |
| Agreement Audit Processes, Due Diligence, Anti-Fraud Measures | PM, FO | 09-Jul | 10-Jul | 1 |
| Establish Written Agree Contract Terms, Payment Model & Standard Operating Procedures with LEP & Knowledge Articles used on Portal | PM, FO, LEP | 10-Jul | 12-Jul | 2 |
| Agree Contract Terms, Payment Model, Reporting  Methods/Frequency and Standard Operating Procedures | PM, FO, CRM, CS | 12-Jul | 14-Jul | 2 |
| Staff Mobilisation, Training & Process Induction | PM, CS, ATL | 12-Jul | 14-Jul | 2 |
| **Programme Launch & Press Launch** |  | **15-Jul** | |  |
| **Delivery Phase** | |  | |  |
| *Month 1: Process Refinement and Lessons Learnt* | |  | |  |
| Target for 14 Grants Assessed | PM, CS | 15-Jul | 15-Aug | 31 |
| **Milestone Phase** | **Responsibility** | **Start** | **End** | **Days** |
| Month 1 Internal Team Review & Lessons Learn | ALL TEAM MEMBERS | 15-Aug | 17-Aug | 2 |
| CRM & Portal Assessment for Refinement | PM, CS, CRM | 17-Aug | 18-Aug | 1 |
| Month 1 Performance Review & Report with LEP | PM, CS, LEP | 19-Aug | 19-Aug | 0 |
| *Month 2 Onwards: Full Implementation & Delivery* | |  | | |
| Target 30 Grants a Month Until End of Programme | PM, CS | 19-Aug | 20-Aug | 1 |
| Press Release and Marketing via Social Media of Success Stories | PM, MO | 28-Aug | 28-Aug | 0 |
| End of Month Written Report & Remote Update KIT & Performance Meeting using MS Teams with CRM Access for Data Reporting | PM, CS, CRM | 29-Aug | 29-Aug | 0 |
| *Quarterly Review* | |  | | |
| End of Month Written Report & Remote Update KIT & Performance Meeting using MS Teams with CRM Access for Data Reporting | PM, CS, CRM | 30-Sep | 30-Sep | 0 |
| Ongoing Review of Audit Processes, Due Diligence, Anti-Fraud Measures | PM, FO, LEP | 30-Sep | 30-Sep | 0 |
| Mid Project Evaluation Report | PM, FO, LEP | 30-Oct | 30-Oct | 0 |
| End of Programme Evaluation Report, Remote Presentation & Impact | PM, FO, LEP | End of Project, Forecast 31 March 2021 | | |

**Project Manager (PM); Finance Officer (FO); Customer Service Adviser (CS) CRM/Portal Manager (CRM); Admin Team Lead (ATL), Marketing Officer (MO)**

4.3. Eligibility Criteria

Whilst it is clear that some sectors such as hospitality have been significantly impacted by Covid, it is impossible to know the exact impact on other sectors; therefore our view is that the programme should be open to all sectors. In addition a demand-led universal programme will naturally become weighted to those sectors most impacted e.g. retail & hospitality or where staff members are in contact in order to complete their work such as manufacturing. If during delivery specific sectors are identified as a priority this can be addressed through targeted marketing and outreach activity. In order to ensure that grants are assessed, approved and fulfilled as rapidly as possible we propose that eligibility would be for companies that:

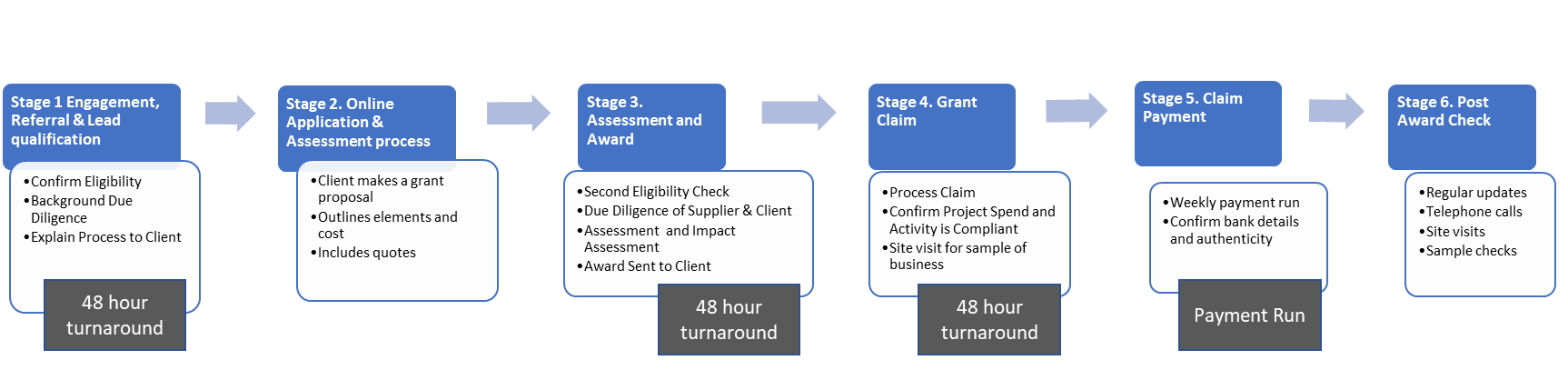
* Have a commercial trading address in Cheshire & Warrington
* Company Number (or equivalent e.g. LLP)
* Meet the definition of an SME
* Can be verified using a Credit Check service

These criteria can then be quickly assessed at the outset of the process through the provision of:

* Company Details (including contact mobile number), Business Address
* Company Number, VAT Number (where applicable)
* Company Registered Bank Details, as we can verify the legitimacy of Banks Accounts, via our Bank.

4.4. Proposed Delivery Method

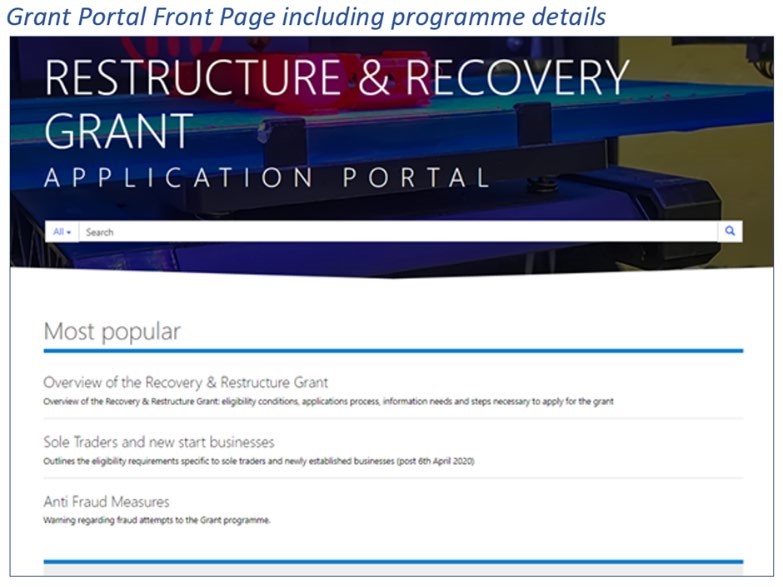
**Stage 1. Engagement, Referral & Lead qualification**



In the first instance all engagements & referrals will be recorded using a simple online contact form linked to our CRM. New leads will trigger a call back from a Business Advisor within 1 working day. The telephone calls allow our Advisers to screen out applicants that are clearly out of scope, e.g. outside of Cheshire & Warrington, non-SMEs.

It will also ensure that we can prevent suppliers or service providers speculatively registering applications in bulk on behalf of clients. Following this qualification, the applicant will be registered and provided with a unique login ID for the application portal. We view this qualification process as vital to managing the potential demand that could be encountered by creating a completely open online grant portal, which could overwhelm the system.

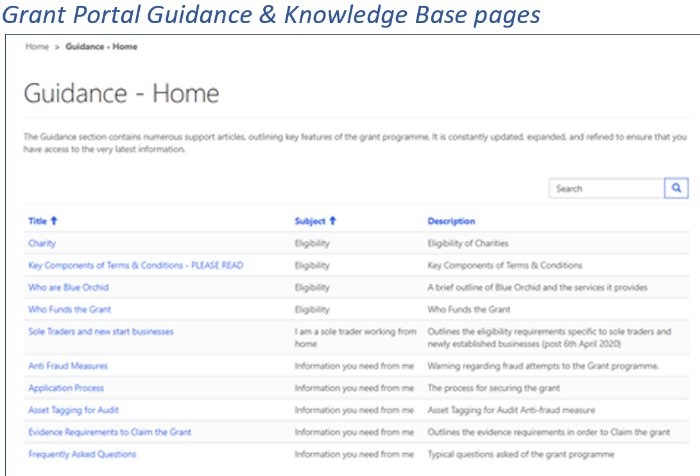
**Stage 2. Online Application & Assessment process**

Given the urgency of the business need which the fund is intended to address, the need to reduce unnecessary faceto-face contacts and the ongoing risk of the imposition of local lockdowns, our proposal is for an application mechanism based around our online remote delivery mechanisms. By basing the grant management system around our existing Cheshire & Warrington grant projects we are confident that not only can we launch to market within one week but that the application process would be fully open on that date.

