



**Cheshire and Warrington Local Enterprise Partnership
Performance and Investment Committee**

Wednesday 28th April 2021 1.30-3.30

By teams meeting:

[Join Microsoft Teams Meeting](#)

[+44 161 250 8784](#)

Conference ID: 938 266 942#

Attending: Chris Hindley (Chair)
Stewart Brown, Paul Jackson, Alex Thompson,
Nichola Newton, Joe toward, Peter Skates, Ian Traynor,
Loren Jones, Ian Brooks, Rachel Laver

Apologies: Catherine Walker

Presentations: Recovery Plan, Ian Brooks
Jobs Portal and Careers Fair, Pat Jackson
Local Growth Fund Programme, Rachel Laver

AGENDA

Agenda Item		Lead	Timings
1	Welcome, introductions for new members, and apologies	Chair	10 mins
2	Conflicts of Interest	Chair	5 mins
3	(i) Minutes from the meeting of 24 th March 21	Chair	5 mins
	(ii) Actions Arising	Chair	5 mins
4	Recovery Plan	IB	15 mins
5	Jobs portal and Careers Fair funding consideration	PJ/SW	15 Mins
6	LGF review of projects presentation	RL	25 Mins
7	Programme manager update - End of year position - Local Growth Fund and Getting Buidling Fund report - Risk	RL	25 mins
8	AOB	All	5 Mins
Dates of next meetings, time 1.30 pm and Venue Wyvern House, unless otherwise specified:			
26 th May 2021	Delivery Plan update – Skills Quarterly report sign off Life Science Fund		

		GPF bid?
	23 rd June 2021	Delivery Plan update -
	28 th July 2021	Quarterly Report Delivery Plan update
	25 th August 2021	
	22 nd September 2021	
	27 th October 2021	Quarterly Report Delivery Plan update
	24 th November 2021	
	22 nd December 2021	



**Minutes of the Cheshire and Warrington Local Enterprise Partnership
Performance and Investment Committee Meeting
held on 24th March 2021 at 1.30 via Teams**

In attendance: Chris Hindley (Chairman), Catherine Walker, Stewart Brown., Alex Thompson, Joe Toward, Ian Brooks, Rachel Laver.

Apologies: Nichola Newton, Peter Skates

Presentations on Infrastructure Delivery Plan – Roy Newton

Item No.	Item	To be Actioned by	By When
1.	<p>Welcome, Introductions and Apologies</p> <p>Apologies from PS and NN Due to the Corona Virus meeting held via Teams</p>		
2	<p>Conflicts of Interest</p> <p>CH asked for any conflicts to be declared.</p> <p>Declarations of interest: SB declared conflict in the Warrington Bus Depot</p>		
3	<p>Minutes and actions from the last meeting:</p> <p>Actions from the last meeting:</p> <p>CWAC signed Drainage Tunnel offer letter now received.</p> <p>Accelerate report circulated to the committee.</p> <p>Still concern with progress of the Canalside charging scheme, but CWAC confirmed all orders placed and expect to spend all the grant by the end of the month.</p> <p>Warrington Bus Depot report sent by correspondence.</p> <p>Revised offer letter sent to CEC for NW Crewe transport schemes.</p> <p>Project progress presentation due to be given but postponed tying in with new committee members joining in April. New committee members confirmed as: Loren Jones (Board member) Julian Cobley, Ian Traynor.</p>		

	<p>RL confirmed she'd spoken to Marketing Cheshire and Influential about celebrating the successes of the LGF programme. We will have to wait for Purdah to be over before any PR can be completed.</p>		
4	<p>Warrington Bus Depot</p> <p>Committee confirmed support for the project which had been given by correspondence.</p>		
5	<p>Net Zero Presentation</p> <p>Presentation by Ged Barlow, Mark Sprawson and Helen Anderson.</p> <p>Project renamed Invest Net Zero Cheshire</p> <p>Roadmap to Netzero.</p> <p>The study looks at what technology can be used, how to capture heat and redirect heat e.g. into offshore storage and identifying additional technology that can be used.</p> <p>They have modelled demand and usage to come up with 20 projects that could be delivered across the region across the region.</p> <p>The projects have the potential to make savings of 700 kilotonnes CO2 by the end of the decade.</p> <p>The team gave an overview of the website. It will be launched at an event on the 27th of April.</p> <p>CW asked how Cheshire and Warrington is doing compared with other regions that have clusters. GB stated it was a real opportunity for Cheshire on Warrington to have demonstrators which were the first of the kind in the country and therefore a real opportunity for the region to become known for its low carbon technology and expertise.</p> <p>Looking at all kinds of funding options and the potential for a Development Corporation.</p> <p>Government focus is currently on local area plans so this is a good timely opportunity.</p> <p>LEP, LAs and Government need to work closely together.</p>		
5	<p>Marketing update</p> <p>Nicola Said gave a presentation on marketing and the new website.</p> <p>The new branding for the LEP is focusing on: healthier , sustainable, inclusive, fastest growing.</p>		

	<p>NS run through reopening market approach and promoting visit opportunities. “On our doorstep” just one of the key themes promoting what can be done locally.</p> <p>Website is now one brand for all the services Marketing Cheshire and the LEP offer.</p> <p>871 will no longer be used, now just Cheshire and Warrington .</p> <p>RL asked if a map showing interventions could be included in the new website to help demonstrate the breath a number of interventions that the LEP has supported. NN confirmed that this will be looked at in due course .</p> <p>IB asked about what resource there was for ongoing management of the website to ensure it stayed fresh and up to date. NS confirmed that this was being considered as a team of four had been working on developing it and it was hoped that some of this resource could continue to be committed to it.</p> <p>NS confirmed that the website is fully integrated with the CRM system, so all contacts through the website will be logged.</p>	RL	Mar 21
6	<p>European Funding Update</p> <p>Tim Smith ran through his paper providing an update on ESIF monies.</p> <p>ERDF - £100m in national pot . To be used for “Welcome Back Fund” plus £50m from Future High Streets Fund.</p> <p>TS stated that MHCLG is looking at awarding additional funds to well performing projects . RL asked if there was any potential for the Evergreen fund to be topped up. RL to follow up with Will Johnson.</p> <p>ESF – Lottery want to extend New Leaf. Three C&W bids received for the latest call. Applications went to DWP. All awaiting a response.</p> <p>RDPE- oversubscribed and fully allocated</p>	RL	End of March
7	<p>Programme Update</p> <p>RL gave a very brief programme update. With 1 week left to go it looked like the full LGF allocation of £127m would be spent. There had some been some small issues e.g. one of the Business Energy Efficiency Programme projects had dropped out, showing that it was prudent to overcommit this funding.</p> <p>The RAG report showed that no projects had a red rating now and reflected the position the projects were in.</p>		

	<p>Concern about the output achievement of some projects moving forward and this will have to be the focus over the next 12 months along with ensuring the many projects still in delivery complete in line with their approvals.</p> <p>Reviewed risk register.</p>		
8	<p>AOB</p> <p>IB was asked to give brief background of new committee members:</p> <p>Loren Jones – Works for Cavendish Nuclear and has programme management background</p> <p>Julian Cobley – Was MD of Skills and Growth Company and now works for Engie</p> <p>Ian Traynor- Former director of Humber Business Link.</p> <p>Next meeting 28th April 2021</p>		



CHESHIRE AND WARRINGTON OPPORTUNITIES PORTAL

BUSINESS CASE FOR EXTENSION OF FUNDING FROM MAY 2021 to APRIL 2022

The following business case presents the proposals for an extension of funding for the Opportunities Portal in Cheshire and Warrington.

It includes:

- The problem we are trying to solve
- The options for solving the problem
- The costs associated with the options
- A value for money assessment
- The case for and against investing in the PDMS portal and an assessment of risks
- The proposed procurement route
- Experience to date of using the PDMS portal, including marketing, levels of engagement and feedback from users

1. The Problem We Are Trying to Solve

We want to address the current and growing unemployment levels by providing local people with direct access to job opportunities – in particular, the individuals who have become unemployed because of Covid and those who are expected to seek work when the furlough scheme ends.

We want individuals to be able to access easily all the information they need in one place so that they can self-help quickly and efficiently thus reducing their time out of work and on benefits.

Many of the newly unemployed will not have any recent experience of searching for work and may not be aware of local job opportunities but they are likely to have skills that we do not want to lose – significant numbers of people are choosing to withdraw from the labour market because they are not aware of the job opportunities available.¹ Information should enable users to explore the opportunities for using their skills in different, growing sectors of the economy and then apply directly to an employer via a link from the job advert. We are seeking an online solution that is very intuitive and focused on providing the user with direct access to job opportunities – not a compendium of support services.

The information will also be used by job coaches in Jobcentre Plus, Local Authorities and other partners to help inform their conversations with individuals who are seeking work but not sufficiently proficient in the use of the internet to self-serve.

In summary, there are four outcomes we want to achieve:

- Job seekers gain a better understanding of local growth sectors and employers that are recruiting now in their area

¹ Link to Cheshire and Warrington Skills Report – link to follow



- Job seekers use knowledge of the labour market gleaned from the portal to apply directly from the portal for specific jobs
- Job seekers find local, sustainable employment more quickly than they would using national sites
- Job seekers are more aware of local training and apprenticeship opportunities to help them progress through the labour market.

We are looking for a solution that would address these issues over the next 11 months but if during this time we identify a need for a longer-term intervention we would consult local partners about a longer-term solution and explore funding options including from National Government. We would also explore the scope for other partners for example Job Centre Plus to host the portal. Separately the NP11 secretariat is exploring funding options for the portal.

2. The Options for Solving the Problem

We have considered various options for solving the problem:

- Alternative online job and careers portals
- Adaption of the Start Profile platform
- A marketing campaign

2.1 Alternative online job and careers portals

Most of the online job portals e.g., Jobcentre Plus’s ‘find a job site’, Indeed and Monster are national sites with no information about local labour markets or connections to local employers and no ability to pull through local jobs to the pages that provide information about different industrial sectors or to issue newswatches. Some of these sites have the capacity to search by industry sector but at a national level. Some also have careers information and job search tips.

