

Economy & Growth Committee

Date of Meeting:	17 January 2023
Report Title:	Repurposing Our High Streets (Crewe) Grant Scheme
Report of:	Jayne Traverse, Executive Director - Place
Report Reference No:	EG/30/22-23
Ward(s) Affected:	Crewe Central ward

1. Purpose of Report

- 1.1. To obtain approval for the design and delivery of a new grant scheme aimed at improving occupancy of vacant commercial premises in Crewe town centre.
- 1.2. This report relates to the Council's Corporate Plan priority "a thriving and sustainable place", specifically:
 - a) a great place for people to live, work and visit;
 - b) welcoming, safe and clean neighbourhoods;
 - c) thriving urban and rural economies with opportunities for all

2. Executive Summary

- 2.1. Following the identification of Crewe, in late 2020, as one of the towns eligible for the Government's 'Towns Fund' programme, in January 2021, Crewe Town Board submitted a Town Investment Plan identifying those projects it intended to support. This included a project to promote the repurposing of vacant town centre premises to increase activity and improve perceptions.
- 2.2. Until August 2021 the intention was that Crewe Town Council would lead on a project which involved direct acquisition, refurbishment, and disposal. At that point the Town Council withdrew its proposal and Cheshire East Council agreed to take forward proposals for a variation of their project which avoids property transactions and is focused on providing financial support through a grant

scheme to businesses taking leases for occupation of vacant premises in Crewe town centre.

- 2.3.** The Council led on the development of the business case for this project, taking into account the experience of similar grant schemes operated by other local authorities and a national expert in this field, as well as local stakeholders. The business case was independently appraised and subsequently approved by Crewe Town Board and Government (Department for Levelling Up, Homes & Communities, DLUHC).

3. Recommendations

That the Committee:

- 3.1.** Approve the allocation of £1.45m Towns Fund grant to be used in the operation of the 'Repurposing Our High Streets' (ROHS) project to be spent over the period from January 2023 up to 31 March 2026.
- 3.2.** Delegates authority to the Executive Director (Place) to make any final amendments to the draft policy (Appendix 1), operate the scheme and enter into any associated legal agreements.

4. Reasons for Recommendations

- 4.1.** The proposed Repurposing Our High Streets (ROHS) project will form a key part of a comprehensive programme of regeneration already underway in Crewe town centre, building on initial investment by the council in 2015 and including funding secured as a result of successful bids for Government funds. It will draw on an allocation made more recently through the Towns Fund (and approved by Crewe Town Board and DLUHC), which is the main source of funding for this project, with the balance of £159,450 resulting from co-funding from successful applicants (not passing through the Council). The proposal is summarised in the Logic Chain Model in Appendix 2, which formed part of the appraised and approved business case.
- 4.2.** The ROHS project will respond to a perceived 'market failure'. i.e. the high proportion of vacant commercial premises in Crewe town centre, resulting from a number of factors including:
- Increased competitive advantage of online channels related to retailing and home deliveries;
 - Increased competitive advantage of out-of-town retail, leisure and office centres; and
 - The legacy impact of the Covid 19 pandemic that has materially disadvantaged town centres.

- 4.3.** The ROHS project is expected to:

- Support 53 businesses with grants and business support
- Help repurpose 2,950 sq. m floorspace including 2,500 sq. m retail, leisure or food & beverage space and 450 sq. m office space
- Create 60.5 full-time equivalent (FTE) permanent jobs
- Safeguard 13.25 full-time equivalent (FTE) permanent jobs

4.4. Full Council approval is already in place for “Delegation of authority to the Executive Director – Place to approve Supplementary Capital and Revenue Estimates up to the value of the Towns Fund grant award, and further delegates authority to incur expenditure in line with the conditions of the Fund. (Full Council, 22 June 2021). This relates to the overall £22.9m Towns Fund programme, which includes the ROHS project.