Applications would be submitted through an online portal linked directly to our Cloud based grant management system. This system has been developed and refined over the past five years and has been built within the MS dynamics CRM platform which ensures that the hosting and storage of the data complies with the current EU & UK GDPR requirements.

To reduce timescales we propose that rather than have a multi-stage application process as is the case with higher value grant programmes there be

a single application form supported by Guidance and Support sections within the portal which provide the applicants with support in the form of guidance documentation, video tutorials, dedicated online support request function and dedicated telephone support staffed by BOES adviser with grant management experience in our current projects.

To reduce timescales to days rather than weeks we propose that rather than have a multi-stage application process, as with higher value grant programmes, that there be a single application form with clear guidance documentation, video tutorials and dedicated online and telephone support staffed by BOES adviser with grant management experience in our current projects. This allows for a single stage application which incorporates:

* Online eligibility check using business data
* Business need impact assessment
* Procurement check

The online application will provide live feedback to ensure that applicants only progress providing the required response was submitted.

As the fund will primarily be utilised for the purchase of equipment that facilitates re-opening the procurement process can be managed through the application of a three written quotes process with the applicant obliged to accept the lowest value quote. In many cases applicants would be able to secure 3 quotes through telephone enquiry or online product comparison. By requiring the submission of all information through the portal at the onset of the process the system will be suitable for a high volume of applications with minimal risk of delays. This alone “crunches” delivery timeframes.

Additionally, ongoing review of the applications submitted, ongoing online price checking, “mystery shopping” and engagement with the supplier community will facilitate the development of a set of benchmark prices for the most frequently requested services which supports due diligence checks

**Stage 3. Assessment and Award**

Following submission, the completed application will be checked by an administrator to ensure that all required elements have been included and are correct. The application will then be assessed by a Business Advisor against the eligibility criteria, business need, appropriateness of proposed investment and forecast impact.

Due diligence checks will then be carried including:

* Thorough review of the tender/quote documentation
* Applicant / supplier relationship review through Companies House check
* Credit check of both applicant and supplier
* Independent sign-off review by Blue Orchid senior manager

In addition, a sample of accepted supplier quotes will be subject to ’mystery shopper exercise where Blue Orchid will ask for a price quote for the specification of the grant application selected . This will be used to check for price inflation either due to collusion between supplier and applicant or due to the presence of the grant project.

Following the assessment and due diligence checks the grant decision will then be communicated to the applicant. We propose an internal target for this decision to be taken within 48 hours of the application being submitted.

Successful clients will then be provided with a Grant Offer letter detailing their award. This letter will also include an individual QR code.

**Stage 4. Grant Claim**

Following award of the grant the client is then free to purchase the requested equipment form their supplier and submit a single claim for payment. In-line with our current claim process we would require each claim incorporates; a purchase order; supplier invoice and; applicant bank statement demonstrating payment.

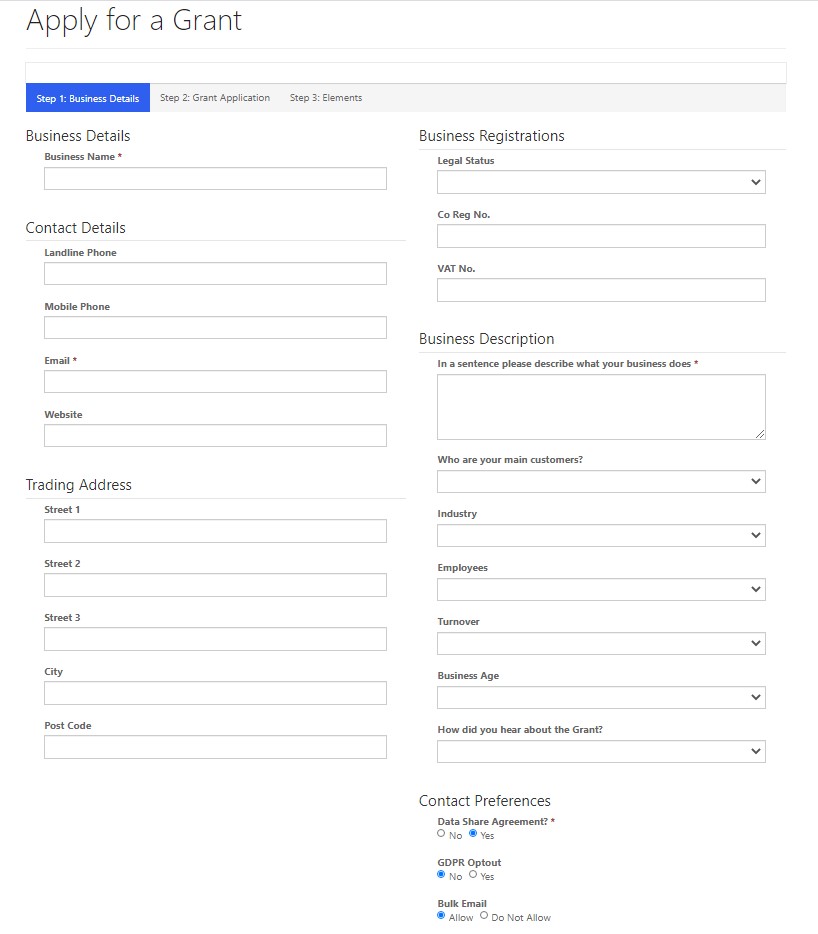
Novel to the project we would require the applicant to submit a photograph of the purchased equipment with the unique QR Code, this will link the application & offer letter to the equipment within our system for future audit checks.

**Stage 5. Claim Payment**

Following review & due diligence checks of the claim submission by our compliance officer grant payment would be scheduled in our next available supplier payment run which take place monthly.

On payment of the grant the client would also be issued a second unique QR Code to be used within our post award checks.

*Single Online Grant Application Form with GDPR preferences*



**Stage 6. Post Award Check**

The award of a high volume of grants in a short timescale to purchase non-fixed assets including IT equipment introduces an element of the fraud risk. In order to address this, we will issue a second QR Code on payment of the grant which when requested (within 12 months) the beneficiary will be required to include within a second photograph of the equipment in-situ. This code will also link the photograph to the application and claim data provide a complete auditable record of the process for each grant award.

In addition to the compliance check each applicant will be required to complete an impact assessment form detailing their current trading position against the data provide at application in order to assess impact of the programme as a whole.

4.5. Grant Intervention Rate

Based on our experience, it is preferable for grants to require an element of beneficiary expenditure or ‘match’ to ensure that public funding is not wasted and the desired impact is achieved.

Were the grant to be provided at 100% of the costs there is an increased risk of wastage due to SMEs including equipment that is ‘nice to have’ rather than necessary to reopening. In addition, 100% grant creates a risk of equipment suppliers pushing unnecessary goods to SMEs on the basis that there is no cost to them in requesting it.

We propose a grant intervention rate of 80% requiring a 20% contribution from the grant recipient. This requires a minimal investment from the individual SMEs for the equipment being purchased whilst facilitating their being able to quickly address the key challenges in making their business ‘Covid Secure’.

4.6. Due Diligence

Blue Orchid has almost 20 years’ experience in managing public sector funds including in the administration of grant funding to start-ups and SMEs and as a result are aware of the need to ensure that the awards are not only correctly decided but can be demonstrated to be impartial and free from any corruption or external influence. As such we have a rigorous internal process in place conduct a due-diligence check on grant awardees and where necessary any service suppliers or contractors engaged to carry our any activity funded by the grant, many of which have been outlined above. Additionally, we also ensure grant programmes include:

**Multi-Factor decision making** – Our decision-making systems require different senior staff with no direct engagement with an applicant make funding decisions. This creates a transparent approval system which demonstrates impartiality should any audit or complaint arise.

**Companies House, Directors and Credit Checks** – Our staff are trained in using a variety of business search and database sources to ensure that applicants and suppliers are not colluding within the grant process.

**Claim Management Process –** Our Orchid claim system can be tailored to includes additional due diligence, eligibility checks and claim tracking based on the risk profile of the programme and target clients.