The national job portals e.g. Indeed, run on a commercial basis so jobs are highlighted if an employer is willing to pay for the posting regardless of whether the job is relevant to the job seeker. The results of a review of job portals and career websites has been undertaken and is summarised below. **Annex A** is a list of the website/portals reviewed.

Functionality	Website/Portal								
	1	2	3	4	5	6	7	8	9
Search for jobs, apprenticeships and funded courses in one place	Yes	Not courses	No	No	No	No	No	No	No
Search for local jobs and apprenticeships and funded courses by industry/sector	Yes	By job role	No	No	No	No	No	No	No
Filter by geography	Yes but limited to NP11	Yes but just C&W	Yes	Yes	Yes	Yes	No	Yes	No
Provision of information about Cheshire and Warrington economy and local businesses	Yes	Yes	No	No	No	No	No	No	No
Personalise and save favourite jobs and send alerts when new jobs posted	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No
Filter job searches by									
• Sector	Yes	By job role	Yes	No	No	No	Yes	Yes	Yes



• Salary	No	No	?	No	Yes	Yes	No	No	No
• contract type	Yes	No	Yes	Yes	Yes	Yes	No	Yes	No
• experience level	No	No	?	No	Yes	Yes	No	No	No
• age of job posting	Yes	No	Yes	Yes	?	Yes	No	No	No
The site can be adapted for local sectors	Yes	Yes	No	No	No	No	No	No	No
The site can be adapted for different target audiences	Yes	No	No	No	No	No	No	No	No
Provision of careers information/a careers directory	Yes	Yes	?	No	No	No	No	?	Yes
Provision of industry inf	Yes	Yes	Some	No	No	No	Some	Yes	Yes
Links to skills checks that suggest career options	No	Yes	No	No	No	Yes	No	No	?
Facility to upload CVs for employers to search	No	No	Yes	Yes	Yes	Yes	Yes	Yes	?
Works on mobile phones	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Website/portal 1 in the table is the PDMS Opportunities Portal. We are not aware of any other portal that provides the same levels of functionality as the PDMS Opportunities Portal.

Some of the PDMS Portal's functions are available from other job search sites but the PDMS Portal is unique in combining jobs, apprenticeships and Education and Skills Funding Agency funded courses together in one search function and in providing information about local employers and local job opportunities. To obtain the similar levels of information that is available on the PDMS portal job seekers would need to visit a series of different sites and even then, the information would not be tailored to their individual needs.

A key feature of the PDMS Portal is the ability to search for jobs, apprenticeships, and courses from pages within the site that provide details about key local sectors, these can include links to local employers, local data and labour market information and careers information. The search results for specific jobs, apprenticeships and funded courses can be added to any page on the portal making it highly customisable. A further key feature is the ability to link to careers directory information from any page and once a job is chosen jobs, apprenticeships and related courses are displayed on the job role page.

None of the other sites can be updated easily with local information and new flashes or tailored to suit different aged audiences.

2.2 Adaption of Start Profile

The Cheshire and Warrington Start Profile careers platform is primarily aimed at young people and is used by some schools in Cheshire and Warrington. Start Profile enables schools to monitor progress against the Gatsby Benchmarks. It helps young people to identify potential careers that match their skills and general interests, but the individual needs to know what type of job they are seeking before they can undertake a search for a job, apprenticeships or traineeship. There is no option to undertake a wider search for search job opportunities and the numbers of Cheshire and Warrington jobs on the site is significantly fewer than the PDMS portal.

The Start Profile business plan is based on annual subscriptions from schools across the country as well as contributions from national and local funders. Youth Federation have contributed to the cost



of Start Profile to gain access to the national website and to fund localised content. The cost is £19,100 in year 1 and approximately £17,500 in year 2 with options for adding more functionality.

Over the next year we could explore the scope to bring together the Job Opportunities Portal and Start Profile – however these are both commercial ventures that service very different markets with owners that will have their own development plans.

2.3 A marketing campaign

We could run a marketing campaign that promotes the national job and careers websites but these do not contain local labour market information, so we would also need to signpost people to the data and labour market information on the LEP website, which would need to be tailored to make accessible to individuals.

3. The costs associated with the options

If we do not invest in a localised Portal the only alternative source of online information is via national sites such as Jobcentre Plus’s ‘Find a Job’ or the commercial sites such as Indeed and Adzuna. These would not incur any cost to the LEP but, as illustrated in the table above, these alternative sources of information do not provide the same range of information or the same level of functionality and do not permit local tailoring.

Pump priming from the Department of Communities and Local Government and the eleven Northern Powerhouse LEPs was provided initially for the PDMS portal from going live in October to 31st March. With agreement from the NP11 Chairs, PDMS extended the pilot at no further charge to individual LEPs until 30th April 2021. Varying levels of staff time have been spent in the LEPs in tailoring the Portal for local use.

PDMS have offered a 21.42% discount from their standard price of £2,800 + VAT per month to £2,200 + VAT per month. This could be further discounted in more NP11 LEPs contract with PDMS as shown below.

# of LEPs	Monthly cost per LEP	Total cost May - March per LEP
1	£2,200	£24,200
2	£2,050	£22,550
3	£1,900	£20,900
4	£1,750	£19,250
5	£1,600	£17,600
6	£1,450	£15,950
7	£1,350	£14,850
8	£1,250	£13,750
9	£1,200	£13,200
10	£1,200	£13,200
11	£1,200	£13,200

At this stage we understand that Cumbria, Humber and the North East LEP are actively considering contracting with PDMS but our value for money calculations are based on the assumption that only Cheshire and Warrington LEP will contract with PDMS.



In addition to the cost of the portal we estimate that we would need £2K each month for a 6-month social media campaign, after this time we would assume the site use would grow organically as has happened with Thurrock Opportunities Portal.

To just maintain the portal in its current state we estimate we would need somebody to do this 2 hours a week. Much of the content will be drawn from a variety of different sources so further development would require collation of this content rather than generation of new content. Depending on the scope of the development this would require increased resource of up to 2 days a month.

Total cost over next 11 months = cost of PDMS portal (£22K) + social media (£12K) + 22 days staff time (£2K-£4K).

The rationale for extending the funding for the Portal beyond 31 March 2022 will need to be reviewed in the light of policy announcements about the ending of the furlough scheme and the impact of the social media campaign on usage.

4. A value for money assessment

The value for money assessment includes:

- The monetary value associated with moving an individual into work
- The added value of filling a job which would otherwise remain unfilled

4.1 The monetary value associated with moving an individual into work

The monetary value associated with moving an individual into work and removing or at least reducing their dependency on Universal Credit is very variable and depends on individual circumstances. Because job seekers are able to explore a wider range of job opportunities and associated training opportunities, they are also more likely to find a job that makes best use of their skills and potentially provides higher paid work.

The standard allowance for a single person under 25 is £342.72 and for a single person over 25 is £409.89 per month. If the unemployed person has a partner and they are both under 25 the standard allowance is £488.59 and if 25 and over, £594.04.

Extra amounts are paid if the individual has children (£281.25 for first child if born before 6 April 2017), if they have a disability, if they need help with housing costs, etc.

An average figure for the value of Universal Credit paid to job seekers in Cheshire and Warrington is not available from the DWP statistics but from the information that is available, we have assumed £250 per week. Estimating how much quicker an individual gets into work by using the PDMS portal will depend on an individual's proficiency in using websites/portals but the PDMS portal is very intuitive and easy to use so will save significant time. We have assumed that on average an individual will find a job and move into employment 1 week faster than they would using other job sites. Thus saving £250 per week Universal Credit. This is a conservative estimate of the economic benefit of moving an individual into work and does not take account for the financial benefits to the individual, to society or the wider benefits to the exchequer.²

In February 2021 there were 24,800 people claiming Universal Credit and seeking work in Cheshire and Warrington and in March 2021 during the social media campaign there were approximately 2,000

² Movement into Work: Return on Investment Tool ([link](#))



clicks on the job adverts for Cheshire and Warrington Opportunities Portal. Clicking on the apply button for a job advert means a person has found an opportunity they are interested in applying for but we are not able to tell whether they have applied for the job.

Assuming each individual clicks on 5 job adverts, this equates to 100 individuals who applied for a job each week during March. If only 10% of these individuals are successful and move into work 1 week faster than they would without the PDMS portal this would produce a total saving of £2,500 per week of Universal Credit payments to these individuals. Over the next 11 months this would equate to a saving of £110K compared with a cost of £36K - £40K (dependent on the extent of development of the portal).

4.2 The added value of filling a job which would otherwise remain unfilled

Based on a very conservative estimate of an economic value of £10K per job and assuming that of the 10 jobs filled per week, only one of these would have remained unfilled, this would equate to 46 jobs and a value of £46k over the next 11 months.

5. The case for and against investing in the PDMS portal and an assessment of risks

The following summarises the cases for and against investing in the PDMS Portal and associated risks.

Case for investing in the Portal	Associated risks
Ability to access very localised information about employers and job and training opportunities in one place will speed up time it takes for jobseeker to find sustainable employment in Cheshire and Warrington	If funding ceases in March 2022 there will be adverse publicity from users – this risk can be reduced if we make it clear that the Portal funding is in direct response to Covid and ends in March 2022
Functionality of the Portal makes use by jobseekers very intuitive and provides the LEP editors with easy access to make regular updates and issue flash news items	The LEP and local partners waste manpower on developing local content that is not accessible if funding ceases – this risk can be mitigated by ensuring that local content can be transferred to the LEP website

Case for not investing in the Portal	Associated risks
Cost per month is too high	Newly unemployed will take longer to find employment opportunities because they need to use various national sites to gather information about job opportunities
Some duplication of information that is available on national sites (for example, Jobcentre Plus and Indeed)	Skilled jobseekers will find jobs outside Cheshire and Warrington because they will only use national sites and will not be able to easily find (on one site) more localised information about local employers, key growth sectors and local job and training opportunities
Uncertainty associated with the LEP review.	We will need to satisfy ourselves against a backdrop of the uncertainty of the LEP review that this is what we want to do for Cheshire and Warrington.