5. Other Options Considered

5.1. In relation to the briefing elements of this report:

Option	Impact	Risk
Do nothing	The project and grant scheme would be unlikely to be administered by any other party.	The expected outcomes of the scheme would not be realised and the £1.45m Towns Fund grant ‘underspend’ would need to be raised with DLUHC, and potentially be withdrawn from Crewe’s grant allocation.
Develop an alternative programme that does not include the proposed form of business grants.	Alternative schemes have been considered, but these would be difficult to deliver due to issues such as: a) acquiring / holding / refurbishing / disposing of premises; or b) providing larger financial subsidies to property owners.	a) Risk to Council in increasing/managing a challenging property portfolio; or b) risk of breaching subsidy control regulations to property owners

6. Background

6.1. The Repurposing Our High Streets (ROHS) project will be a new scheme that is being established to address high levels of vacancy of commercial premises in Crewe town centre, supporting businesses to take leases by contributing towards the initial costs of occupying and operating from vacant premises.

- 6.2.** The project will complement a wider programme of projects, initiatives, and activities already underway, or planned, in other parts of the town centre, and is intended to:
- a) Increase occupancy levels of vacant commercial premises
 - b) Increase activity in and around Crewe town centre (both commercial activity and footfall)
 - c) Diversify/strengthen the mix of town centre business uses
 - d) Create employment opportunities
 - e) Improve perceptions and confidence with local residents, visitors, businesses and investors.
- 6.3.** The project will provide support comprising:
- a) Capital grants of up to £30,000* for businesses taking leases on vacant town premises, supporting their costs in improving the property for their occupation including fit-out costs, as well as other capital equipment purchased. (* The amount of grant will depend on the type of property and the length of lease taken. For example, shorter-term 'meanwhile use' businesses would receive a smaller grant than those businesses committing to a five-year lease. In exceptional circumstances, some premises may be eligible for a grant of up to £50,000).
 - b) Business support for grant recipients to help them start/grow their business.
 - c) Short-term visual 'shop window' improvements in vacant premises, in the form of vinyls or similar displays.
- 6.4.** Eligible applicants will include:
- a) Businesses (including sole traders, community enterprises and charities) taking on new leases of commercial premises in Crewe town centre. This includes premises on upper floors as well as the ground floor.
 - b) Landlords are only eligible for support for 'shop window' vinyls/displays.
 - c) Other funding conditions will apply to ensure that the funding is used for legitimate business activity, represents good value-for-money, and is compliant with legislation (planning, building control, environmental health, subsidy control, etc.) and meet the scheme's objectives.
- 6.5.** The scheme will, initially at least, be administered by the Council, although some elements of the scheme (e.g., marketing, grant application administration and business support) may be delivered through an appropriately procured third party.

- 6.6.** Information on the scheme, including detailed criteria and conditions, will be made available through the Council's website and promoted appropriately through third parties, media releases and social media activity.
- 6.7.** Applications will be subject to review and recommendation by a grant administrator to a Council officer who will take a decision on the award of the grant.
- 6.8.** Approval of grants and the award of payments will be subject to a number of factors including consideration of:
- a) whether the applicant is eligible;
 - b) the financial status of the applicant(s), including whether they are in arrears for Council Tax, business rates, etc;
 - c) whether the application demonstrates value-for-money;
 - d) whether the proposed business activity is suitable for the identified premises/location;
 - e) address legislative requirements or controls, including subsidy control, planning, building regulations, licensing, etc.
- 6.9.** As appropriate, subject to full consideration and mitigation of risks, the Council may:
- a) apply conditions to grant payments;
 - b) make advance payments of small grants to enable cash-flow of small/start-up businesses;
 - c) make more than one award to any business during the lifetime of the scheme, e.g., where a business is expanding into larger premises;
 - d) terminate a grant award and seek to recover any grant payment that has not been used in the approved manner.
- 6.10.** The Council will monitor the scheme, including individual business performance, and review the scheme regularly to inform any necessary changes. It will actively engage with successful applicants to develop case studies to inform future business grant schemes. Upon completion of the scheme, the Council will undertake an evaluation.

7. Consultation and Engagement

- 7.1.** Consultation and stakeholder engagement has been undertaken throughout the development and delivery of this project, including input from local property owners and agents, as well as specialist expertise from an independent expert in tackling the issue of vacant shops. It has also involved input from other local authorities that run similar schemes.