4.7. Complaints

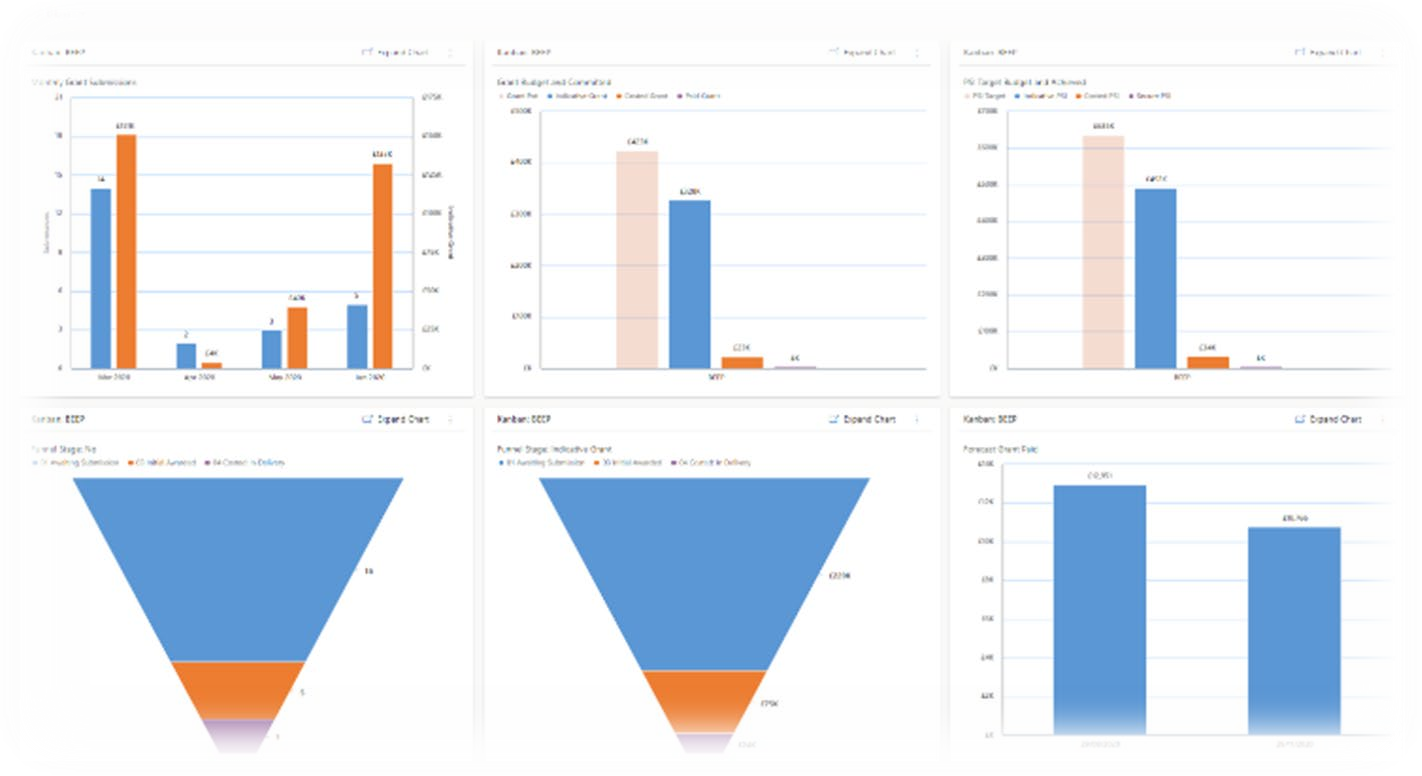
In addition to our standard complaints processes, specific to the Restructure & Recovery Grant the potential for complaints includes: (i) rejection of grant application (ineligible, failure of due diligence, detected fraud); (ii) “bureaucratic/compliance burden”, (iii) delay in payment or grant processing; (iv) functionality of web portal. The first two complaints “rejection” and “compliance,” are largely outside our scope to mitigate, and are not entirely legitimate complaints, while the latter two reasons: “delay” and “portal functionality” would be considered legitimate areas for improvement/complaint. For the most part Blue Orchid will manage complaints internally and only in exceptional circumstances would we ask the LEP to provide guidance.

5. Programme Management, Monitoring & Operating the Scheme

5.1. Monitoring & Data Analysis

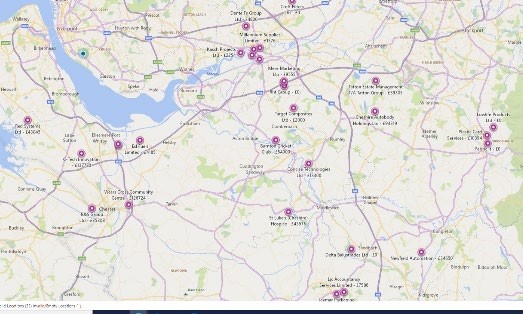
All Blue Orchid Projects are monitored using our programme management systems and CRM against a number of metrics including the location of engagements and support activity. This will allow Blue Orchid to take mitigation actions such as reallocation of resources and increasing delivery in areas where performance lags against the agreed profile.

Blue Orchid has in recent years invested heavily in its cloud-based CRM system in order to support the effective delivery of a complex business support services. Recent advances and updates within the Microsoft Dynamics platform have allowed us to advance this system further including the development of Strategic overview dashboards, Kanban workflow management charts and email & calendar tracking integration with Outlook. The investment in this level of real time data reporting and analysis in our view provides the opportunity to better manage and tailor delivery over a large and complex areas.

In order to ensure that we can both *Example of our Grant Management Dashboard including Pipeline Funnels and progress* effectively monitor and manage the *against profile* project and provide up to the minute data to the LEP we will create project specific dashboards which will at a minimum include the following methods of the data analysis;

**Application Progress/Stage Funnel Charts**; these charts provide contract managers with an overview of the programme pipeline this provides assurance that the project is operating well and particularly where any delays are identified whether this is a significant risk to the overall project delivery.

**Progress against target/profile**; these can be set to report against any metrics selected e.g. engagements, applications, approval, grant expenditure, etc.

**Application & Output by date;** these charts help contract mangers to understand the underlying demand for the grants and any peaks within the application processes.

**Geographic mapping of engagement & grant awards;** Our monitoring dashboard can be configured to provide location-based data for each engagement, application and grant award. This can not only help to ensure that the benefit of the programme is spread across the LEP area but can support targeted marketing and business engagement activity

in are as identified as having low take up.

**KANBAN workflow management charts;** Internally senior management retain an overview of the project performance through the use of interactive Kanban charts which illustrate which stage each individual application is within the process and what actions are awaiting to progress them.

5.2. Resourcing

The cost profiles in the Delivery Cost Analysis provide costings and staffing levels based on a forecast of the grant programme being committed and spent within a 9month timeframe and staffed by experienced staff operating from our Liverpool office or home.

However, we understand that as a demand led programme aimed at addressing an urgent need the LEP requires some assurance that the delivery body is able to respond to exceptional levels of demand at the outset

*Example of Grant Management KANBAN workflow management chart*



and potentially at any point in the delivery in response to new government guidance. To address this Blue Orchid will be able to rapidly reallocate staff from existing programmes to cover increases in demand, respond to queries and support administration staff dealing with high volumes.

In addition, as grant applications will be assessed and supported remotely, we have the ability to assign workloads across our network of associate business advisors to ensure grant progress even under high demand.

5.3. Data Security and Confidentiality

Blue Orchid provides direct services to both businesses and individuals, including programme which target support to individuals and communities based on specific needs and characteristics e.g. disability status, gender, etc. As such we place confidentiality and security at heart of all of our projects. We have attained the governments Cyber Essentials standards and have a comprehensive data security and backup arrangement with our technology supplier.

5.4.Impact Assessment

The grant is intended to an immediate and impactful intervention at a critical point in the businesses’ recovery and restructure, and so can have a significant multiplier impact, despite the relatively modest grant value of around £2,000. The impacts we would imagine could be:

* Implementation of new business models
* Sales recovery from low point
* Early return of staff from furlough
* Channel distribution shift, say online
* Jobs safeguarded and business saved/re-starting
* Customer retention, usage and re-use.

Our CRM can measure these as part of the application/appraisal process and follow this up with an online survey to measure impacts as well as qualitive impacts. This will be used to market the service to other businesses.

6. Delivery Cost Analysis

The cost to deliver the service is broken down into the tables below, which outline the staffing costs to deliver the service & the activity cost breakdown of each element of the grant process. These tables allow the determination of resources allocated to the project, where those resources are to be deployed, and a unit rate cost per grant awarded and delivery fee as a percentage of the overall budget.

**Table 1:** **Staff and Overhead**

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**Table 2: Cost breakdown by Activity Per Grant Awarded**

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**Table 3: Delivery Timetable and Spend Profile**

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As can be seen the budget can be \*\* \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\* \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*It is suggested in the tender, that additional funds may be available, following the commitment of the first tranche of funding, with perhaps an additional £500,000 becoming available. This same cost structure would apply to any increased budget.

**Payment Model and Cash flow**

The above presentation of data allows the LEP to discuss payment model options, such as unit rate payment or fixed monthly fee model. However, the price would never exceed the above quoted figures, monthly or unit rate. Blue Orchid’s preference to aid cash flow is that outlined in Table 3 above, namely a fixed monthly payment adjusted at the end of the project to reflect successful performance achievement, or earlier delivery.

In order to meet the high cashflow requirements of a grant project in which it is a goal of the LEP to allocate grant within as short a timescale as possible we are proposing that the Costs shown in Table 3 for the first quarter be provided at the outset with quarterly claims following thereafter and in the highly unlikely scenario of the project underspending a reconciliation at the end of the programme.