6. Proposed procurement route

The procurement process would need to be via competitive tender and could be run through the Crown Commercial Service (CCS) G-Cloud 12 system. We have already sought advice from Cheshire East's Procurement Officer and he has advised that we follow the six steps recommended by CCS:

- Step 1 Prepare specification
- Step 2 Search and Longlist using key criteria
- Step 3 Develop a longlist into a shortlist
- Step 4 Evaluate and select
- Step 5 Award / buy
- Step 6 – Benefits - complete the G-Cloud Customer Benefit Record

7. Key characteristics of the PDMS Portal, experience to date in marketing the PDMS portal, level of engagement and feedback from users

7.1 Key characteristic of the PDMS Portal

The PDMS portal and developed over the last few months in Cheshire and Warrington provides:

- Personalised access to job opportunities
- A single place to search for jobs, apprenticeships and training courses
- 12-14k vacancies that are updated every 30 minutes
- Careers information about 350 different roles
- The ability to tailor to the individual's needs (e.g., specific geographical areas or particular types of job) and set alerts for when new opportunities are posted
- The ability of the editors to issue newsflashes about new job opportunities

Take up and tailoring of the Portal across the LEP network has been very varied – Hertfordshire, Berkshire, Humberside and Cheshire and Warrington LEPs and Thurrock Council have been amongst the most enthusiastic adopters. Localised versions of the Portal will be launching mid-March in Essex (County Council), Worcestershire LEP and Council, Greater Birmingham and Solihull LEP, Coventry and Warwickshire LEP and the Black Country LEP.

Since October Cheshire and Warrington LEP have tailored the Portal to include specific information on local growth sectors and sectors that employ large numbers of people as well as information about local training providers and the support available locally to help unemployed people find jobs. Each key sector page includes links to local employers and uniquely pulls through local jobs in that sector to the sector page. The Portal can be accessed via : <https://www.candwoopportunities.co.uk/>.

The Portal has been enhanced over recent months in response to requests from local partners to make links to other sources of information and advice – for example, the Portal now includes information about health and care careers across Cheshire and Warrington and a link to the NHS jobs portal where users can apply directly for NHS jobs.

The Portal has also been enhanced to provide 'newsflash' items about key local events such as Jobcentre Plus's programme of jobs fairs and the promotion of specific local jobs including those related to the NHS Vaccination programme. A section on 'Starting a Business' has also been added.

A small user group has been established to help further enhance the Portal – this will include an exploration of the scope to tailor the landing pages to suit different age groups of users.



7.2 Experience to date in marketing the PDMS portal

The LEP’s networks are mainly business networks so initially, to reach local jobseekers the Portal was marketed via our network of local partners including, Jobcentre Plus, Local Authorities and Housing Associations.

More recently some social media assets have been created for local partners to use and on the 2nd March, PDMS launched, and funded (£3,000), a social media campaign focused initially on 18–24-year-olds in Warrington, Crewe, and Ellesmere Port where there are an estimated 51,000 young people who use Facebook and approximately 14,000 parents who are also Facebook users. The social media campaign targeted 7,500 parents and up to 15,000 young people each day. The subsequent weeks of the social media campaign focussed on jobseekers of all ages across Cheshire and Warrington and was not sector focused.

In the first week of the social media campaign (1st – 7th March), 37,847 people were reached and of those 799 clicked to visit the portal, a click through rate of 2.11% which is above the normal Facebook benchmark of 0.55%. In week 2 (8th-14th March), 78,556 people were reached and in week 3, (15th-21st March) reached 67,398 people.

The first 7 days of the social media campaign highlighted a number of key issues – almost as many parents as young people responded to the social media and a disproportionate number of the young people who used the Portal were interested in setting up their own businesses. There was also stronger use of the Portal from young people in Ellesmere Port compared with usage in Crewe and Warrington. The second week of the social media campaign focused on jobseekers of all ages across Cheshire and Warrington with some focus on a few key sectors (health and care, digital and technology, life sciences, retail, finance and business, trade and construction, engineering and manufacturing).

Thurrock Council has been using the Portal for 3 years and their initial social media campaign has ceased as they are now able to rely on organic growth. Thurrock with a population of 178,000 currently have 4,500 followers on social media.

7.3 Level of engagement feedback to date including case studies

To date the following information is available about the use of the Portal in Cheshire and Warrington.

Monthly demand

	Marketing	Social media people reached	Social media clicks to site	Unique visits to site	Visitors that accepted cookies	Sessions	Page views	Clicks on ‘apply for job’
Nov 20	Soft launch				138	252	1,435	
Dec 20					88	186	981	47
Jan 21					193	326	1,721	218
Feb 21				3,193	152	326	1,758	145
Mar 21	Social media in place	237,005	8,946	13,108	2,505	3,677	16,338	1,982

Impact of social media campaign during March 21

--	--	--	--	--	--	--	--	--



1 – 7 Mar 21	Social media focus on 18 to 24-year-olds in Crewe, Ellesmere Port and Warrington	37,847	799	1,852	200	312	1,190	116
8 – 14 Mar 21	Social media focus on wider audience targeting specific sectors	78,556	2,696	3,291	680	853	3,648	463
15 – 21 Mar 21	Social media focus on wider audience - find over 16,000 job vacancies on our site in Cheshire and Warrington	67,398	3,383	4,604	1,401	1,827	7,902	958
22 – 28 Mar 21	Same focus as 15-21 March 21 but with expected lower take up in the run up to Easter	53,204	2,068	3,361	693	685	3,598	445

The figures for November 2020 to 1 March 2021 reflect usage following a very soft launch of the Portal.

The initial aim of the social media campaign was to increase the number of ‘apply for job’ clicks from an average of 182 in January and February to at least 1,500 in March. This was achieved in the first 3 weeks of March with a total of 1,537 job ‘apply for job clicks’.

Because the portal is still only at proof-of-concept stage partners have been reluctant to promote it too widely, for example Job Centre Plus have briefed some of their staff but will only brief their work coaches if longer term funding is agreed. Extensive promotion by Job Centre Plus work coaches and mentors would have a substantial impact on usage.

More qualitative feedback on the use of the Portal by local partners includes the following:

National Careers Service

‘The ability to embed videos will be valuable in the ongoing development of the site, allowing employers, industry leaders and other partners to create a library of content to support users with their career development.

Throughout the site, links to the online resources provided by the National Careers Service are made at relevant points, allowing users to access further support where required. The Explore Careers section makes good use of the content from the National Careers Service job profiles, using the most relevant 350 of the 800 available profiles.’

DWP/Jobcentre Plus Cheshire and Warrington

The Cheshire and Warrington Opportunities Portal adds considerable value to the national Find a Job and Job Help sites. All Job centre Plus work coaches should be using this. The website is easy to use looks really good. Please keep this!



Plus Dane Housing Association

‘We have shared the link to the portal with our customers on our socials. We don’t have any specific feedback from customers but when I had a look at it, I was impressed with it and felt that it was a great accessible tool to bring all the support/resources together on the one portal. I can see how beneficial it is for our customers. The navigation is also very good and clear.’

Cheshire College South and West

‘The portal is very user friendly for the job seeker, whether looking for their first job, a new job, or re-skilling. There is access to really useful information; we particularly like the links to the National Careers Service skills checks and the industry sector information on areas of growth and those sectors with significant levels of employment. We are happy to signpost our students and applicants to the site as it allows them to view opportunities that we otherwise might not share with them. As a college we can certainly see the benefits of the Portal, for our full and part-time college students, the wider community and as another means to promote our own opportunities.’

Warrington & Co

‘We have been using the Portal to help employers who’ve been making redundancies, e.g., Fiddlers Ferry Power Station, HMRC, Unilever, as well as those hit by Covid. We also use the portal to provide information on local jobs that are available to support the ESF Journey’s First programme.’

Cheshire West and Chester Council (feedback from an employment support officer)

This site has it all! You can look at career options, filter into the myriad of jobs within that career with descriptors for each one and then the live vacancies appear at the bottom of the descriptor.

You can do job specific skills training, general skills assessments which produce a profile and indicate which jobs would be a good match for you. Kudus focusses heavily on skills and interests, whereas this site focusses more heavily on job related criteria.

There’s the most comprehensive set of learning on there I have seen on any site and most of it is free. Lots of professional skills from LinkedIn Learning, a range of upskill training from Microsoft and some specific job related courses for jobs which are currently in high demand. I honestly think it’s the bee’s knees 😊

Cheshire West and Chester Council (feedback from Senior Officer Employment and Skills Strategy)

Cheshire West and Chester Council have been promoting the opportunities portal through our team of Employment Support Officers. They have been using it to support Work Zone customers to understand the opportunities available in the local area and indeed what jobs are currently being advertised. The tool has also provided details as to what training is available should they be looking to upskill or reskill in the future. It is a great tool as so much information is available in one place.

The Pledge

The Cheshire and Warrington Opportunities Portal was included in the labour market information sent to schools in January 2021 and included examples of how the schools could use the resources in lessons including:

- Teachers can show job adverts and courses in lessons related to the topic
- Set students homework to write an application letter for a job, focusing on skills (not the qualification)



Blacon High School have added a link the Portal on their Careers Website – www.blaconhighschool.net/students/careers/. Feedback to date was ‘I really hope that the portal continues – it is a great resource that we can continue to direct teachers, students and their parents to.’

Feedback from individual users

One user aged 18-24 looking for jobs, courses and redundancy help has provided some feedback on the site advising that it was extremely easy to use. They had been introduced to the site by Job Centre Plus. They felt the site was a great service and stated they would be extremely likely to recommend it to a friend or colleague.