8. Implications

8.1. Legal

8.2. The Council's Constitution (April 2022, updated 6/9/22) Chapter 3, Part 4 Section 4 refers to support to other organisations.

8.3. Committee approval is being sought for the overall scheme and application of the budget to this scheme. Individual grants of up to £50,000 can be approved by an Officer under the existing delegations within the Finance Procedure Rules.

8.4. The Grant Funding Protocol sets out further guidance on grant funding, consideration of state aid implications, the process for allocation and any conditions that should apply to any grant funding. The ROHS scheme should be developed and implemented in accordance with this Protocol.

8.5. In addition, external subsidy control advice has been provided which advises that each grant application should be considered in the light of:

- a) the basis by which compliance with small subsidy thresholds will be ensured should be confirmed, particularly in cases where landlords with multiple properties may be deemed as receiving subsidy, and
- b) the basis for determining when landlords are considered to benefit from subsidy should be set out and confirmed with appropriate CEC officers.

8.6. Finance

8.7. The Crewe Towns Fund budget was approved in full in the 2022-26 MTFS as a block allocation. Therefore, no further budget approvals are required for the grant scheme.

8.8. All applications for the grants and the subsequent approval of the grants should adhere to the relevant sections of the Council's Constitution and the Corporate Grants Policy.

8.9. The grants are for up to £50,000 and therefore the decision to award lies with Officers as per 6.27 of the Constitution (Chapter 3; Part 4, Section 4).

8.10. Policy

8.11. This project aligns with the priorities of the Council's existing Crewe Town Centre Regeneration Delivery Framework and Local Plan, as well as Crewe Town Board's Town Investment Plan.

8.12. Equality

8.13. There are no direct equality implications related to the recommendations in this report, but an equality impact assessment will be undertaken prior to the finalisation of the grant scheme criteria. As part of the scheme criteria, the contribution that an applicant business/organisation makes to social value will be considered.

8.14. Human Resources

8.15. There are no direct implications; the Towns Fund capital grant award of £1.45m provides sufficient funding to support Council staff costs in administering the project and grant scheme.

8.16. Risk Management

8.17. Given the nature of the proposals and the limited interdependencies, there are limited major risks associated with this

8.18. The primary risks in delivery and operation considered in the Risk Register include:

- a) Timescales for necessary grant approvals impacting on delivery

Mitigated through a delegated approval process.

- b) Vacant premises require more funding to be a state suitable for a commercial occupation.

Mitigation: pro-active identification of most suitable premises for available grants; collaboration with landlords and businesses to broker lease deals that include appropriate landlord contributions.

Contingency: potential scheme revision to refocus on larger value grants and/or more strategic interventions.

- c) Grant scheme attracts those making fraudulent applications and/or submission of costs, although, relative to larger business grant scheme (such as those in place during the Covid pandemic), this scheme will be small scale, with greater opportunity for scrutiny on individual applications.

Mitigation: financial checks on individuals associated with application; requirement for applications to provide documentary evidence; checks on grant claims received including stated supplier; In-person checks on premises.

Contingency: enhanced checks and validation of applications if considered appropriate/proportionate.

8.19. Whilst there will be specific criteria for the grant scheme, there will be regular review points to allow sufficient flexibility to reprofile and allocate grant funding based on demand and the arising needs of businesses.

8.20. Inflationary risk has also been considered. As funding will be provide to businesses as a grant, identified works will be limited by the available level of funding. The allocation of funding will be dependent on the business providing competitive quotes (for costs above £500) which will ensure that works undertaken are within grant threshold limits and that further inflationary risk sits with the business applicant.

8.21. Rural Communities

8.22. There are no direct implications for rural communities related to the recommendations in this report, although the benefits of regeneration in Crewe town centre extend beyond the communities of Crewe into other the town's wider hinterland.

8.23. Children and Young People/Cared for Children

8.24. There are no direct implications for children, young people and cared for children related to the recommendations in this report.

8.25. Public Health

8.26. There are no direct public health implications related to the recommendations in this report. As part of the scheme criteria, the contribution that an applicant business/organisation makes to social value will be considered.

8.27. Climate Change

8.28. There are no direct climate change implications related to the recommendations in this report. It is expected that some of the grant funding will be invested in such a way that it will have positive benefits in terms of carbon reduction.