Appendix 4 – Grant Offer Letter (including Audit/Evaluation requirements)

Frazer Kearney

Blue Orchid Enterprise Solutions Ltd

Liverpool Office

Suite 401

Cotton Exchange Building

Old Hall Street

Liverpool

L3 9LQ

27th July 2020

Dear Mr Kearney,

**Growing Places Fund Final Grant Offer Letter (the “Grant Offer Letter”)**

I am pleased to tell you that, subject to all the conditions listed in paragraph 2 being satisfied, the Cheshire and Warrington Local Enterprise Partnership (also referred to as “We” or “Us” or “Our” or “LEP” in this Grant Offer Letter) will give Blue Orchid Enterprise Solutions Limited (also referred to as “You” or “Your” or the “Organisation” or the “Recipient” in this Grant Offer Letter) a grant of up to £500,000 (five hundred and thousand pounds only) (the “Grant”) under Section 31 of the Local Government Act 2003 to help implement the Business Restructuring Grant project as more fully described at Schedule 2 attached (the “Project”). This offer of the Grant is subject to the conditions set out in this Grant Offer Letter and Schedules 1, 2, 3, 4, and 5.

**Preliminary conditions**

1. The availability of the Grant will be subject to Us concluding in Our absolute discretion that each of the following conditions has been satisfied:
   1. That the Recipient has received State Aid clearance from the European Commission or legal advice that there are no State Aid implications to the Project including to SMEs receiving grant aid;
   2. Receipt by Us of an up-to-date Project Delivery Plan provided by You by 14th August 2020 which covers (at a minimum) the issues set out in Schedule 1, which demonstrates that You will be able to achieve the milestones set out in Schedules 2 and 3 and complete the Project, and the form and content of which is otherwise satisfactory to Us;
2. This offer of the Grant will automatically lapse on the date falling 1 months from the date of this final offer letter if any of the conditions set out in paragraphs 2 of this Final Grant Offer Letter have not been satisfied by You by that date.

**Timetable for agreeing this offer**

1. In order to take up Your offer You must agree the terms of Your Final Grant Offer Letter no later than the 14th August 2020.

**Monitoring and reporting**

1. Throughout the Monitoring Period (as defined in paragraph 3 of Schedule 3) the LEP’s Head of Programmes will liaise with you on a regular basis. From time to time We may inspect the Project and may require additional information from You to enable Us to monitor its progress.
2. We will require a monthly Claim Form and Monitoring Report (**Appendix 1)** (as defined in paragraph 1 of Schedule 4) each month during the Monitoring Period (as defined in paragraph 3 of Schedule 3) to update Us on high level progress with respect to Your Project. We will also require a detailed monthly project progress report (**Appendix 2**).
3. We also require a report confirmed by an independent auditor confirming that for a period of 1 year from the date on which the investment comprising the Project has been completed (the "Post Completion Monitoring Period"):

(a) the conditions of this Grant Offer Letter have been complied with and the funding defrayed in line with the reports submitted;

**Conditions for making claims and how to claim**

1. The Grant will be paid in instalments as set out in Schedule 2. **Table A1** of Schedule 2 sets out the dates by which You must submit Your claims. It is in Your financial interests to make regular claims in accordance with these dates and the LEP cannot guarantee that grant unclaimed in one financial year can be rolled over into the next. Payment against claims will be processed on the LEP’s behalf by Cheshire East Council acting as the LEP’s Accountable Body.
2. Schedule 4 sets out the information which must be included with each claim. Claims must be submitted on a Quarterly Claim Form and Monitoring Report and You are required to supply a confirmatory report from an independent auditor on an annual basis in the form set out in that Schedule. We normally pay each grant instalment, or tell You why the claim cannot be accepted, within 30 calendar days of receiving a fully documented claim. Regardless of whether You are making a claim, You must submit a Quarterly Claim Form and Monitoring Report each quarter during the Monitoring Period (as defined in paragraph 3 of Schedule 3).
3. Before the final claim can be paid, We will require You to complete a Final Project Claim Report Form. Your contact at the LEP will liaise with You on the completion of this Report.

**Procurement**

1. The Recipient must when purchasing goods and services which are to be included in any claims for reimbursement of the Growing Places Fund Grant, comply with EU procurement directives (2014/23/EU and 2014/24/EU), the provisions of the Treaty of the Functioning of the European Union and the Public Contracts Regulations 2015 together with any other legislation or guidance relating to public procurement issued from time to time (“Public Procurement Legislation”).

**Document Retention**

1. In common with other programmes, records for capital projects should be kept for the economic life of the project. You must ensure that all original documents relating to the project and its implementation and financing are retained for 6 years from the date of the final payment and/or the contract has expired, whichever is the later (in addition to the year it is paid in i.e. it is complete financial years).

**Amendments to the Grant Agreement**

1. This Grant Agreement and Grant Offer letter and schedules set out the entire agreement between the parties. They replace all previous negotiations, agreements, understandings and representations between the parties, whether oral or in writing.
2. Any amendments to this Grant Agreement shall only be valid if they are in writing and signed by an authorised representative of both parties.

**Variation, withholding and repayment of grant**

1. Schedule 5 sets out the circumstances in which We have the right to vary, withhold and/or require repayment of part or all of the Grant. If any of the circumstances set out in Schedule 5 occurs or may occur, You must tell Us immediately.
2. If You decide to withdraw from Your offer of the Grant at any time prior to payment of Your first claim, You must notify Us in writing of Your intention, and give some indication as to the reason for doing so. Where You have already drawn down some or all off Your Grant, You must on demand repay all payments of Grant already paid to the Organisation.

**Other assistance**

1. You must advise Us immediately if other sources of funding for the project change from those advised at the time of bidding.

**Freedom of Information**

1. Nothing in this Grant Offer Letter and the Schedules to it shall prevent Us from disclosing any information whether or not relating to the Project which We in Our absolute discretion consider that We are required to disclose in order to comply with information requests from the National Audit Office, with the Freedom of Information Act 2000, as amended, the Data Protection Act and/or the Environmental Information Regulations and/or any other statutory requirements whether or not existing at the date of this Conditional Grant Offer Letter.

**Publicity and Evaluation**

1. You agree to participate in any publicity or advertisement organised by the LEP or the LEP’s representatives and to the name of the Director or Project Manager and relevant contact information being included in such publicity material or on relevant Websites.
2. Without prejudice to paragraph 18, You shall at all times comply with any current publicity requirements for the Growing Places Fund which includes the Northern Powerhouse. You will be notified of these identity guidelines.
3. You will not make or issue any press releases or make any announcement in relation to this Project, unless You (i) agree with Us the contents first and (ii) unless notified by Us not to do so, include in the press release / announcement a reasonably prominent statement that the Project is being supported by the LEP utilising Government’s Growing Places Fund (GPF). We require a minimum of two weeks notice in order for the opportunity for a ministerial quote to be included in any press release. The funding contribution of the LEP and GPF should be recognised in any literature or publicity about the project e.g. websites, site boards and flyers. The Northern Powerhouse logo should also be included in any materials relating to the project. Please liaise with the LEP’s Head of Programmes who will provide appropriate wording and/or logos.
4. You must provide such information, participate in such surveys or other opinion gathering, and engage in such discussions, as We from time to time require in order to evaluate the outcomes of the Project and / or to assist Us in evaluating the outcomes of the Growing Places Fund more generally.
5. You must provide such information as We from time to time require in order to answer questions (including Parliamentary Questions and ministerial correspondence) on topics including, but not solely limited to, the operation of the Fund and its beneficiaries and the sectors the Fund supports, and information that We are required to supply to support the development and monitoring of Government policy.
6. For the avoidance of doubt, paragraphs 19, 20, 21, 22, 23 and 24 will continue to apply in full force and effect for 2 years after the end of the Monitoring Period (as defined in paragraph 3 of Schedule 3).

**European Union**

1. Government is obliged to give the European Union schedules of information on offers in certain industrial sectors. Very occasionally the European Union queries an offer, in which case We are obliged to give Government information about the case. You may be required to co-operate with the Us in the provision of such information.
2. The European Union law governing State Aid is currently in a period of modernization and the outcome of that modernization is uncertain in a number of respects. Having regard to that uncertainty, Government may require Us to amend the terms of this Grant Offer Letter if and to the extent required in order to comply with European Union law.

**Entire agreement**

1. This Grant Offer Letter and the Schedules to it and any non-contractual obligations arising out of or in connection with them constitute the entire agreement and understanding between Us and You with respect to all matters which are referred to and shall supersede any previous arrangement(s) between Us and You in relation to the matters referred to in this Grant Offer Letter.

