



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

Wednesday 23rd June 2021 1.30-2.30

By teams meeting:

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Conference ID: 938 266 942#

Attending: Chris Hindley (Chair)
Stewart Brown, Catherine Walker, Alex Thompson,
Peter Skates, Ian Traynor,
Loren Jones, Joe toward, Ian Brooks, Rachel Laver

Apologies: Nichola Newton

Presentations:
Jobs Portal update, Pat Jackson

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 26 th May 21	Chair	5 mins
	(ii) Actions Arising	Chair	5 mins
4	Jobs Portal update	PJ	10 mins
5	Programme manager update - Outputs - Risk	RL	10 mins
6	AOB -	All	5 Mins
Dates of next meetings, time 1.30 pm and by Teams, unless otherwise specified:			
	28 th July 2021	Strategy update Life Science Fund Delivery Plan update	
	25 th August 2021		
	22 nd September 2021	Site visit?	
	27 th October 2021	Quarterly Report Delivery Plan update	
	24 th November 2021		

	22 nd December 2021	
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**Minutes of the Cheshire and Warrington Local Enterprise Partnership
Performance and Investment Committee Meeting
held on 28th April 2021 at 1.30 via Teams**

In attendance: Chris Hindley (Chairman), Loren Jones, Paul Jackson, Ian Traynor, Alex Thompson, Stewart Brown, Catherine Walker, Nichola Newton, Peter Skates, Ian Brooks, Rachel Laver.

Apologies: Joe Toward,

Presentations on: **Growth Hub**- Andy Devaney
Warrington Smart Grid – Paul Gilligan and Steve Hassall

Item No.	Item	To be Actioned by	By When
1.	<p>Welcome, Introductions and Apologies</p> <p>Apologies from JT</p> <p>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: None declared</p>		
3	<p>Minutes and actions from the last meeting:</p> <p>Actions from the last meeting:</p> <p>PS had meeting with LEP staff and other CEC colleagues to discuss alignment of recover plans.</p> <p>Jobs Portal extended for 3 months. Sarah Williams and Ian Traynor had looked at metrics and added more. IT confident that there will be more meaningful data after the three month extension. Loren to also meet with Sarah.</p> <p>Outputs inputted into quarterly report, but will reported on separately at the next meeting.</p> <p>The MDC new lab at Alderley park progressing but may have issues completing by the end of the year due to long lead times with some of the kit. RL to continue to monitor closely.</p> <p>Not received bus depot update. RL asked SB to chase. Important that monthly reports are submitted on time.</p> <p>Northgate tunnel claim now finalised, also need to ensure monthly reports are submitted.</p>	<p>RL</p> <p>SB</p>	<p>Ongoing</p> <p>May</p>

	<p>CH queried whether a heat map could be produced showing all the LEP projects as previously discussed. RL had raised it already, siting the Net Zero map as a good example. Nicola Said said it would be looked at. Committee all agreed it was a good idea and should be pursued. RL to see if we could build on the Net Zero one and should contact Ged Barlow. Andy Devaney mentioned if could potentially be done through CRM.</p> <p>RL had sent full set of papers and reports for one project so LJ and IT could see the whole process. LJ asked for a session to go through the papers and look at the RAG ratings and rationale. IT to attend too. RL to arrange.</p> <p>Minutes approved.</p>	<p>RL</p> <p>RL</p>	<p>June</p> <p>June</p>
<p>4</p>	<p>Growth Hub Update</p> <p>Andy Devaney gave an update on the Growth Hub.</p> <p>LEP has received funding from BEIS for Peer Networks which is being rolled out.</p> <p>500 businesses have received support through the Business Grant Recovering scheme which has been administered by Blue Orchid on behalf o the LEP.</p> <p>12 staff now in Growth Hub team. Two seconded from Marketing Cheshire and one from Dept for International Trade.</p> <p>COVID impacted focus of Growth Hub which became the go to for businesses, focus also had to shift to Brexit support.</p> <p>Increased the number of case studies on website which has helped inform businesses type of support available.</p> <p>The target for enquiries for the year was 1500, the actual number was closer to 4,000.</p> <p>10% of Cheshire and Warrington businesses engaged with the Growth Hub which has helped build the reputation and develop strong relationships with partners.</p> <p>Secured funding for Peer to Peer networks and employed someone to help recruit businesses. Aim it to engage 100 businesses.</p> <p>Interaction with Local Authorities works well. Conscious of adding value and not duplicating what the LAs offer.</p> <p>Survey to be carried out with businesses that have received support, to be completed by end of June.</p> <p>Focus this year is on how to engage with the 45k businesses that haven't engaged with the hub to find out what help can be made available which would be useful.</p>		