Specific feedback from another user was very positive: ‘Sadly, my wife lost her job at the beginning of January due to COVID-19. I immediately directed her to have a look at the Portal website to get her to look at her skills, types of jobs available at present and to see if she could get some advice on improving her CV and interview skills. My wife was really impressed with the website and found it packed full of useful information.

My wife also signed up to an online job fairs and found them really useful and signed up to some question-and-answer sessions and, got some excellent advice. My wife thought it was brilliant that these events were being held online to help support job seekers and has recommended them to her friends. The really good news is that my wife has now secured employment, but she strongly believes, if it weren’t for the portal website and the online job fairs, she would still be searching for a job’.



Annex A – List of Job Search and Careers Portals

	Name of Portal / Website	Web Address
1	Cheshire and Warrington Opportunities Portal	https://www.candwoopportunities.co.uk/
2	Start Profile Cheshire and Warrington (Uses Indeed)	http://www.startincheshireandwarrington.com/
3	JCP Find a Job / JCP Job Help	https://findajob.dwp.gov.uk/ https://jobhelp.campaign.gov.uk/
4	Adzuna	https://www.adzuna.co.uk/
5	Indeed	https://uk.indeed.com/
6	LinkedIn	https://www.linkedin.com/jobs/?originalSubdomain=uk
7	Monster	https://www.monster.co.uk/
8	Total Jobs	https://www.totaljobs.com/
9	Youth Employment UK	https://www.youthemployment.org.uk/careers-hub/

DWP CHESHIRE DISTRICT JOBCENTRE PLUS

SUPPLEMENTARY BUSINESS CASE FOR FUNDING DIGITAL JOBS FAIRS FROM JULY 2021 to MARCH 22

This paper is presented alongside the proposals for an extension of funding for the Opportunities Portal in Cheshire and Warrington.

1. Proposal

Option 1 - The Performance and Investment Committee is asked to approve funding of £7,500 for Cheshire based Digital Jobs Expos during 21/22.

Option 2 - The Performance and Investment Committee is also asked to consider approving funding of an additional £4,500 for a Cheshire and wider North West Digital Jobs Fair during 21/22 totalling £12,000.

To consider that the additional £4,500 of funding could be supported by other NW based Local Enterprise Partnerships.

2. Background

During 20/21 Cheshire Employer's Skills and Education Board has led the way on the delivery of Digital Jobs Fairs working in partnership with Jobs Live (Learn Live) and in collaboration with the private sector.

Funding of £15,000 was invested by the LEP to deliver 10 Jobs Fairs during 20/21.

This investment supported 5 x Cheshire Works 4U Jobs Fairs plus Ambition 21 Pledge Day in March 21 and the recent Ambition 21 - Northwestworks4u on 06, 07 and 08 April.

Note: This leaves £1,500 of existing funding going forward which the Employers and Skills board plan to use for a Cheshire Kick Start Digital Jobs Fair on 15/05/21.

3. What we have Achieved

Our events have a proven track record of engagement with both employers and jobseekers. The delivery model for the events has evolved with advice about how to find and get a job being provided by employers alongside details of job current vacancies.

The events are ground breaking putting jobseekers directly in touch with employers and have attracted interest from across the country. Jobs Fairs have

been supported by local politicians, Government Ministers and Blue Chip Employers.

The 9 events held so far have involved and promoted:

291	Cheshire and NW Employers
12,600	Local current Vacancies
105,000	Jobseeker Live or On Demand Views

Details can be seen at Annex A.

Feedback from Jobseekers and Employers can be seen at Annex B.

4. Proposals for 21/22

In addition to the already funded May Kick Start event we propose the following events

July	Kick Start
September	Young People
November	Kick Start
December	Health Event
January 22	New Year New Start

A further **5 x Cheshire Events = £7,500 (Option 1)**

In addition, a proposal to repeat Ambition 21 Event in October for the NW would mean a further **£4,500 = £12,000 (Option 2)**.

5. DWP Resources

To support the delivery of the Digital Events during 20/21 Cheshire DWP have invested Management and Staff resources of **£17,500** so far and will commit to this resource during 21/22 making a total investment of approximately **£35,000**.

6. Value for Money

DWP Cheshire based Jobcentre Work Coaches and Employer Engagement Staff will follow up with all employers involved in the recent Ambition 21 Event to build the picture of outcomes as a result of the Digital Event. Employers have committed to provide feedback both of Qualitative and Quantative nature.

The value for money assessment follows the broad principle set out in the in the Business Case for the Opportunities Portal at paras 4.0 to 4.2.

In addition, DWP Cheshire will continue to report monthly published data on Jobseekers returning to work through to the Work Force Recovery Group.

In assessing the impact of Jobs Fairs there are a range of complex factors. However, if we assume just 1% of the jobseekers supported through the programme of Digital Events were able to move into work 1 week earlier then the following figures emerge:

Cheshire Jobs Fairs

$$53,100 \times 1\% = 531$$

$$531 \times \text{£}250 = \text{£}132,750 \text{ in savings.}$$

NWW4U

Cheshire impressions approx @20% of total

$$10,380 \times 1\% = 103$$

$$103 \times \text{£}250 = \text{£}25,750 \text{ in savings}$$

(The figures are an estimate and during 21/22 we will continue to monitor the impact of the events)

ANNEX A

CheshireWorks4U – 16 July 2020

- 30 employers
- 500 vacancies
- 2500 participant views

CheshireWorks4U – 26 August 2020 (Crewe/Nantwich)

- 40 employers
- 600 vacancies
- 16000 views both live & on demand

CheshireWorks4U – 28 October 2020 (Jobs Live)

- 70 employers
- 2000 vacancies
- 15500 views

CheshireWorks4U – 25 November 2020 (Enabling Employment)

- This event focussed on those with health conditions and/or disability ~ support & employer content reflected this
- 7600 live and on demand views

CheshireWorks4U – 27 January 2021 (New Year, New Start)

- 35 employers participating
- 1500 vacancies
- 11500 views

NorthWestWorks4U – 03 March 2021 (Pledge Day)

- 36 employers participated
- Pledge to support local longer term jobseekers by adapting recruitment practices and providing in work support.

NorthWestWorks4U – Jobs Expo 06 – 08 April 2021 (Growth Sector Jobs)

- 80 employers participating
- 8000 vacancies
- 21,900 live views
- 14,000 on demand views

- 16,000 employer pages viewed

Annex B

Jobseeker Feedback

Throughout all events the live chat contained info on different jobs, opportunities, support and advice. Here's a flavour of some of the comments from the live chat:

"Thanks to everyone for all the links sent. I'm now off to read and digest them all. Hopefully something will spring out at me and I can get my working life back on track again :) Again thank you all. What a fab event!!"

"Hi all its great to see all the support available for job seekers"

"This has been fantastic"

"Morning! Thanks for this great platform very informative and useful"

Employer Feedback:

Here's some the employer feedback received from across the events:

"We loved the event on Wednesday! And we've definitely got 2-3 candidates that we are working with to try and secure roles at UU."

"Yes was great, really enjoyed it."

"Thanks for including us today was great to take part."

"Just to say thanks again from my side too, I liked the focus on local talent, I haven't seen something like that before, so was good to be a part of it. I agree with Sam that we didn't get notified when someone @'d us and that would have been useful. I just checked in now and again and used the ctrl and 'f' button to find anyone that mentioned TalkTalk which helped.

I have had a CV from someone with an interesting background, so hopefully we can support them!"

“Thank you for organising the event this week, it was easy to use and navigate around.

PROPOSALS TO FUND THE ONLINE JOB OPPORTUNITIES PORTAL AND A PROGRAMME OF ONLINE JOB FAIRS

1. Issue

As a direct response to the current and growing unemployment levels which are nearly twice the pre-pandemic levels, we want to provide local people with direct access to job opportunities – in particular, the individuals who have become unemployed because of Covid and those who are expected to seek work when furloughing ends.

We are seeking Members' approval to fund the online Job Opportunities Portal for 11 months to 31 March 2022 (£38K including cost of marketing and maintenance) and to fund a programme of online Job Fairs over the next year (£12K). The job fairs programme will involve 5 one-day online job fairs focused on Cheshire and Warrington and one 3-day online jobs fair for the North West.

The funding will be a cost on the LEP budget so we will need to reallocate funding from within the LEP budget, but there is a risk that we would need to draw on LEP reserve funds. We need to be clear that this funding is in direct response to the pandemic and represents good value for money.

Members will also want to consider the reputational risks of discontinuing the Job Opportunities Portal in April 2022 – it will be very important to stress that the funding for the Portal and online job fairs is in direct response to Covid and ends in March 2022.

2. Timing

The current funding for the Job Opportunities Portal ends on 30 April 2021 so we are seeking approval to fund the Portal between 1 May 2021 and 31 March 2022. The 2021/22 online jobs fairs programme would be led by Jobcentre Plus and start in July.

3. Value For Money

The immediate benefits of the Job Opportunities Portal and the programme of online job fairs are to move people into work more quickly than would happen without these interventions and filling vacancies that might remain unfilled.

3.1 Value for Money of the Job Opportunities Portal

Pump priming from the Department of Communities and Local Government and the eleven Northern Powerhouse LEPs was provided for the PDMS portal from going live in October 2020 to 30th April 2021.

Initially the Portal was given a soft launch to allow time for us to tailor the Portal to the Cheshire and Warrington labour market. In March 2021, a social media campaign was run to promote the Portal. This attracted 13,108 unique visits to the site with nearly 2,000 clicks on 'apply for a job'. We have no way of tracking whether these clicks resulted in someone moving into a job but over the next year we will be monitoring the unemployment statistics with local partners with the aim of reducing unemployment to below the levels currently forecast by the Office for Budget Responsibility.