**Governing law and jurisdiction**

This offer of the Grant is and all documents made under or in connection with it shall be governed by, and construed in accordance with, the laws of England. You hereby irrevocably submit to the jurisdiction of the Courts of England and Wales and Our address for service in England is: Wyvern House, Floor 1, The Drumber, Winsford, CW7 1AH. Your address for service: Blue Orchid Enterprise Solutions Ltd, Liverpool Office, Suite 401, Cotton Exchange Building, Old Hall Street, Liverpool, L3 9LQ

**How to accept**

1. You, a Director or equivalent authorised officer, of the Recipient should sign, date the Acceptance of this Grant Offer Letter and return the whole documentto me by the 14th February 2020. Please keep a copy for Yourself. If You do not accept Your Grant Offer Letter by this date, this offer of the Grant will lapse automatically and Your funding allocation will be lost.
2. If You do have any queries on this Grant Offer Letter or the Schedules, contact the CWLEP Head of Programmes who will be pleased to advise You.
3. Please note that variations to this Grant Offer Letter will be effective only if We agree them in writing.
4. Please acknowledge receipt of this Grant Offer Letter within 3 working days from the receipt of this letter.

I look forward to receiving Your Acceptance and wish You every success with the Project.

Yours sincerely



**Ian Brooks**

**Finance and Commercial Director  
Cheshire and Warrington Local Enterprise Partnership**

**Acceptance**

*Note: If You give information that You know or suspect is untrue or misleading You may be committing an offence that could lead to prosecution.*

I declare that the information in the Blue Orchid tender for the Business restructuring grant and any other information given in support of the tender is correct to the best of my knowledge and belief;

I have read carefully and understand this Grant Offer Letter and its Schedules and duly accepts the offer on the conditions set out in this Grant Offer Letter and its Schedules 1, 2, 3, 4, and 5.

Signed:  Date: 3rd August 2020

Print Name: Paul Ward

Position: Director

On behalf of: Blue Orchid Enterprise Solutions Ltd

**Data Protection Statement**

The application form, claims for an instalment of Growing Places Fund Grant (when completed) and this acceptance form contain information that is personal data for the purposes of the Data Protection Act 1998 and in respect of which We are obliged to supply the following information:

1. For the purposes of the Data Protection Act, Your contact is Julie Gibbs ([Julie.gibbs@cheshireeast.gov.uk](mailto:Julie.gibbs@cheshireeast.gov.uk)) and
2. The personal data that You have provided will be used for the purpose of administering this offer of funding. It may be given to any relevant government department or agency for this purpose and will not be disclosed to any other organisation for any other purpose other than in relation to cases of suspected fraud or where there is a statutory requirement for disclosure.

**Schedule 1: Project Delivery Plan**

1. You will provide a Project Delivery Plan that outlines the dates of key Project milestones. This will be agreed with Us and provide the baseline position for monthly Project monitoring, the format of which is attached at **Appendix 2** You are advised to start discussions with Us on Your Project Delivery Plan as early as possible because receipt and agreement of this document will be a pre-condition of receiving Your Grant. Before the start of each financial year (meaning the period from 1 April to 31 March) during the Monitoring Period (as defined in paragraph 3 of Schedule 3) and no later than 15 February in the previous financial year, You will be required to provide an update of the Project Delivery Plan including any specific details on deliverables and milestones for that financial year ahead.
2. Your Project Delivery Plan should include a detailed schedule of the key delivery or decision points that could impact future stages or delivery of the Project, whether or not they trigger a grant payment. Milestones and deliverables should include the processes surrounding, for example:
   1. applying for and receiving planning permission;
   2. third party land purchases, including any compulsory purchases orders if they may be required;
   3. contracting third party delivery agents (architects, building contractors etc.) – including tendering, awarding and agreeing contracts;
   4. any statutory undertakings; and
   5. key construction stages.
3. A suggested minimum outline for Your Project Delivery Plan should include:
   1. **An introductory statement** outlining what the Project is and what it hopes to achieve and how;
   2. **Project governance structure / management & delivery arrangements** including procurement strategy and adherence to the Recipients Procurement and Accounting Regulations;
   3. **Project objectives;**
   4. **A financial summary** detailing sources of funding and quarterly planned expenditure draw down of this grant against eligible expenditure by financial year
   5. **Key milestones / performance indicators** including timeline for outputs and anticipated impact of the Project for the Recipient organisation & any wider impacts;
   6. **Risk and Issues management plan** detailing risk and issues management process, main Project risks and issues and mitigations**;**
   7. **Monitoring and Evaluation Plan** detailing the project outcomes and objectives and how the project will monitor and evaluate the achievement of these;
   8. **Communications Plan**  including stakeholder engagement and publicity plan and
   9. **Any other relevant Project detail**

**Schedule 2: The Project**

1. The project is to provide £430,000 of grant funding to businesses to help them recover from the impact of COVID. The grants are expected to average £2,000 but Blue Orchid has discretion to grant funding in excess of this where required.
2. The offer of this grant is made on the basis of the Total Project Cost of £500,000 (Five hundred pounds only), as submitted to the LEP and subsequently approved. In line with the tender £70,000 is to be allocated to fund manager fees for Blue Orchid to administer the funding.

Therefore, the grant is offered at 100% (rounded to the nearest whole number) of this Total Project Cost up to a maximum of £500,000.

If the Total Project Cost were to fall below this figure of £500,000 the offer of GPF grant would reduce accordingly in the same percentage as the offer i.e. the grant will remain as 100% (rounded to the nearest whole number) of the reduced LATEST Total Project Cost.

1. **It is essential for Us to receive Your Monthly Project Progress Reports and monthly Claim Form and Monitoring Reports so that We can report on the GPF programme and make appropriate payments within the relevant financial year**, **therefore without prejudice to Schedule 4:**
   1. You must provide us with a Monthly Project Progress Report and claim form by the fifth (5th ) working day of each month using the quarterly monitoring and claim form as attached at Appendix 1 and 2.
   2. You will be paid an instalment of grant up to the maximum provided in the relevant column 4 of Table A1 when You have satisfied the associated requirements in the relevant column 2 of Table A1 and have made a claim which We have received before the relevant No Obligation To Pay Date in the relevant column 3 of Table A1.
   3. Where You have completed a percentage of work required by the relevant column 2 of Table A1 and have made a claim which We have received before the relevant No Obligation To Pay Date in the relevant column 3 of Table A1, We will pay up to the corresponding percentage of grant in column 4 of Table A1 or the maximum permitted under State aid law if that amount is lower.
   4. You will not be paid for expenditure relating to a particular requirement in column 2 of Table A1, where We do not receive the claim form before the relevant No Obligation To Pay Date in the relevant column 3 of Table A1. This applies even if You have otherwise satisfied the associated requirements before the No Obligation To Pay Date in the relevant column 3 of Table A1 or if You satisfy the associated requirements after that date. See the examples in Schedule 4 for further details of the operation of paragraphs 2(b), 2(c), and 2(d).
   5. You may make up to four claims per year in respect of this grant, unless otherwise agreed by the LEP. The deadline for receipt by Us for claims relating to Table A1 is the relevant No Obligation To Pay Date listed in column 3 of Table A1**. Where You do not draw down some or all of Your Maximum Grant for the year, the LEP cannot guarantee that that this funding will be rolled forward into the next year**. The final Quarterly Claim and Monitoring Report for each financial year should be submitted no later than 7th working after 31st March each year. An annual report from an independent auditor (“the Auditor’s Report”) in the form at Schedule 4, should be submitted no later than the last working day in April each year, confirming the supporting information provided with claims made relating to the preceding financial year
   6. An Auditor’s Report, unless agreed in advance by the LEP, should also be submitted by the end of the calendar month in which that first or final claim is submitted. We will not make any payment in relation to Your final claim if an auditor’s report is not submitted by the due date confirming that there was nothing that could trigger any material change to that final claim.
   7. We will withhold further instalments of grant and may request repayment of sums already paid if the Claims do not comply with the requirements of this Grant Offer Letter or if any Auditor’s Report is not received by Us by the date specified or if We are not satisfied that the Auditor’s Report confirms the supporting information provided in relation to Your claims. **It is in Your financial interests to make regular claims in accordance with these dates, to reduce the risk of You not receiving grant funding.**
   8. **Where progress on Your project is ahead of schedule, We may, at Our sole discretion, agree to permit claims, supported by the required evidence, to be paid against the “maximum grant” payable figure for the following year, according to the grant instalment table A1.**

**Table A1: Growing Places Fund grant instalments**

The grant will be paid in the following instalments which can be changed by agreement with both parties.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Drawdown** | **Proportion** | **Capital Grant** | **Management Fee** | **Total** |
| 1 | 4 |  |  |  |
| 2 | 1 |  |  |  |
| 3 | 1 |  |  |  |
| 4 | 1 |  |  |  |
| 5 | 1 |  |  |  |
| 6 | 1 |  |  |  |
|  | **9** |  |  |  |

It in anticipated that the drawdowns will be paid monthly in advance.

A breakdown of costs is set out in the table below.