5	<p>Warrington Smart Grid</p> <p>Over of Leapfrog given which is a registered charity.</p> <p>Smart Grid project is to install heat batteries into SMEs which can be charged in off peak hours and then used in peak, helping reduce pressure on the National Grid and saving the SMEs money from peak tariffs. Tariffs will move to 48 30 min slots per day so the batteries will help optimise use of cheaper tariffs.</p> <p>Batteries can also be charged from solar</p> <p>Payback period is 5-6year for a 10 year asset.</p> <p>Heat batteries going into 93 homes.</p> <p>Working with Groundheat to retrofit 33 houses.</p> <p>IT to introduce Leapfrog to BOC.</p>	IT	June
5	<p>Local Growth Fund presentation</p> <p>RL ran through a LGF presentation highlighting the range of projects that has been supported over the last five years.</p> <p>All funding is now fully spent. Over the next year the focus needs to be on ensuring all the schemes that have received funding, compete and achieve the contracted outputs.</p>		
6	<p>Risk</p> <p>The committee confirmed that they had reviewed the risk register and were happy with it. The board will review the risk register at the next meeting.</p>		
7	<p>AOB</p> <p>Next meeting 23rd June. Whether to hold it in person was discussed and it was deemed too early and high risk for now. NN and CH both said they had larger meetings rooms which could be used to facilitate social distancing when the committee were happy to meet in person.</p> <p>NN and RL to have a separate discussion about LGF reporting requirements</p>	RL /NN	June



CHESHIRE AND WARRINGTON OPPORTUNITIES PORTAL - UPDATE FOR PERFORMANCE AND INVESTMENT COMMITTEE - JUNE 2021

The following presents an update on the work undertaken with the Cheshire and Warrington Opportunities Portal (Portal) during the first 4 weeks of what is effectively a 10 week extension period.

A paper proposing an 11 month extension of the project was presented to the Performance and Investment Committee on 28 April 2021 (Annex A). The Performance and Investment Committee were satisfied that the Portal was adding value to the DWP and intermediaries but wanted to see more added value from the perspective of the job seeker. The Committee wanted the project to run for a further 3 months to gather more evidence of the added value of the Portal before extending for a longer period. In practice the contracts for the three month extension and the social media campaign were agreed on 13 May so we have only 10 weeks to collect further evidence before the 28th July meeting of the Performance and Investment Committee.

The paper includes.

- Key developments of the Portal since April 2021
- Measures of impact that are being used during the extension period
- Progress on measuring impact during the first 4 weeks of the extension period
- Proposed continued monitoring of impact during the extension period
- Next Steps

1. KEY DEVELOPMENTS OF THE CHESHIRE AND WARRINGTON OPPORTUNITIES PORTAL SINCE APRIL 2021

1.1 Meetings with Members of Performance and Investment Committee

Sarah Williams met independently with some Members of the Performance and Investment Committee (Loren Jones and Ian Traynor) to provide a demonstration of the Cheshire and Warrington Opportunities Portal and discuss the proposed measures of impact for the 3-month extension (detailed in section 2).

1.2 Redesign of Cheshire and Warrington Opportunities Portal pages

Following feedback from the Performance and Investment Committee and other stakeholders including the Cheshire and Warrington Workforce Recovery Group and intelligence gathered during the social media campaign, the following changes have been made to the Portal:

- Text added to pages to provide more guidance on how to use the Portal
- 'Get a Job' page has been split into 'Spotlight on Jobs' and 'Job Advice and Tools'
- Addition of 'Spotlight on Vacancies' page featuring hard to fill hospitality, tourism and health and social care jobs
- Industry sector searches now use images rather than graphics



- Information provided by employers and drawing on the LEP's skills data and labour market intelligence has been added on other key sectors. Over the next two weeks we will create job searches links for all other sectors with a priority being given to those with hard to fill vacancies (hospitality and catering, travel and tourism) and those sectors where visitors to site are showing particular interest (teaching and education)
- An 'Apprenticeships' page has been created
- A '14-24 years old and Claiming Universal Credit' (KickStart) page has been created in collaboration with Jobcentre Plus/DWP. We are still in discussion with Jobcentre Plus about this page, but our aim is to provide details of the 1,000 Kickstart placements that are currently being offered across Cheshire and Warrington
- At the request of Jobcentre Plus/DWP, a survey designed to collect information from furloughed workers has been added to the Portal
- The 'Retrain and Upskill' page now includes additional digital skills training from IBM and the SAS STEP Programme. This is a free of charge re-skilling and employment initiative designed to equip the unemployed workforce with vital data and analytics skills needed for in-demand jobs.