Based on an average of 500 'apply for a job' clicks per week in March and assuming each individual clicks on 5 job adverts, this equates to 100 individuals who applied for a job each week during March. If only 10% of these individuals are successful such that only 10 moved into work 1 week faster than they would without the PDMS portal this would produce a total saving of £2,500 per week of Universal Credit payments to these individuals. Over the next 11 months this would equate to a saving of £110K compared with a cost of £36K - £40K (dependent on the extent of development of the portal). Annex B1 provides more detail.

As well as considering the monetary value associated with moving an individual into work, we have also considered the added value of filling a job which would otherwise remain unfilled - based on a conservative estimate of an economic value of £10K per job and based on only 10 jobs per week being filled and assuming only one job would have remained unfilled, this would equate to 44 jobs and a value of £44k over the next 11 months. Annex B1 provides more detail.

There is also a wider benefit of making our residents more confident about the job opportunities available to them – with 16,000 jobs updated every 30 minutes on the Portal and around 1,000 vacancies that employers are having difficulty filling.

3.2 Value for Money of the Online Job Fairs

Over the last year, the LEP has invested £15,000 to a programme of 10 online job fairs and the 9 job fairs held to date have involved 291 employers, promoted 12,600 live vacancies and attracted 105,000 jobseekers live or on demand following the job fairs. The LEP's £15,000 investment has also attracted Jobcentre Plus investment of £17,500 in management and staff resources. (Annex B2 has been produced by Jobcentre Plus colleagues and provides more detail).

Just considering the proposed 5 online job fairs in Cheshire and Warrington, if a similar number of participants engage in each event, this would result in 53,100 for 5 job fairs. If only 1% of these individuals are successful and 531 individuals move into work 1 week faster than they would without attending the jobs fair this would produce a total saving of £132,750 (250 x 531) of Universal Credit payments to these individuals. Annex B2 provides more detail.

As well as considering the monetary value associated with moving an individual into work, we have also considered the added value of filling a job which would otherwise remain unfilled - based on a conservative estimate of an economic value of £10K per job and 531 jobs per jobs fair filled of which only 10% would have remained unfilled, this would equate to 53 jobs and a value of £530k over the jobs fair programme. Annex B2 provides more detail.

4. Background

The LEP working with local authorities, Jobcentre Plus and other key partners is committed to reducing the levels of unemployment across Cheshire and Warrington. Working through the Workforce Recovery Group it has been agreed that our target is to bring unemployment levels back to the February 2020 levels by the fourth quarter of 2024. This is more ambitious than the Office For Budget Responsibility forecasts.

Many of the newly unemployed will not have any recent experience of searching for work and may not be aware of local job opportunities but they are likely to have skills that we do not want to lose – significant numbers of people are choosing to withdraw from the labour market because they are not aware of the job opportunities available.

The online Job Opportunities Portal and programme of online job fairs have been designed to provide information that enable users to explore the opportunities for using their skills in different, growing sectors of the economy and then apply directly to an employer.

The online Job Opportunities Portal provides access to 16,000 jobs in Cheshire and Warrington and the recent online NorthWestWork4U three-day jobs fair involved 80 employers and highlighted 8,000 job vacancies across the North West.

The attached business case for the online job Opportunities Portal (Annex A) and the details of the proposed online Jobs Fair programme (Annex B) are attached.

Summary of project status

updated: April 2021

Project Name	Main Recipient	Main Contractor	Project description	Total Cost (£)	LGF Grant (£)	Current RAG Status	Total Paid to date (£)	% of grant paid	Current Position
LGF									
Live Projects									
GM & Cheshire Life Science Investment Programme	Catapult Ventures	Catapult Ventures	£31m Life sciences Investment Fund.	31,982,000	10,000,000	→	10,000,000	100	The Fund continues to invest and made another investment at Alderley Park during the quarter, bringing the total to 19. Many of the investments are suffering financial losses as clinical trials are put on hold. It's difficult to raise finance currently. Portfolio still valued at 108% of cost.
Centre Park Link (Warrington)	Warrington Borough Council	Balfour Beatty	The Centre Park Link comprises a new highway route into the Town Centre, providing access to developable land. This involves the construction of a new bridge structure and associated highway link.	19,891,000	5,300,000	→	5,300,000	100	Work delayed due to supplier issue. Now due to complete in March.
Ellesmere Port Central Development Zone	Cheshire West and Chester Council	Vinci	Development of new council offices for use by CWAV staff, DWP and For Housing on old bus station site. Relocation of bus station, demolition of existing council offices to make way for new housing.	17,392,000	8,332,000	↘	8,332,000	100	Main works on site. Project 2 weeks ahead of schedule. Steel frame now completed.
Crewe Market Hall	Cheshire East Council	Parkinsons	Refurbishment of the indoor and outdoor market to bring more variety to the markets and create more opportunities for the space to be used in the evenings.	3,900,000	2,290,457	→	2,290,457	100	Works complete. Now due to open in May. Not all units yet let, but venue has already been used for music rehearsals which have been livestreamed.
Unlocking Winsford Industrial expansion Land	Cheshire West and Chester Council	A E Yates	Infrastructure works to open up the site for redevelopment to create new commercial and industrial buildings with associated jobs.	5,000,000	3,800,000	→	3,800,000	100	Grant now fully claimed. Due to complete in April. Heads of terms agreed for sale of one property.
Tarvin Road (Chester)	Cheshire West and Chester Council	Balfour Beatty	Improvement to the highway to help improve traffic flow.	5,427,000	3,663,000	→	3,663,000	100	Project almost complete. Works have been expedited by having multiple gangs on site. On track to complete and open in July.
Warrington West Programme									
Omega Local Highways Schemes phase 1 and 2b	Warrington Borough Council	Not yet appointed contractor	Highway improvements. Preferred option currently being developed.	6,450,000	4,050,000	→	-	-	Scheduled to complete in July
Warrington West Station cycle access	Warrington Borough Council	Not yet appointed contractor	New cycle and pedestrian access to the station	345,000	250,000	→	-	-	Phase 1 completed. Phase 2 not due on site until May
Burtonwood Omega Path (WBC)	Warrington Borough Council	George Cox and Sons Ltd	This is a new 3.5m wide shared use path alongside Burtonwood Road/Clay Lane in North Warrington which aims to provide a safe, secure and attractive cycling and walking link between the west side of Burtonwood village and the commercial and employment growth areas of Omega, Gemini and Lingley Mere. The length of the proposed path is 2.4km	1,200,000	900,000	→	-	-	complete
WW programme total				7,995,000	5,200,000		-	-	Payment made against programme of projects
Skills									
C&W Security Training	Youth Federation	Youth Federation	an investment in computers, servers and networking equipment to deliver cyber security training to individual learners and local businesses. The equipment will be based at the Science and Technology Facilities Council, Daresbury. The proposed business model is based on an existing facility in Salford.	297,398	30,898	→	30,898	100	All kit acquired. Some online learning being delivered.
Community Learning Hubs	Warrington and Vale	Warrington and Vale	Project to provide digital equipment for use in the community by adult learners and the workforce of local businesses, situated in 'Community Digital Learning Hubs' at Northwich and Winsford libraries. The college will co-locate some of its adult and community (ACL) provision at the libraries and will augment existing learning opportunities there, primarily focusing upon digital familiarisation and upskilling.	52,525	39,038	→	39,038	100	The project is at a standstill awaiting reopening of the libraries. Agreed that laptops could be lent to students in the meantime.
The digital hub - Digital doorstep	CCSW in collaboration with Forward Futures	CCSW in collaboration with	an investment in portable, entry level specialist equipment to support the development of additive manufacturing and virtual and augmented reality. The equipment will be based at Cheshire College South and West's Crewe campus.	44,172	18,235	→	18,232	100	All kit acquired. College in process of engaging with schools to showcase equipment.
Made Digital (previously Warrington digital)	Culture Warrington	Culture Warrington	an investment in equipment to deliver coding, digital fabrication, physical computing workshops to young people and vulnerable people in schools, central and neighbourhood libraries and businesses within Warrington. The investment would build on pilot work already undertaken by LiveWire Warrington library staff and Spark at Penketh High School.	37,892	28,992	→	28,992	100	acquired additional equipment to boost online offer. Achieving some good output numbers.
21st Century Skills Lab	UTC Warrington	UTC Warrington	an investment in specialist equipment to support the development of computer network management and cyber security skills. The equipment would complement the UTC's cyber curriculum. The equipment would be located at Warrington UTC but could be moved and installed at a range of temporary sites.	39,988	19,988	→	19,988	100	All kit acquired and configured. Already being used by different schools
Macclesfield Stem Centre	Astra Zeneca	Astra Zeneca	Investment in a STEM Centre at AstraZeneca Macclesfield to allow employees and visitors to experience AR, VR, 3D Printing and Projection Mapping. The STEM Centre will be a dedicated building and use existing underutilised space on the AstraZeneca Macclesfield site whereby employees can go to experience immersive digital content for training in digital and increase their awareness and understanding of advanced manufacturing and research.	402,420	268,420	→	188,457	70	Spending remaining grant on kit to allow students to learn remotely.
The Digital Hub - Project 4.0	Cheshire College South and West	Cheshire College South and West	Investment in a digital hub employing cutting edge technology including Virtual Reality, Augmented Reality, Robotics and Additive Manufacturing that would be based in a central and fully accessible Digital Hub on College campuses. A proportion of the equipment that is readily portable will be incorporated into a mobile learning centre that will deliver the opportunity to engage with the technology and the desired reskilling and upskilling.	2,230,749	913,648	→	913,648	100	Project making good delivery progress. The 3d printer has been used to make kit for the COVID testing centre.
Automatic Milking dairy	Reaseheath College	Lele	Investment in a new automatic milking dairy to provide training, upskilling and reskilling and education in digitalisation, robotics and data-driven dairy management. A key part of this is the creation of a Centre for Dairy Automation and Robotic Milking.	736,000	656,000	→	656,000	100	project complete and operational
The Controlled environment Food Production Centre	Reaseheath College	Reaseheath College	Facility to develop precision horticulture through controlled environment food production.	450,000	340,000	→	340,000	100	complete. Now ready for use by students