**For money to have been accrued, liabilities must have been:**

**- both incurred and invoices or Interim/final certificate received; or**

**- both incurred and in-kind benefits received; or**

**- both incurred and land value costs accounted for by The Recipient as a true project cost in their accounts**

**Finance, interest charges and recoverable VAT should be excluded.**

**Table A2: Indicative eligible expenditure for the project**. This profile will form the baseline for project monitoring purposes.

|  |  |  |
| --- | --- | --- |
| Years ended (31 March) | **2020/21** | **Total** |
| **£** | **£** |
| Grants to businesses | 430,000 | 430,000 |
|  |  |  |
| Total capital expenditure | 430,000 | 430,000 |
| Fund administration fee |  |  |
|  |  |  |
| Total Revenue |  |  |
| Total Expenditure (Annual) |  |  |
| Cumulative expenditure |  |  |

Table A3: Project Funding

The project will be funded as follows:

|  |  |
| --- | --- |
| **Funder (£)** | **Contribution (£)** |
| GPF |  |
| Private sector - SME Match \* |  |
|  |  |
| **Total** |  |

\*requirement for businesses to provide 20% of the costs of the

funding they’re seeking a grant towards.

**Schedule 3: Outputs**

1. You will be required to demonstrate that, as at the business day following the end of the Monitoring Period (as defined in paragraph 3 of this Schedule 3), You have satisfied the minimum Outputs Target as set out in Table B, below.
2. You will be required to submit your detailed output information during the agreed Monitoring Period, using the form at **Appendix 1** on the outputs and outcomes which the project has delivered to date and the latest forecast projections against agreed targets. The outputs and outcomes which are to be measured for each project should be those as agreed in the Growth Deal monitoring metrics for your project. The core metrics are to be measured for all projects. If you are unsure of the project specific ones, please liaise with the CWLEP Programme Manager for clarification.
3. For the purposes of this Grant Offer Letter and the Schedules, the “Monitoring Period” means a period starting from the end of the first quarter after which this conditional offer is signed to seven (7) years after project completion.
4. Any variation to the Outputs Target during the Monitoring Period must be agreed in writing with the LEP.

**Table B: Project Outputs**

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **2020/21** | **2021/22** | **Total** |
|
| **Jobs connected to the intervention (FTE)** |  |  |  |
| **GVA (£)** |  |  |  |
| **Businesses Supported/ benefitting (minimum)** | 150 |  | 150 |
| **Private Sector Match Funding (£)** | 86,000 |  | 86,000 |
| **Public Sector Match Funding (£)\*** |  |  |  |
| Others – Please state: |  |  |  |

\*if ERDF is secured as part of a wider programme it should be recorded and reported

The numbers above are based on the financial years ending 31 March.

**Schedule 4: How to claim instalments of Grant**

1. Make claims for each instalment of grant by submitting a Quarterly Claim Form and Monitoring Report (**Appendix 1)**. Claims should be submitted to the LEP’s Programme Manager by the deadlines set out in Table A1 of Schedule 2 of this Offer Letter. Claims will be checked for compliance by the LEP who will then instruct Cheshire East Council, the LEP’s Accountable Body, to process grant payment.
2. The amount of grant payable will be at the agreed percentage of net eligible costs in respect of which monies have been accrued by You on the Project between the start of the claim period and the end of the claim period up to the maximum grant amount as set out in para. 1 of this offer letter on page 1.
3. For monies to have been expended liabilities must have been incurred and paid. No claim can be accepted for liabilities which have been incurred but have not yet been paid.
4. The eligible costs shall be the costs set out in Table A2 of Schedule 2.
5. For each claim You are required to complete the table in the grant claim form setting out the actual eligible project expenditure and the associated grant expected from Us. You need to specify in Your quarterly claims what is contained within any spend category and a forecast for the next two quarters. The Programme Manager will guide You on this and review these costs during the claim process. More detailed expenditure forecasts are required in Your monthly project progress report.
6. With each claim include:
   1. details of any material changes to the milestones for the delivery of the Project and your assessment of the risks to delivery of the Project including information on progress and mitigating actions; and
   2. confirmation that no other public assistance has been received for the Project (other than that previously agreed at the time of project submission); and
   3. any further information requested by Us to enable the claim to be processed.
7. You must, provide an independent Auditor’s report, unless otherwise agreed by the LEP, no later than the end of the calendar month in which Your first grant claim is submitted. Thereafter, on an annual basis no later than the last working day in April after Your quarter 4 claim of each financial year where You are submitting claims, provide an independent Auditor’s Report. This report must cover the period since Your last Auditor’s Report or, where this is Your first report, since the Project began. The final claim will trigger the need for the Auditor’s Report at that time, even if that time is before Your quarter 4 claim. This Report must be submitted by the end of the calendar month in which that final claim is submitted, The Auditor’s report should be set out in the form below in all instances.
8. The Auditors Report will be paid for by You. If you propose to use an internal audit team, rather than an external provider, to undertake this function this must be agreed in advance with the LEP.
9. Payments will be made to You by Cheshire East Council as the LEP’s Accountable Body.

**Illustrative examples of grant repayments where the requirements of Table A1 are not fully met.**

The below example is designed to help You understand the operation of paragraphs 2(b), 2(c) and 2(d) of Schedule 2.

A hypothetical Project (“Project A”) plans to expend £4,000,000 in eligible costs during financial year 2019/20.

The maximum grant for 2019/20 is £400,000.

**Table A1: Growing Places Fund grant instalments (for illustrative purposes only)**

| **Date of claims (1)** | **Requirements for payment  (2)** | **No Obligation To Pay Date**  **(3)** | **Maximum Grant  (4)** |
| --- | --- | --- | --- |
| 15 July 2019  15 October 2019  15 January 2020  11 April March 2020 | When You have defrayed £4,000,000 (excluding VAT) on the Project as set out in Table A2 of this Schedule 2, and You have provided a satisfactory Monitoring Report. | 11 April 2020 | £400,000 |

**Scenario 1 (full defrayment of planned eligible costs)**

Project A has defrayed £4,000,000 on the Project in accordance with the relevant column 2 of Table A1 above, and has made a claim which We have received before 11 April 2020. As such it has fully satisfied the requirements in columns 2 and 3 of Table A1.

***Outcome***

We will pay Project A up to 100% of the relevant Maximum grant in column 4 of Table A1; that is up to £400,000.

**Scenario 2 (partial defrayment of all planned eligible costs)**

Project A has defrayed 60% of the amount it planned to defray in 2019/20, and has made a claim which We have received before 11 April 2020. That is, it has defrayed £2,400,000 on the Project. As such it has partially satisfied the requirements in columns 2 and 3 of Table A1.

***Outcome***

We will pay Project A up to 60% of the relevant Maximum grants in column 4 of Table A1, that is up to £240,000.

**Scenario 3 (claim made after relevant no obligation to pay date)**

Project A has defrayed 100% of its planned eligible expenditure by 31 March 2020, but we do not receive the claim form until 12 April 2020 (i.e. after the relevant No Obligation To Pay Date set out in column 3).

***Outcome***

Project A receives no grant for 2019/20, despite defraying their expenditure to schedule. There is no guarantee that their grant is rolled over into the next financial year. Payment of the grant will be at the discretion of the LEP.

**The Auditor's Report**

[Date]

1. [Name of Auditor] has examined the enclosed claims from [the Recipient] (the “Organisation”) for the period from [*date*] to [*date*] in accordance with the terms and conditions of the engagement letter dated [*date*] and the Grant Offer Letter dated [*date*]. These claims have been prepared by and are the sole responsibility of the directors of the Organisation.
2. [Name of Auditor] has carried out a reasonable level of assurance assignment by performing the following tests:
   1. [Name of Auditor] has selected a random sample of eligible expenditure incurred by value as reported on the claims and traced them to invoices or other supporting documentation and evidence of payment to check that they have been properly incurred and defrayed in accordance with the terms and conditions of the Grant Offer Letter;
   2. [Name of Auditor] has verified the outputs claimed by the project and checked that there is adequate supporting information available to support these claims;
   3. [Name of Auditor] has confirmed the arithmetical accuracy of the schedules relating to the claims and agreed them to the appropriate supporting documentation. [Name of Auditor’s firm] has also checked whether the grant claimed by the Organisation has been calculated in accordance with the terms and conditions of the Grant Offer Letter;
   4. [Name of Auditor] has confirmed that any State Aid implications have been considered and compliance with Public Procurement Legislation has occurred.
3. Statement of any errors and reservations/exceptions. These, if any, should be clearly stated under this paragraph.
4. Based on the examination as above and subject to the possible financial effect of any reservations or qualifications set out in paragraph 3, [Name of Auditor] report that based on the findings, in [Name of Auditor’s firm] opinion the claims for grant payment meet the conditions of the Grant Offer Letter (which includes its Schedules) dated [date].
5. [Name of Auditor’s firm]: confirm that:
   1. during the period from commencement of the Project [*date*] to [*date*][[1]](#footnote-1) the Organisation accrued the cumulative expenditure totals as per the table below that are eligible for grant aid for the Project in accordance with the Grant Offer Letter and its Schedules:

|  |  |  |  |
| --- | --- | --- | --- |
| **Expenditure Type for which grant aid is being provided.** | **Cumulative amount achieved from the commencement of the project [date] to [*date*][[2]](#footnote-2) (excluding VAT).**  **£** | | |
| Land Acquisition, etc | [Date from] | [Date to] |  |
| Professional fees, etc | [Date from] | [Date to] |  |
| Statutory Undertakings | [Date from] | [Date to] |  |
| Works | [Date from] | [Date to] |  |
| Equipment | [Date from] | [Date to] |  |
| **Total** |  |  |  |

* 1. the Organisation has maintained adequate records to enable us to report on this claim and has made available all evidence that was attached to claims made in the period [date] to [date].