8.29.

Access to Information	
Contact Officer:	Jez Goodman jez.goodman@cheshireeast.gov.uk 01270 685906
Appendices:	Appendix 1: Grant Scheme Policy (Draft) Appendix 2: Logic Chain Model
Background Papers:	None

Appendix 1: Grant Scheme Policy (DRAFT)

Crewe's Repurposing Our High Streets Grant Scheme

Policy and Guidance

Section 1 - Introduction

This policy and guidance have been created to help you understand the aims of this grant before you make an application for funding to Cheshire East Council. Please read the notes carefully and ensure you've understood them before starting to write an application form.

Applicants should be either sole traders, or the owner or main director of a small or micro business, charity or CIC and have full control over all business decisions.

Franchise holders are not eligible to receive this funding. Applicants can designate someone to speak on their behalf if this forms part of a necessary reasonable adjustment.

If you would like support to help you understand the guidance notes or complete the application form, please email the ROHS scheme advisor ROHS@cheshireeast.gov.uk.

You can also email the Grant Advisor for help if:

- You would find it easier to speak about this grant over the phone. (Please tell us this in your email and include your telephone number).
- You require a reasonable adjustment to make your application. (Please tell us a bit more about this in your email. We will support you if we judge that we are able to).
- You would like someone else to speak with us about this grant on your behalf. (Please tell us a bit more about the situation in your email).

Cheshire East Council welcomes applications from people of all levels of ability. We are committed to supporting all eligible organisations through the application process.

Grant awards are paid in arrears. If your application is successful, you must be able to spend a minimum of £3,000 and wait up to six weeks to receive your award payments.

We will continue to work with successful applicants to monitor how the grant has been spent and offer further support to their organisations for up to three years from the date of their grant offer letter.

Section 2 – Why are the Council offering this grant funding?

Cheshire East Council wants to reduce the number of vacant commercial properties in Crewe town centre. We will achieve this by funding businesses, sole traders, charities, CIC's, creative and cultural activities, and community groups who can strengthen and diversify these areas, boost footfall, and create new jobs.

The grant is funded by the Government's Department of Levelling Up, Housing & Communities through its Towns Fund, and supported by Crewe Town Board and managed by Cheshire East Council.

Section 3 - What kind of organisations are eligible to apply?

This grant can support either established organisations, or those who have just started up or are about to start up.

All types of organisations can apply for this funding, including Businesses, Charities, CIC's Community & Voluntary Groups, Social Enterprises, and Sole Traders.

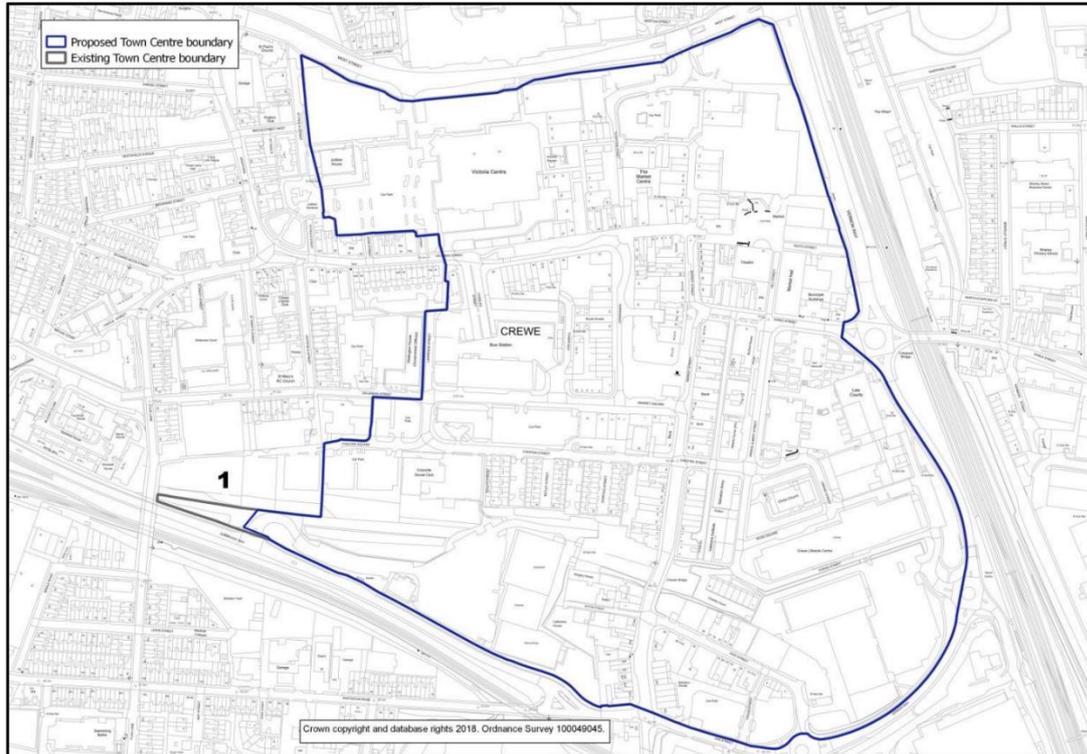
To be eligible your organisation should meet ALL THREE (3) of the following employment & financial criteria:

- Employ less than 50 people
- Have a turnover of £10.2million or less
- Have £5.1million or less on your balance sheet

To be eligible your organisation must meet ONE (1) of the below property criteria:

- be wishing to lease or rent an eligible, previously vacant commercial property
- have signed a lease or rental agreement for an eligible property within the 12 weeks prior to submitting your application, and not yet have started to trade from the property.

Eligible properties are those that are located with the Crewe Town Centre boundary, as defined in the Cheshire East Local Plan SPD



Map Crewe 10: Existing and proposed town centre boundary

You can check if a property is an eligible area by contacting the ROHS scheme advisor ROHS@cheshireeast.gov.uk

At our discretion we may decide that a property slightly outside of this boundary is eligible. All types of commercial properties can be considered eligible to receive funding for renovation and/or equipment, including retail, leisure, hospitality, offices and in some cases industrial or warehousing premises. Properties do not need to have traditional shop frontages or be on a ground floor to be considered eligible for this funding.

All eligible properties will have their own Business Rates Assessment, and the applying organisation will be the sole party named on the lease or rental agreement. The grant cannot be used to fund the use of part of a property or a lease with one single business rates assessment etc, unless a business rates reassessment relating to a sub-division of a premises has been applied for.

If you are unsure whether a property could be considered eligible, please email the ROHS scheme advisor ROHS@cheshireeast.gov.uk.

To be eligible your business/organisation must meet ONE (1) of the below trading criteria:

a) New to Crewe town centre – You have never leased or rented any property in one of this grant scheme’s eligible locations. You are creating new jobs with fixed contracted hours.

(b) Returning to Crewe town centre - You previously leased or rented a property in one of this grant scheme's eligible locations. Your contract on the previous property ended at least 6 months before you signed/intend to sign the lease on your new property or the reason you terminated your previous contract meets criteria (d) below. You are creating new jobs with fixed contracted hours.

(c) Maintaining a second property in Crewe town centre – You have a current lease or rental agreement for a second property in one of this grant scheme's eligible locations. You are creating new jobs with fixed contracted hours. You will continue to trade from this property for at least 1 year after you start trading from your new property. If you stop trading from your second property within this period, you will be in breach of the terms of agreement for this grant scheme.

(d) Expanding and creating new jobs – You have a current lease or rental agreement or had one that ended within the last 6 months for a property in one of this grant scheme's eligible locations. Your business is growing, and your new property will allow you to expand the services your business offers or increase the volume of people you serve AND you will create new jobs with fixed contracted hours as a direct result of upgrading to your new property.

Some types of organisations would not normally be eligible to receive funding, including:

Any organisation subject to a franchise agreement that gives control over business decisions to a franchisor, betting shops, pawn brokers, tanning salons, amusement or gaming arcades, tobacconists, vape shops, shisha bars, most fast-food outlets, shops or venues wholly or mainly offering material of an adult or sexual nature, businesses or activities for political purposes or gain, for activities promoting religious beliefs or to proscribed organisations or organisations that support radicalisation or terrorism. This is not an exhaustive list. We retain the right to add to it at any time.