Specialist equipment to transform Digital and advanced manufacturing skills	Macclesfield College	Macclesfield College	New Digital Hub to provide Agile Project Mgt training, cyber security, coding and robotics.	1,124,912	521,615	→	508,785	98	All kit acquired. Member of staff recruited to develop short courses utilising kit. Project underspent by £12k as was able to buy the kit more cheaply than they expected
High Performance Private cloud	UOC	UOC	Investment in client server computing environment for use by industry and education.	1,968,308	893,005	↘	893,005	100	Grant fully spent. Secured internal staff time to configure kit and complete installation. Hoping to engage with schools to trial some of the kit.
OTA	Carpe Diem	Carpe Diem	skills lab to train participants in their STEM confidence and raise aspirations across new technology and advanced engineering	398,560	126,300	↘	126,300	100	All funding now spent. Waiting for progress report.
AMET centres - Warrington Campus and Vale Royal campus	Warrington and Vale Royal	Warrington and Vale Royal	Advanced manufacturing and Engineering Centres. The Centres will enhance the skills of prospective and current employees though the training is the use of specialist equipment.	1,369,000	656,000	→	656,000	100	All kit delivered, some installation still required. Expected to be completed during April.
Computers for schools	Various schools	Various schools	Funding to provide laptops to schools to lend to students with no access to a computer at home	30,000	30,000	→	30,000	100	All claims now received.
specialist equipment to transform digital skills in Construction	Warrington Vale Royal	WVR, CCSW, UTC	The ACT hub and spokes aim to assist the industry to build high quality, smart, green and efficient building infrastructures, faster, cheaper and more sustainably than ever before.	571,500	260,000	→	260,000	100	All kit acquired, some still to be installed. Marketing campaign underway. WVR struggling to get update from some partners.
specialist equipment to widen access to technology and digital skills (STREAM)	Cheshire College South and West	CCSW, Macclesfield College	To purchase equipment which will support and develop businesses, educational establishments, and communities within the Cheshire & Warrington LEP region in their use of and adoption of digital skills and new technologies.	270,500	152,800	→	152,800	100	Scheme being marketed to the public with community learning happening on college sites where restrictions allow.
NEETS computers	Cheshire College South and West	CCSW	Computers for young people not in education of employment to help support them into work.	45,000	45,000	→	45,000	100	All kit bought and distributed to colleges and then learners.
Energy Innovation									
Business Energy Efficient Programme (BEEP)	Blue Orchid	Various	Energy Audit and Grant programme for SMEs	1,415,030	728,672	→	650,701	89	Awaiting claim and monitoring report
Project Vanguard	Storengy	Logan Energy	Green Hydrogen Generation and refuelling station at Middlewich refuse truck depot. Four vehicles to be converted to Hydrogen. Refuelling services to be made available to NW hydrogen alliance members.	1,035,000	345,000	→	345,000	100	Awaiting claim and monitoring report
Netzero Cheshire	EA Technology	EA Technology	Development of a net carbon-zero smart energy building. Including ground sources heat pump, LED lighting, PVs, 20 EV charging points	570,000	300,000	→	300,000	100	Still elements left to complete such as the monitoring system and EV charging points. Expect to spend £280k during q1.
Delivering network visibility in Cheshire's Energy Innovation district	SP energy networks/Ea Tech	EA Technology	Collecting data from 673 sub stations to help understand constraints and trade variable loads	1,364,100	825,084	→	825,084	100	633/673 units now installed across Cheshire and Warrington
E-port Net Zero	Cheshire Energy Hub	Cheshire Energy Hub, EA Technology, SPEN	The project is to complete a detailed study to inform a capital programme of investment for a net zero cluster.	928,600	718,600	→	718,600	100	Project is complete. Launch event 27th April
Warrington Smart Grid	Pure Leapfrog Lillypad CIC	tbc	The project pilot will involve the installation of 160 energy storage assets (10 electric batteries and 150 heat batteries) and 40 energy optimisation Smart Boxes across Warrington. The majority of these will be into social housing working with the Council for deployment in their existing and newly proposed ECO housing stock but a number also into SMEs.	535,109	353,551	↘	353,551	100	Project gaining momentum. May put batteries in Warrington town hall to trial. Also been successful in securing additional funding.
Hy-Net	Progressive Energy	tbc	The HyNet project is a major decarbonisation infrastructure scheme in development since 2016 which will deliver the UK's first low carbon industrial cluster. The funding will go towards further development work for the project.	830,316	447,760	→	447,760	100	This phase of the project complete. Now secured UKRI funding
Aircom and LoraWAN deployment	Westwood Limited	Westwood Limited	The primary goal of the project is to facilitate green energy sources and reduce carbon emission for the natural gas network. The deployed equipment provides a higher density of monitoring and control equipment for injecting Hydrogen and/or bio-Methane into the gas grid.	484,240	231,417	→	231,417	100	200 units built and shipped, testing and reporting continues.
Canalside EV charging scheme	Cheshire West and Chester Council	tbc	Commercial Electric Vehicle Charging Hub at Canalside Depot in Ellesmere Port which is located on Canalside Industrial Estate within the Cheshire Science Corridor Enterprise Zone.	200,000	200,000	↘	199,499	100	Project complete. Charging points have been installed at both the National Waterways Museum and Canalside Depot.
Joint Cheshire and Warrington Sustainable Travel Access Fund									
Chester Road	Warrington Borough Council	George Cox and Sons Ltd	Pedestrian and cycle route along Chester Road. Will link to Centre Park Link (another LGF scheme) and link into the Trans Pennine Way	900,000	400,000	↘	400,000	100	Work started on site in February and is due to complete in June
TPT Upgrade	Warrington Borough Council	Dowhigh Limited	To widen and upgrade the Trans Pennine trail which is a tourist attraction as well as a link between residential and employment sites.	900,000	350,000	↘	350,000	100	Scheme mainly complete, just some snagging left. Due to open to the public in April.
Wilmslow Strategic Cycle and Walking route	Cheshire East Council	Ringway Jacobs	Upgrading of pedestrian and cycle links between Royal London site and Wilmslow. Fill gaps in the off-road route between Wilmslow and key employment sites Inc. Alderley Park, Waters and Manchester Airport Enterprise Zone. Total route length to be upgraded is 2.7km	950,000	900,000	↘	900,000	100	Completed
Northwest Crewe Cycling and Walking Link	Cheshire East Council	Ringway Jacobs	Extending a cycling and walking path linking Crewe and Nantwich, the Bentley employment site, Leighton Hospital and residential areas. NR widening bridge at Boulderstone Bridge, this project will link into the widened bridge.	1,850,000	700,000	↘	700,000	100	Looking to finalise land acquisitions by the end of July. Work on final design continuing.
A5117 Cycle Route, Ellesmere Port	Cheshire West and Chester Council	Ringway Jacobs	4.5km cycleway linking Ellesmere Port and Chester.	602,000	380,000	→	380,000	100	Works behind schedule due to covid and having to redeploy staff to deal with floods. Expected to be completed May/June
Ellesmere Port Canal Towpath	Cheshire West and Chester Council	Canals and River Trust	Enhancement of 2.2km of canal towpath between A41, Ellesmere Port and Chester to shared use.	4,379,000	680,000	→	680,000	100	mainly complete, just need to complete some top dressing
Sutton Way Boulevard, Ellesmere Port	Cheshire West and Chester Council	Ringway Jacobs	1 mile new shared pathway which will link the town centre with the western fringe and residential areas and provide a link to Chester by joining up with Stoney Lane.	1,024,000	640,000	→	640,000	100	Complete
Management Charge				492,681	492,681	→	492,681	100	
Major Transport Schemes									
Poynton Relief Road	Cheshire East Council	Graham construction	Poynton Relief Road is a proposed 3km single carriageway road scheme to the west of Poynton with the primary aims of relieving village centre congestion and regenerating the north of the borough.	50,657,000	5,600,000	→	5,600,000	100	Work started on site. Budget and programme impacted by COVID. Due to Complete in August 22
Congleton Link Road	Cheshire East Council	Graham Construction	A new 5.5km road for Congleton to reduce congestion and support town centre regeneration. The Congleton Link Road would join the A534 Sandbach Road (to West of Congleton) with the A536 Macclesfield Road (to the North of the town).	90,743,268	7,709,543	↘	7,709,543	100	Road now open!