1. Our report is prepared solely for the confidential use of the Organisation and LEP or any other UK central government department and solely for the purpose of verifying the grant claimed. It may not be relied upon by the Organisation or BIS or any other UK central government department for any other purpose whatsoever. Our report must not be recited or referred to in whole or in part in any other published document without our written permission except where disclosure is required as a result of a statutory obligation. Our report must not be made available, copied or recited to any other party without our express written permission in every case except that the Organisation or BIS or any other UK central government department may disclose the report where it has a statutory obligation to do so. Other than to the Organisation and, BIS or any other UK central government department [Name of Auditor] do not have any duty to any other party to whom this report may be disclosed.
2. The engagement to report on the grant claim is separate from, and unrelated to, the audit of the annual financial statements of the Organisation and that the report relates only to the matters specified and that it does not extend to the grant recipient's annual financial statements taken as a whole.
3. Name, contact details and signature of the reporting auditor.
4. Date of the report.
5. Name and contact details for enquiries, if different from above.

**Schedule 5: Variation, Withholding and Repayment of Grant**

1. All references to “the Organisation” refer to the Recipient.
2. We may vary or withhold any or all of the payments and/or require repayment of grant already paid to the Organisation if, at any time before the end of the seven (7) year Monitoring Period (as defined in paragraph 3 of Schedule 3 ) or the end of the Post Completion Monitoring Period (as defined in paragraph 8 of this Grant Offer Letter):
   1. the Organisation has entered into an arrangement to defray money or defrayed money on the Project before such a date that has been agreed between the Organisation and the LEP when this offer has been made;
   2. the arrangements for financing the Project are changed;
   3. assistance for the Project (other than that already notified) is received or promised from an institution of the European Union, a Government Department, a local authority or any other partly or wholly publicly financed body or charitable fund;
   4. in Our opinion, progress on the Project, including without limitation progress towards reaching the Output Targets shown in Schedule 3, is not satisfactory;
   5. in Our opinion, the future of the Project is in jeopardy;
   6. in Our opinion, there is a significant change in the scale or nature of the Project;
   7. in Our opinion, there has been a breach of Public Procurement Legislation;
   8. whether or not before the date of this Grant Offer Letter, the Organisation or any subsidiary or holding Organisation of the Organisation or any subsidiary of any such holding Organisation or any director, officer or employee of any of the foregoing companies has committed or commits:
      1. an offence under the Bribery Act 2010 or any legislation repealed or revoked by that Act;
      2. an offence under any other UK legislation or common law concerning bribery, corruption or fraudulent acts; or
      3. any activity, practice or conduct which would constitute one of the offences referred to in (i) or (ii) above if such activity, practice or conduct had been carried out in the UK,

in each case whether or not in connection with the Grant or the Project.

* 1. the pre-conditions stated in paragraph 2 of this Grant Offer Letter are not satisfied and/or cease to be satisfied;
  2. the auditor identifies any errors in claims submitted in their report;
  3. there is a change of ownership or control of the Organisation;
  4. the Organisation ceases to own, or for a period of more than 3 months stops using for the purposes of the Project, part or all of the Premises, or any of the assets, all as specified in Schedule 2;
  5. in Our opinion, any information the Organisation has given in relation to the Project changes substantially during implementation or is shown to be or have been incorrect or misleading or any claim for grant is based on misleading information; or
  6. the Organisation fails to comply with any terms or conditions of this Grant Offer Letter or in the Schedules.

**European Union**

1. We may vary or withhold any or all of the payments and/or require repayment of grant already paid, together with interest from the date of payment, if We are required to do so as a result of a decision by the European Commission or as a result of any obligation arising under European Union law.

**General**

1. Each of the provisions of this Schedule 5 is without prejudice to its other provisions.

**Appendix 1 Grant Claim and Monitoring report**

****

**Return signed hard copy to:**

Cheshire and Warrington Local Enterprise Partnership

Floor 1 Wyvern House,

The Drumber,

Winsford,

CW7 1AH

FAO: C&WLEP Head of Programmes

**Interim Claim**  **Final Claim**  **Claim No \_\_**

**GROWING PLACES FUND – QUARTERLY CLAIM FORM AND MONITORING REPORT**

|  |  |
| --- | --- |
| **Project Name** |  |

|  |
| --- |
| Name of project sponsoring organisation: |
|  |

Person to whom queries about this claim can be made:

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Tel (inc STD) Mobile |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Position |  | Email |  |
| Address |  |  |  |
|  | | | |
|  | | | |
|  | | | |

**Details of bank branch to which payments should be made:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of bank:** |  | | |
| **Address:** |  | | |
| **Account Name:** |  | | |
| **Sort Code:** |  | **Account Number:** |  |

Please tick if details have changed from last claim

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  | |  | |  | |  | |  | |  | |  |
| Date of Offer Letter or Contract | |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  |  |  |  |  |  | | | | | | |  |  | |  | |  | |  | |  | |  | |

|  |  |  |  |
| --- | --- | --- | --- |
| Quarter: |  | Year: |  |

Claim period:

|  |  |
| --- | --- |
| **All figures in this box should be as per the offer letter** | **Capital Expenditure (**£) |
| **(a) Total Project Cost (incl Land Value)** |  |
| (b) Total GPF funding approved |  |
| (c) GPF as % of Total Project Cost |  |
| (d) GPF funding agreed for the current financial year |  |
| (e)Total cumulative project spend to date |  |
| (f)Total Funding claimed to date |  |
| (g) Total spend this quarter |  |
| (h) Total GPF due ( g *x* c ) this claim. (please state below if figure different due to agreement with LEP) |  |
| Please detail if figure above is not in line with intervention rate. (e.g. the LEP has agreed to pay a different percentage of costs up to to the maximum grant available) |  |

**Certificate of Chief Financial Officer (or equivalent) of grant recipient / accountable body**

I apply for payment towards the expenditure detailed above and on page 3 in supplementary information.

I certify that to the best of my knowledge and belief:

1. The information in this form is true and correct.
2. We have not received and will not receive any specific grants, other support or contributions towards the expenditure for which payment is now being sought, other than previously advised.
3. The grant claimed is in respect of items eligible for, and approved for, GPF funding.
4. The claim is made in accordance with the offer letter / contract stated above.

|  |  |  |  |
| --- | --- | --- | --- |
| Signature |  | Position |  |
| Name (Block  Capitals) |  | Date |  |

**-------------------------------------FOR COMPLETION BY C&WLEP and CEC ONLY--------------------------------------------------**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Date Claim Form Received by C&WLEP:** | | | | | | |
| **Purchase Order:** | | **Supplier Ref:** | | | | |
| Cost Centre | Account No | Activity | | Job Code | Net Amount | Vat Code |
| **Total Net:** | | | | **Date to be paid by:** | | |
| **CERTIFIED BY:**  **Signature:**  **Name:**  **Date:** | | | **AUTHORISED BY:**  **Signature:**  **Name:**  **Date:** | | | |

|  |  |
| --- | --- |
| **For Completion by Accountable Body S.151 Officer ONLY:**  I have checked the quarterly claim form and authorise payment of GPF funds in accordance with the partnership agreement | Signed: |
| Name: |
| Date: |

**Supplementary Information**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | D | D | M | M | Y | Y |
| **Project Start Date:** | |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  |  |  |  |  |  | | | | | | |
|  |  |  |  |  |  |  |
| **Forecast/Actual Project Completion Date:** | |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  |  |  |  |  |  | | | | | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **LATEST Total Project Cost:** £ | | | | | | |
| **GPF Funding Approved** (as per offer letter)**:** | | |  | | | |
| *Approved Cumulative Expenditure* **Include all project expenditure incurred against this project.** | | | | | | |
| **Expenditure** | | **Project Expenditure to date, including this claim £** | | **Project Expenditure forecast for next quarter**  **£** | **Project Expenditure forecast for rest of financial year (to end of March)** | **Project Expenditure forecast for next Financial year**  **£** |
| A | Land Acquisition, etc. |  | |  |  |  |
| B | Professional fees, etc. |  | |  |  |  |
| C | Statutory Undertakings |  | |  |  |  |
| D | Works |  | |  |  |  |
| E | Equipment |  | |  |  |  |
| F | **Total Expenditure**  (A+B+C+D+E) |  | |  |  |  |

|  |  |
| --- | --- |
| **Total Project Capital Income: £** | |
| **Financed By:** | **£** |
| **Sponsoring Organisations Capital Funding** |  |
| **GPF Funding** |  |
| **Other Public Sector Funding (please specify)** |  |
|  |  |
| **Other Private Sector Funding (please specify)** |  |
|  |  |
| **Total Funding (Should equal Latest Project Cost):** |  |