Organisations who apply also need to be in good standing with the council, including being fully paid up on any money owed to the council, such as business rates. Applicants or organisations that are in administration, insolvent or where a striking-off notice has been made are not eligible for the grant.

Organisations who apply must send us a copy of a financial statement proving they are able to match the funding they are requesting by 20%.

Section 4 - How much funding is available and what can it be used for?

The council has allocated £1.3million to this grant scheme.

The maximum grant award amounts usually range from £3,000 to £30,000.

The amount you can apply for depends on the length of your lease or rental agreement:

Length of lease or rental agreement Maximum grant amount

28 days to 12 months £3,000

12-24 months £7,500

24-36 months £12,000

36-48 months £20,000

48 months or longer £30,000

In certain strategically located properties, the Council may agree to grants of up to £50,000.

This grant can be used to fund structural works to a property and/or equipment your business needs to provide services and trade from the property (Capital Expenditure).

Applicants must be able to explain how each item of works or equipment they are requesting supports their organisation to trade and provide services. Equipment can be either new or second hand/refurbished.

Applicants must confirm whether any of the works they are requesting funding for require planning permission. If they do, we will need to see proof permission has been sought and will not make any payments until we receive proof permission has been granted.

You must not start any works or purchase any requested equipment until you have received and signed your grant offer letter. We are not able to pay for any works already started or equipment already purchased before our grant offer is confirmed.

The council, as a public authority, is subject to the UK State Subsidy scheme, which applies limits on the level of funding a recipient can receive. When completing the Grant Application Form, applicants will be asked to list the sources and amounts of funding they have received.

Here are some examples of costs that are eligible:

- The extension, improvement, or modification of commercial/retail buildings.
- Works including replacing shop fronts, new roofs, windows, doors, rendering, stone/brick cleaning, electrical works, floors and ceilings, etc.
- New equipment/shop fittings such as: shelving, racks, storage and display units; food/refrigeration storage; food preparation equipment (ovens etc.)
- New equipment specific to your business/industry that is integral to your business providing services. (Examples include crockery for restaurants, hairdryers for salons)

Here are some examples of costs that are not eligible:

- Stock
- Rental or lease deposit or costs
- Business rates
- Staffing costs
- Insurance costs

- Promotional and marketing materials or activities
- New equipment that is not integral to your business providing services at the property (such as day-to-day consumables, staff room equipment, computers used off-site etc.)

If you are unsure if your requested works or equipment are eligible, please email the ROHS scheme advisor ROHS@cheshireeast.gov.uk.

Section 5 - Do my requested works require Planning Permission?

Planning permission is required for works that involve a material change to the external appearance of a building. Examples of this are alterations to the fascia, the windows or the doorway, changes to the type of material used or the installation of awnings, blinds or security shutters. Advertisement consent is required for the display of certain types of signs. You may also require planning permission for change of use to the property. If you are unsure whether your works require planning permission, you should seek further guidance on planning implications. Please see the contact details below if you'd like to speak to the relevant team within the council for further advice:

Email - tbc

Telephone - tbc

Website - tbc

Section 6 - How does the Council decide whether to award this grant?

Applications are assessed by the Grant Advisor, who will work directly with applicants and make an initial decision on eligibility based on your completed Grant Application Form and information you provide via email, over the telephone, or in face-to-face meetings.

If any information you provide leads the Grant Advisor to believe your organisation is not eligible to receive funding from this grant for your chosen property your application will not progress further. You will be given an explanation on why your application has been rejected.

If the Grant Advisor believes your organisation is eligible based on your Grant Application Form and supporting information, they will make a case to the grant decision panel. The panel is made up of representatives from relevant Council teams. Decisions made by the panel are final. There is no appeals process.

Grants are discretionary, merit-based, and subject to the availability of funds. There is no automatic entitlement to funding based solely on the location of a property.

The council reserves the right to change the terms, conditions, and nature of the Repurposing Our High Streets Grant Scheme at any time without notice.

Section 7 - What happens if I am successful in my application?

If your grant application is successful, you will enter into a formal grant agreement which will set out specific and general terms and conditions relating to this Grant Award.