Completed LGF schemes								
Birchwood Pinch point (Warrington East Phase 1)	Warrington Borough Council	Balfour Beatty	The scheme aims to improve access to Birchwood Park. It includes: Signal improvements at junction of Birchwood Way/Birchwood Park Avenue A bus only link connecting the Birchwood Way/Faraday Street junction with Ordnance Avenue The replacement of the Moss Gate roundabout with a higher capacity junction to eliminate traffic congestion, accessibility and road safety problems	4,986,000	2,140,000		2,140,000	Completed
M62 J8 Junction Improvements	Warrington Borough Council	Balfour Beatty	The scheme involves the remodelling of the current junction to increase capacity and improve traffic flow.	11,690,000	5,000,000	→	5,000,000	Completed June 18
Chester Central (Northgate and Bus Interchange)	Cheshire West and Chester Council	Graham Construction	The project is to create a new Bus Interchange. The old bus station site will then be freed up to form part of the £380m Northgate development which will see new retail and leisure opportunities developed.	21,637,682	13,500,000	→	13,500,000	Completed May 17
Thornton Science Park (Chester)	University of Chester	Wilmot Dixon Construction	The project is to refurbish an existing building to create an energy demonstrator. The aim of the Demonstrator is to provide a flexible platform (with office and laboratory space) for research and development, focusing on testing new and emerging technologies across all aspects of energy systems and smart grids. The initial objective is to concentrate research on emerging energy storage technologies.	17,382,500	6,800,000	→	6,800,000	Completed May 17
Reaseheath Employer Focused Hub	Reaseheath College	John Turner Construction Group Ltd.	Construction of new lecture theatres, teaching and break out study areas of approximately 500m2 connecting the existing HE centre with the centre point building and refurbishment of the existing building approximately 337 m2	1,889,307	674,850	→	674,850	Project complete and operational
Reaseheath Agri Tech Centre	Reaseheath College	Engineering Extension - Novaplus Ltd. Agritech - Pochin Construction Ltd.	The National Centre for Agri-tech and advanced engineering will provide general teaching areas, workshop space, specialised facilities for robotics, tractor simulation, GPS and the most advanced agricultural engineering machines associated with precision farming, meeting current and future skills needs. In addition the project will introduce robotics to the college farm and livestock management improving animal welfare, farm productivity and reducing environmental impacts.	7,457,972	2,475,000	→	2,475,000	Project complete and operational
Reaseheath Sports Science and Performance Academy	Reaseheath College	Sports pitches - Blakedown Sport & Play Ltd. Sports Hall - Pochin Construction Ltd.	The construction of new sports facilities to deliver all year round sports provision, wider range of activities, sports science and performance laboratories, increasing recruitment and delivering higher level skills to all sports and public service learners. It will provide essential recreational facilities for 1200 residential students and the local community. The new facilities to include a sports hall a new MUGA pitch and a new 3G pitch to Sports England specifications.	6,169,154	2,169,750	→	2,169,750	Project complete and operational
Crewe Green Roundabout	Cheshire East Council	Balfour Beatty	Redesign of the existing roundabout to increase capacity and reduce congestion at this pinch point.	7,750,000	3,300,000	→	3,300,000	Completed October 18.
Ellesmere Port and Chester campus remodelling	South Cheshire College	Wilmott Dixon	The project is to reconfigure the teaching and learning spaces at the Ellesmere Port and Chester Campuses. This is following an Ofsted report which gave the college an Inadequate grading. This was due in part, to the open design and layout of teaching spaces meant that learning is often disrupted by noise from other parts of the building.	3,791,198	3,198,000	→	3,198,000	Project complete and operational
Reaseheath Learning Hub and Accommodation	Reaseheath College	Learning Hub - Novaplus Ltd. Accommodation - Pochin Construction Ltd	The replacement of temporary residential units (180 beds) with a new 200 bed purpose built facility that will provide accommodation for approximately 320 students meeting increased demand. Addressing significant condition issues in central scientific laboratory Hub	11,244,158	3,582,315	→	3,582,315	Project complete and operational
Sydney Road Bridge (Crewe)	Cheshire East Council	Network Rail and J Murphy & Sons	Replacement of the bridge at Sydney Road with a new bridge which take two lanes of traffic, plus a pedestrian path. The new bridge will reduce congestion in the area.	10,452,553	5,850,000	→	5,850,000	Project complete and operational
Chef's Whites Academy	Macclesfield College	no contractor	The LGF grant will be used to buy equipment to enable the college to set up the Chef's Whites Academy and run courses from September 2019. The course is expected to create apprentice opportunities for 40 students.	200,000	25,000	→	25,000	Course started. 11 students enrolled. More expected next year.
Warrington West Station	Warrington Borough Council	Balfour Beatty	New train Station. The new Warrington West railway station will act as a key interchange node and serve residential properties within the north and west of Warrington and improve accessibility to the Omega and Lingley Mere employment sites.	20,524,000	6,530,000	→	-	Project completed. Station opened in December 19
Warrington East Highways Improvements	Warrington Borough Council	Balfour Beatty	A five part scheme of traffic improvements to open up development sites and improve traffic flow.	13,500,000	6,900,000	→	6,900,000	Complete
Total committed and spent								

GPF				Total Cost (£)	loan/Grant (£)	Current RAG Status	Total Paid to date (£)	% of loan/grant paid	
Cheshire Green Employment Park	Cheshire Green Employment Park Limited	Jones Bros.	Infrastructure works to open up the site for redevelopment to create new commercial and industrial buildings with associated jobs.	14,000,000	3,650,000		3,200,000	88	Phase 1 and 2 infrastructure works completed. Land revalued. Number of plots now sold.
Glasshouse, Alderley Park	Bruntwood	Workspace and GMI	Refurbishment of a previously owned Astra Zeneca building into new office space.	27,800,000	3,873,000		2,726,498	70	Opened in February
New Bridge Road Sub Station	Peel Investment	LEAP utilities	New 10 Mva Sub station to facilitate £70m of investment in the creation of new cardboard manufacturing plant and open up 5 EZ sites for development premises	1,737,816	590,857		590,857	100	work completed and operational
Aviator	Redsun Developments Ltd	Cadex	125k sqft Industrial Unit	10,786,918	1,701,418		803,778	47	Complete
Helix Phase 2	Gaerwen Properties	Portal	3 industrial units totalling 30k sqft	3,728,223	659,347		-	-	Scheme is complete. Awaiting final claim
Newport Rhino	Andrews4 Property	Portal	82k sqft. European HQ of Rhino properties	6,187,228	792,670		792,670	100	Complete and occupied

Project	Total project cost (£)	Intervention rate (%)	Total grant	Paid to date	Remaining to be spent	Left to spend of grant %	Profiled 20/21	Profiled q4 20/21	Actual Q4 20/21	Total
LGF1/2										
BEIS funding Profile							4,712,629			84,452,230
Balance c/f (defrayed by CEC)							- 170,899			
Total Balance (profile +c/f)							4,541,730			
Completed Projects	253,826			31,820,000						
Housing Fund Revenue (CWAC)	7,500,000	100.00	7,500,000	7,500,000						7,500,000
DfT Tail majors including Crewe Green Link Road	25,747,350	18.64	4,800,000	4,800,000						4,800,000
				-						
Chester Central (part of Northgate)	93,637,682	14.42	13,500,000	13,500,000						13,500,000
Thornton Science Park	17,382,850	39.12	6,800,000	6,800,000						6,800,000
Birchwood Pinchpoint	4,986,000	42.92	2,140,000	2,140,000						2,140,000
M62 J8 Junction Improvements (Omega)	10,921,000	45.78	5,000,000	5,000,000						5,000,000
Reaseheath Agri Tech Centre	7,457,972	33.19	2,475,000	2,475,000						2,475,000
Reaseheath Employer Focused Hub	1,889,307	35.72	674,850	674,851						674,851
Reaseheath Sports Science and Performance Academy (osprey)	6,169,154	35.17	2,169,750	2,169,751						2,169,751
Reaseheath Learning Hub and Accommodation	11,244,158	31.86	3,582,315	3,582,316						3,582,316
Ellesmere Port and Chester Campus remodelling	3,791,198	84.35	3,198,000	3,198,000						3,198,000
Crewe Green Roundabout	7,750,000	42.58	3,300,000	3,300,000						3,300,000
Macclesfield College - Chef's Whites Academy	200,000	12.50	25,000	25,000						25,000
Sydney Road Bridge	10,452,553	55.97	5,850,000	5,850,000						5,850,000
Warrington East Highways Improvements	13,355,000	51.67	6,900,000	6,900,000			-	-		6,900,000
Live Projects										
GM & Cheshire Life Science Investment Programme	31,982,000	31.27	10,000,000	10,000,000			0			10,000,000
Warrington Waterfront (Centre Park Link)	19,891,000	26.65	5,300,000	5,300,000	-		-			5,300,000
Ellesmere Port Central Development Zone	18,220,000	45.73	8,332,228	8,332,228	-	-	6,266,608	-	1,608,096	12,656,543
Poynton Relief Road	50,700,000	11.05	5,600,000	5,600,000	-	-	560,000	-		5,600,000
Total LGF 1/2 spend	310,029,873	27.37	84,847,143	84,847,145	-	-	6,826,608	-	1,608,096	89,171,460
Funding defrayed on CEC projects										
LGF3			Indicative allocation / Profile							
BEIS funding Profile							20,192,577			61,549,115
Crewe indoor and outdoor market improvements/	3,900,000	58.73	2,290,457	2,290,457	- 0	- 0	1,287,133	-	-	2,290,457
Congleton Link Road	89,600,000	8.60	7,709,543	7,709,543	-	-	2,709,543		-	7,709,543
Unlocking Winsford Industrial expansion Land	10,900,000	34.86	3,800,000	3,800,000	- 0	- 0	86,884	- 0	444,090	3,800,000
Tarvin Road	7,029,726	52.11	3,663,000	3,663,000	-	-	14,682	-	707,780	3,401,181
Warrington West Programme										
Omega Local Highways Schemes phase 1	4,100,000	74.76	3,065,000	-	-				-	-
Warrington West Station	21,350,000	30.59	6,530,000	5,877,000	-			-	-	5,877,000
Warrington West Station cycle access	345,000	72.46	250,000	400,000	-		400,000	400,000	400,000	800,000
Burtonwood Omega Path (WBC)	1,200,000	75.00	900,000	-	-			-	-	-
Omega Phase 2b	2,350,000	41.91	985,000	-	-			-	-	-
WW programme payment				5,453,000	-		1,133,000	-	-	6,586,000
sub-total	29,345,000		11,730,000	11,730,000	-	-	1,533,000	-	-	13,263,000
Skills										
Macclesfield Stem Centre (Astra Zeneca)	402,420	66.70	268,420	266,456	1,964	1	120,924	1,964	77,999	268,420
Reaseheath College - automatic dairy	736,000	89.13	656,000	656,000	-	-	626,755	-	162,245	656,000
Livewire Warrington- Made digital	97,022	29.88	28,992	28,992	-	-	4,918	-	9,039	19,992
Warrington and Vale Royal college - community digital Hubs	52,463	74.41	39,038	39,038	-	-	-	-	-	39,038