**Monitoring Report**

|  |  |
| --- | --- |
| **Project Name:** | |
| **Project Number:** | **Claim for quarter ending:** |
| *If submitting an interim claim answer A; If submitting a final claim, answer B [delete one as appropriate]*  **A. Progress during Quarter** (narrative to include any major achievements/issues and or variations and changes to terms of contract including financial, outputs and timescales)  **B. Brief details of major achievements** (please provide photographs if available) | |
| *Questions to be answered with interim claims only.*  **Key plans for next quarter (including details of any planned major achievements or milestones and any planned responses to any current issues to bring the project back on track)** | |
| **Any other relevant comments:** | |
| **Outputs and Outcomes**  **Please complete the table below with details of the outputs and outcomes achieved to date.**   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Output** | **Target agreed in offer letter** | **Achieved to date** | **Achieved this quarter** | **Remaining to be achieved** | | Jobs created |  |  |  |  | | Public Sector Leverage |  |  |  |  | | Private Sector Leverage |  |  |  |  | | New homes |  |  |  |  | | Commercial Floorspace Created |  |  |  |  | | Other (please state) |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  |   **Are you still confident that the contracted outputs can be achieved? Y/N**  **If no, please provide an explanation and the likely revised outputs.**  **Project leads should note, that failure to achieve contracted outputs could result in clawback of grant.** | |
| Signature: | Name (block capitals): |
| Position: | Date: |

*Instructions for Submission of Quarterly Claim and Monitoring Report*

1. Claims should be submitted in accordance with the terms set out in your contract with the C&WLEP, and at the frequency stated therein i.e. quarterly throughout the agreed monitoring period.
2. Completion of the Monitoring Report:

* For an interim claim, complete section A to detail progress of the project/scheme during the quarterly period which the claim covers. Please include in your narrative any major achievements, or any issues which have arisen since the last monitoring report period and anything which may have an impact on the terms of the GPF offer letter e.g. planning permission has been granted but which reduces the number of homes which may be achieved in the future or there are performance issues with the contractor on site etc. Please include photographs (preferably electronically) if available for the use by the LEP for promotional purposes.
* For a final claim, complete section B ONLY details of the major achievements that the project/scheme has delivered and please include photographs (preferably electronically) to illustrate.
* For an interim claim, complete section C to detail any key milestones/achievements that are forecast for the following quarter as well as actions to deal with key issues which have arisen and any delays to the programme.

1. Print off and sign the original Claim Form and a scanned electronic copy should be emailed to the C&WLEP’s Programme Manager as **well as** the original paper copy sent to the address in Winsford on the first page. This should be received by the 5th working date of the month, following quarter end.

*Please*

*Tick:*

**Also attached:**

Evidence of expenditure (if stipulated in offer letter/contract)

Photographs (optional)

Other (please specify):      

Appendix 5 – Example of Grant Offer Letter



Appendix 6 – Example of Grant Claim Documentation



Appendix 7 – Example Client Claim Evidence



Appendix 8 – Example OF Transactions

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No** | **Type** | **Date** | **Ref.** | **Ex.Ref.** | **Dept** | **Details** | **Amount** | **Debit** | **Credit** |
| 33364 | PI | 01/09/2020 | BL07467/DI | GRA-00231 | 141 | Restructure Grant ref: GRA-00231 | 876.70 | 876.70 | 0.00 |
| 33365 | PI | 01/09/2020 | BL07465/DI | GRA-00243 | 141 | Restructure Grant ref: GRA-00243 | 1019.44 | 1019.44 | 0.00 |
| 33377 | PI | 01/09/2020 | BL07466/DI | GRA-00235 | 141 | Restructure Grant ref: GRA-00235 | 1265.50 | 1265.50 | 0.00 |
| 33419 | PI | 04/09/2020 | BL07485/DI | GRA-00226 | 141 | Restructure Grant ref: GRA-00226 | 914.00 | 914.00 | 0.00 |
| 33453 | PI | 17/09/2020 | BL07508/DI | GRA-00251 | 141 | Restructure Grant Reference: GRA-00251 | 2488.11 | 2488.11 | 0.00 |
| 33454 | PI | 17/09/2020 | BL07509/DI | GRA-00193 | 141 | Restructure Grant Reference: GRA-00193 | 867.20 | 867.20 | 0.00 |
| 33455 | PI | 17/09/2020 | BL07510/DI | GRA-00143 | 141 | Restructure Grant Reference: GRA-00143 | 3834.49 | 3834.49 | 0.00 |
| 33456 | PI | 17/09/2020 | BL07511/DI | GRA-00219 | 141 | Restructure Grant Reference: GRA-00219 | 4950.00 | 4950.00 | 0.00 |
| 33457 | PI | 17/09/2020 | BL07512/DI | GRA-00201 | 141 | Restructure Grant Reference: GRA-00201 | 2612.33 | 2612.33 | 0.00 |
| 33458 | PI | 17/09/2020 | BL07513/DI | GRA-00228 | 141 | Restructure Grant Reference: GRA-00228 | 514.83 | 514.83 | 0.00 |
| 33459 | PI | 17/09/2020 | BL07514/DI | GRA-00171 | 141 | Restructure Grant Reference: GRA-00171 | 552.66 | 552.66 | 0.00 |
| 33460 | PI | 17/09/2020 | BL07515/DI | GRA-00225 | 141 | Restructure Grant Reference: GRA-00225 | 1413.30 | 1413.30 | 0.00 |
| 33461 | PI | 17/09/2020 | BL07516/DI | GRA-00317 | 141 | Restructure Grant Reference: GRA-00317 | 1199.39 | 1199.39 | 0.00 |
| 33462 | PI | 17/09/2020 | BL07517/DI | GRA-00229 | 141 | Restructure Grant Reference: GRA-00229 | 1892.05 | 1892.05 | 0.00 |
| 33463 | PI | 17/09/2020 | BL07518/DI | GRA-00246 | 141 | Restructure Grant Reference: GRA-00251 | 2004.70 | 2004.70 | 0.00 |
| 33464 | PI | 17/09/2020 | BL07519/DI | GRA-00152 | 141 | Restructure Grant Reference: GRA-00152 | 2002.74 | 2002.74 | 0.00 |
| 33513 | PI | 17/09/2020 | BL07521/DI | GRA-00321 | 141 | Restructure Grant Reference: GRA-00321 | 869.34 | 869.34 | 0.00 |
| 33515 | PI | 17/09/2020 | BL07522/DI | GRA-00274 | 141 | Restructure Grant Reference: GRA-00274 | 792.99 | 792.99 | 0.00 |
| 33517 | PI | 17/09/2020 | BL07527 | GRA-00252 | 141 | Restructure Grant Reference: GRA-00252 | 1986.98 | 1986.98 | 0.00 |
| 33518 | PI | 17/09/2020 | BL07526 | GRA-00167 | 141 | Restructure Grant Reference: GRA-00526 | 2037.50 | 2037.50 | 0.00 |
| 33519 | PI | 17/09/2020 | BL07525 | GRA-00266 | 141 | Restructure Grant Reference: GRA-00266 | 905.56 | 905.56 | 0.00 |
| 33520 | PI | 17/09/2020 | BL07524 | GRA-00244 | 141 | Restructure Grant Reference: GRA-00244 | 627.64 | 627.64 | 0.00 |
| 33521 | PI | 17/09/2020 | BL07523 | GRA-00339 | 141 | Restructure Grant Reference: GRA-00339 | 2086.28 | 2086.28 | 0.00 |
| 33815 | PI | 30/09/2020 | BL07587/DI | GRA-00149 | 141 | Restructure Grant Reference: GRA-00149 | 957.42 | 957.42 | 0.00 |
| 33816 | PI | 30/09/2020 | BL07547/DI | GRA-00181 | 141 | Restructure Grant Reference: GRA-00181 | 2576.14 | 2576.14 | 0.00 |
| 33817 | PI | 30/09/2020 | BL07546/DI | GRA-00233 | 141 | Restructure Grant Reference: GRA-00233 | 1695.81 | 1695.81 | 0.00 |
| 33818 | PI | 30/09/2020 | BL07529/DI | GRA-00224 | 141 | Restructure Grant Reference: GRA-00224 | 3087.02 | 3087.02 | 0.00 |
| 33819 | PI | 30/09/2020 | BL07545/DI | GRA-00245 | 141 | Restructure Grant Reference: GRA-00245 | 940.27 | 940.27 | 0.00 |
| 33820 | PI | 30/09/2020 | BL07544/DI | GRA-00337 | 141 | Restructure Grant Reference: GRA-00337 | 1580.00 | 1580.00 | 0.00 |

**END OF TENDER DOCUMENT**

1. This date will be the date of the last claim made in the financial year. In the grant offer letter this is normally March 15th but recipients may make their last claim before this if they have defrayed the required amount of expenditure as set out in the grant offer letter. [↑](#footnote-ref-1)
2. Ibid [↑](#footnote-ref-2)