This agreement will be between you, the applicant, and Cheshire East Council. There is no possibility of an applicant negotiating or changing the terms of the grant agreement.

A grant award offer can be made once you have secured a property. In some cases, the Grant Decision Panel can approve your application before you secure a property and extend an offer in principle if required.

Confirmed offers on Secured Properties:

The lease or rental agreement must have been signed no more than 12 weeks prior to us receiving your completed application form. You must not have already commenced trading or running any aspect of your business from this property.

Offers in Principle:

We can confirm in writing if signing a lease or rental agreement on an eligible property would make you eligible for a grant award. Once you can provide proof of a signed lease or rental agreement, we can then confirm our offer with a formal Grant Offer Letter.

Offers in principle secure the agreed amount of funding to your application for a maximum of 90 days from the date on our Letter of Offer in Principle. If you are unable to provide all necessary information within this period, we may withdraw our offer at our discretion and reallocate the agreed funding to other applicants.

Section 8 - If my application is successful what happens after I accept my grant award?

Once you sign a formal grant agreement you will be required to keep in touch with the Grant Advisor, providing monthly progress reports until you start trading from the property.

Once you start trading from your new property the Grant Advisor will visit you within 1 month to speak with you about your business, your new property and the impact receiving this grant has had for you.

With your permission we will take photographs and record the audio of an informal interview with the Grant Advisor. We may choose to produce a case study to be made publicly available on the council's website, as well as licenced to you for your own promotion.

If you do not want to be photographed or be the subject of a case study, please make the Grant Advisor aware of this.

The informal interview with you will cover the following questions about how you have used your grant award to improve Crewe town centre and the local area:

- How has your business brought something new to the local area?
- What sustainability commitments has your business made in response to the climate emergency?
- How has receiving grant funding helped you to trade and achieve your goals?
- How does your business make Crewe a better place to live for our residents?

The Grant Advisor will also work with you to decide on further questions specific to you and your business that highlight your passions and promote the message you want to share.

The Grant Advisor will talk to you about your business in general and ask if you have any needs that they are able to support you with, either 1-1 or by referring you to third party providers of professional business support.

You will be required to complete impact monitoring forms every six months for the duration of your lease or rental agreement, up to a maximum of three years.

Impact Monitoring Forms will ask for you to provide the following financial and employment information:

- Your businesses turnover for the previous six months.
- The amount of money you've invested in the new property in the previous six months.
- The number of paid employees, volunteers, and apprentices you've hired in the previous six months, their average working hours, and if they are Crewe residents.
- The number of jobs you've 'protected' in the last six months that were at risk of becoming redundant if you hadn't have started trading from your new property.
- Whether your business is currently an accredited Living Wage employer.
- Your total number of paid employees, volunteers, and apprentices, their average working hours, and if they are Crewe residents.
- The social value that your business/organisation will generate, such as employment and training opportunities for local people, public health benefits, support for local voluntary and community sector organisations.

Section 9 - How is the grant paid to successful applicants?

This grant is paid in arrears, either in full, or in instalments, within six weeks of us receiving an eligible invoice or batch of invoices. Invoices must clearly relate to item(s) detailed in the agreed item list outlined in our grant offer letter.

The minimum amount we will process against any one invoice is £500. If you send us an invoice detailing eligible costs of less than £500, we will not authorise the payment of this invoice. It costs the council money to process invoices. We have set these thresholds based on our assessment of the costs it is reasonable for the council to incur, and our judgement that viable organisations should generally have a minimum of £2,500 available cash flow at any given time.

If you believe your organisation has a viable model but you are unable to guarantee short term cashflow please contact the ROHS scheme advisor ROHS@cheshireeast.gov.uk.

We expect to receive invoices for all requested items within 90 days of issuing a formal grant agreement. If you experience delays with contractors or purchases that mean you will not be able to submit all invoices within 90 days, please make the Grant Advisor aware of this.

The council reserves the right to withhold grant payments if works or equipment are not purchased or completed within the agreed timeframe, and to recover financial assistance in full or in part if the grant agreement conditions are breached.

Appendix 2: Logic Chain Model