Youthfed - C&W Security Operations Centre (SOC) Training Academy	346,491	8.92	30,898	30,898	-	-	-	-	13,500	17,398
UTC Warrington - 21st Century Skills lab	39,988	49.98	19,988	19,988	-	-	6,988	-	3,882	19,988
The Digital Hub - Digital Doorstep (CCSW)	44,172	41.28	18,235	18,232	3	0	8,606	3	-	26,838
Digital Hub - Project 4.0 (CCSW)	2,230,749	40.96	913,648	913,648	-	-	789,122	-	-	913,648
Reaseheath College - Controlled Env. Food production Centre	450,000	75.56	340,000	340,000	-	-	340,000	-	119,296	340,000
UOC- High Performance Private Cloud	1,218,005	73.32	893,005	893,005	-	-	893,005	-	221,308	893,005
Carpe Diem - IOTA	413,600	30.54	126,300	126,300	-	-	7,500	-	7,500	126,300
AMET Centres - Warrington Campus and Vale Royal Campus	1,369,000	47.92	656,000	656,000	0	0	656,000	0	379,006	656,000
Macclesfield College - Specialist digital and advanced manufacturing equip	1,124,912	46.37	521,615	508,786	12,829	2	521,615	12,829	24,075	521,615
Computers for schools	30,000	100.00	30,000	29,970	30	0	30,000	30	-	30,000
Digital Skills in Construction (WVR)	571,500	45.49	260,000	259,554	446	0	260,000	446	158,638	260,000
specialist equipment to widen access to technology and digital skills (CCSW)	270,500	56.49	152,800	152,800	-	-	152,800	-	27,800	152,800
NEETs	45,000	100.00	45,000	45,000	-	-	-	-	45,000	45,000
Sub total	9,441,822	52.96	4,999,939	4,984,667	15,272	0	4,418,233	15,272	1,249,288	4,986,042

Energy Innovation										
C&W Business Energy & Efficiency Programme	1,483,460	49.12	728,672	650,701	77,971	11	675,065	77,971	-	728,672
Storengy - Project Vanguard	1,035,000	33.33	345,000	345,000	-	-	318,488	-	-	345,000
EA Technology - Netzero Cheshire	570,000	52.63	300,000	300,000	-	-	300,000	-	24,723	300,000
EA Tech - Delivering network visibility in Cheshire's Energy Innovation district	1,364,113	60.49	825,084	825,084	-	-	825,084	-	343,594	825,084
E-port Net Zero	928,600	77.39	718,600	718,600.00	-	-	718,600	-	322,955	718,600
Warrington Smart Grid	535,109	66.07	353,551	353,551	-	-	353,551	-	35,355	353,551
Hy-Net	830,316	53.93	447,760	447,760	-	-	447,760	-	44,776	447,760
Aircom and LoraWAN deployment	484,240	47.79	231,417	231,417	0	0	231,417	0	61,588	231,417
Canalside EV charging scheme	270,000	74.07	200,000	199,499	501	0	200,000	501	199,499	200,000
Energy Fund video (moved to mgt charge- 986)	5,000	-	-	-	-	-	-	-	-	-
Sub-total	7,505,838	55.29	4,150,084	4,071,612	78,472	2	4,069,965	78,472	1,032,491	4,150,084

Joint Cheshire and Warrington Sustainable Travel Access Fund										
Chester Road (WBC)	900000	44.44	400,000	400,000	-	-	400,000	-	273,357	400,000
TPT Upgrade (WBC)	750000	46.67	350,000	350,000	-	-	350,000	-	308,947	350,000
Wilmslow Strategic Cycle and Walking route (CEC)	950000	94.74	900,000	900,000	-	-	829,937	-	677,211	900,000
Northwest Crewe Cycling and Walking Link (CEC)	1850000	37.84	700,000	700,000	-	-	536,130	-	352,007	700,000
A5117 Cycle Route, Ellesmere Port (CWAC)	1044085	67.00	699,537	699,537	-	-	684,004	-	400,035	699,537
Station View and Canal Towpath (CWAC)	1222717	37.58	459,463	459,463	-	-	278,578	-	45,686	459,463
Sutton Way Boulevard, Ellesmere Port (CWAC)	822076	65.73	540,381	540,381	-	-	-	-	-	540,381
Management Charge	492,681		492,681	492,681	-	-	130,921	-	10,026	492,681
Total LGF3 Spend	165,753,945	26	42,885,085	42,791,342	93,743	0	14,754,743	93,744	5,500,918	44,142,369

LGF total profile	0.4						24,905,206			
Total LGF BEIS profile + CF funding							24,734,307			146,001,345
Total LGF 1/2/3 spend	475,783,818		127,732,228	127,638,486	93,743	0	21,581,351	93,744	7,109,014	133,313,828
Difference			127,732,228	127,593,480	127,732,230				24,240,558	- 5,581,600
Major Transport Schemes				100						
Poynton Relief Road	-		16,400,000				16,400,000			16,400,000
Crewe High Growth City – Congleton Link Road	-		45,000,000	3,500,000			5,500,000			45,000,000
Total Retained majors	-	-	61,400,000	3,500,000			21,900,000			61,400,000
Total LGF	475,783,818			131,138,486			43,481,351			194,713,828
LGF Revenue										

Getting Building Fund										
			2,830,000							
Chester Drainage Tunnel	7,925,000	64.29	5,095,000	3,470,523			3,300,000	3,300,000	3,470,523	5,095,000
All Electric Bus Fleet Depot, Warrington	9,963,000	10.04	1,000,000					-		1,000,000
Centre Park Link			4,200,000				4,122,000	4,122,000	4,000,000	4,122,000
Alderley Park Validation Centre of Excellence	6,200,000	81.45	5,050,000				78,000	78,000	77,989	5,050,000
Mgt fee	155,000		155,000				155,000	77,500	77,500	
	24,088,000	156	15,500,000	3,470,523			7,655,000	7,577,500	7,548,511	15,422,000

CATEGORY	RISK SCENARIO	IMPACT	FUTURE CONTROLS / MITIGATION MEASURES	Planned actions	Residual risk rating		
					IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
Financial	EZ receipts received not in line with forecasts	Unable to undertake the necessary EZ investments, repay loans and develop other areas of LEP activity.	continue to liaise with business rate function staff to improve forecast accuracy and determine contingencies. Establish a reserve within EZ funds. Manage expectations about availability of finance and reduce investment programme accordingly if need be.	Improve forecasting and understanding of cashflow and monitoring of income. Ensuring that we have sufficient levels of reserves to manage short-term variances in EZ income. Ensure sufficient flexibilities to turn on and off commitments.	4	3	12
Economic	Uncertain economic conditions make it difficult for the LEP to support economic development.	It's hard to identify how the LEP can tackle all the issues that are likely to crystallise as a result of the pandemic. The LEP may not have the means to adequately and comprehensively respond. Could impact the reputation of the LEP.	Recovery plan being developed in conjunction with stakeholders which will convey the scope of what the LEP intends to do to aid recovery	Investment in developing business cases and "Place" marketing has been approved by the board and further use of EZ retained business rates is expected to continue creating opportunities and awareness. Committees are tasked with redirecting funding for failing projects in order to prevent loss of funding. Continue Horizon scanning to drive pipeline of appropriate projects.	4	3	12
Operational	Failure to successfully deliver projects and programmes which the LEP is responsible for [in compliance with the funding conditions]	Reputational damage, loss of funding, damage to stakeholder relationships, LEP needs to find funding to underwrite costs, not able to deliver the SEP/LIS	Ensure all bids are reviewed to ensure they're properly costed and all paper's include a FD opinion. Look at delivery options to see if risk can be shared on transferred. Consider contracts and all terms to ensure they are understood and as tight as possible. Independent appraisal then ongoing monitoring and managing of contracts.	Make it a mandatory part of the approval process that FD opinion is given on all bids. Consider writing into the LAF. Carry out a review of all existing funding contracts so that the LEP fully understands and can account for the financial implications of those programmes e.g. Accelerate which requires the LEP to cash flow the delivery costs with the funds only being reimbursed if the targets are met.	4	3	12
Operational	Risk of criticism of COVID response and then subsequent recovery response and resources available for it.	Reduces the scope for the LEP to be able to respond meaningfully to changing economic conditions. Prevents stakeholder meaningfully engaging with recovery plans.	In the process of developing shorter term interventions which could start early next year as we emerge from the pandemic. Pipeline of projects developed. Need sub region wide agreement to initiatives to get buy-in/support	Recovery plan is being prepared for approval by end of February 2021	3	4	12
Operational	Funding of the LEP is uncertain both at a core level and programme level. This could impact ongoing economic development and investment in C&W	Makes it difficult to forward plan. The LEP receiving less funding in future, potentially jeopardising key economic projects necessary to deliver the economic targets for the sub-region.	Set budgets at a level which recognise uncertainty. 'Maintain close links with funding departments, including MHCLG, BEIS, DfE, DiT, DCMS and be aware of funding programmes and opportunities	'Pursue and align to areas of economic development associated with new funding streams made available by Government.	3	4	12
Operational	LEP's response to COVID is challenged and or cannot be resourced properly in terms of funding, staff and or time.	reputational damage. Impacts future funding awards.	The LEP is concentrating on providing support in areas it is already established such as Business Growth Support	Continue to look at securing additional funding to help address emerging issues.	3	3	9
Financial	LEP review and spending review will create change, ambiguity and need to change LEPs objectives and internal structure.	LEP review may mean that staffing structure of the LEP needs to change to meet new priorities to ensure LEP has the right skills and expertise. May cause staff motivation and uncertainty. issues Board and committee members might become disengaged, not seeing the value in committing their time to the LEP given revised priorities.	Work with ministers and officials to help reduce ambiguity to help better inform LEP structures and objectives. Work with LAs and LEP network to help shape those discussions and understand what ministers really want to achieve. Make sure that the views of C&W LEP are heard. Ensure mgt of internal structure and finances maintain max flexibility to respond to changing priorities. Work to reassure staff and that the LEP is expected to grow.	Continue to review position and align response accordingly. Continue to brief staff and board as the position evolves. Work to actively keep board and committee members committed to supporting the LEP. Working on review of LEP within C&W.	4	3	12