1.3 Added value intelligence gained from social media campaign and subsequent use the Portal

The social media campaign and use of the Portal are providing real time data and labour market intelligence related to what individuals are using the Portal to search for and the types of adverts posted via Facebook that have the most impact. This information is being shared with local partners to establish a better understanding of current job vacancies and the types of jobs that people are interested in pursuing. Examples include:

- **Apprenticeships** - in week of 7th-13th June there was a huge interest in the apprenticeships advert which received 775 clicks, reached 18,705 people and was shared 32 times. This resulted in 1,903 views of the Apprenticeship page on the Portal
- **The easing of the lockdown restrictions has resulted in 7,000 more job vacancies advertised on the Portal in May 2021 compared with March 2021** – Currently there are 23,000 vacancies on the Portal which are updated every 30 minutes
- **Parental engagement** – parents are more engaged in looking for work via Facebook for young people than the young people themselves. Parents are then sharing links with young people

2. MEASURES OF IMPACT THAT ARE BEING USED DURING THE EXTENSION PERIOD

Ideally key measures of impact would focus on the number of people who have applied for a job using the Portal and the number of people who have been successful in securing a job and found a job more quickly than they would have otherwise. In practice monitoring information from use of the Portal will not provide this information.

Following consultation with stakeholders (Annex B) the monitoring information being collected during the extension period, in addition to the information collected during the pilot phase are:

- Individual client feedback from stakeholders
- Feedback from businesses who have local jobs featured on the Portal
- Tracking of visits to specific aspects of the Portal that we believe are adding value (e.g., searches for opportunities in specific industry sectors, visits to key sector pages)



Detailed information on each of the additional measures are detailed below:

2.1 Individual client feedback from stakeholders	Source
We will be asking DWP job coaches, Local Authority employment support officers and Housing Associations for case studies and to answer the following questions: <ul style="list-style-type: none"> • How likely are you to promote the Portal to your clients? (scale from 0 to 10) • Did your clients get a job? • If your clients found a job, do you think they did this more quickly than without using the Portal? 	E-mail
2.2 Feedback from businesses who have local jobs featured on Portal	Source
We will be contacting businesses who have had local jobs featured on the Portal to ask the following questions: <ul style="list-style-type: none"> • How many jobs that were advertised on the Portal have been filled? • Do you think you were able to fill the jobs more quickly than you would have done otherwise? • Did you have a better range of applicants as a result of using the Portal? 	E-mail
2.3 Additional information on visits to specific aspects of the Portal that we believe are adding value	Source
Searches for opportunities in industry sectors that are growing in Cheshire and Warrington (broken down by industry)	Google Analytics
Searches for opportunities in industry sectors with significant levels of employment in Cheshire and Warrington pages (broken down by industry)	
Total number of searches	
Courses (EFSA funded) viewed	
Visits to Industry Sectors that are growing in Cheshire and Warrington pages (broken down by industry)	
Visits to Industry Sectors with significant levels of employment in Cheshire and Warrington pages (broken down by industry)	
Visit to 'Find Your Career Path' page (Careers Directory)	
Visits to 'Job Advice and Tools' page	
Visits to 'Spotlight on Jobs' page	
Clicks on featured job adverts (outbound links)	
Clicks on featured (non ESFA) courses (outbound links)	
% of returning visitors	
Time people are spending on the Portal	
Google searches for 'Cheshire and Warrington Opportunities' and 'candwopportunities'	
2.4 Information previously collected so that we can compare performance during the initial pilot phase with performance during the extension period	Source
Clicks on 'apply for a job'	Adzuna
People reached on social media via @candwopportunities	Facebook Business Suite
Social media clicks to the Portal via @candwopportunities	



@candwoopportunities Facebook page followers	
@candwoopportunities Facebook page likes	
Unique visits to the Portal	Cloudflare
Visitors to the Portal that accepted cookies (an estimated 10% of visitors accept cookies)	Google Analytics
Page views	
Number of sessions	

3. PROGRESS ON MEASURING IMPACT OVER THE FIRST FOUR WEEKS OF THE EXTENSION PERIOD

3.1 Original key performance measures and the impact of different social media messages

<i>Social media messages during the first four weeks of extension period</i>	People reached via social media	Social media clicks to Portal	Unique visits to Portal	Visitors that accepted cookies	Sessions	Page views	Clicks on 'apply for job'
Week 1 (17-23 May) 'Find over 16,000 job vacancies on our Portal'	24,464	1,599	2,920	721	873	3,737	465
Week 2 (24-30 May) 'Find over 20,000 job vacancies on our Portal, find out about our sectors with highest numbers of vacancies'	18,252	862	2,270	424	533	2,262	202
Week 3 (31 May- 6 June) 'There are 7k more jobs in Cheshire and Warrington than in March'. Adverts sending people to specific pages of the portal including – Expert Local Help, Job Advice and Tools, Apprenticeships.	22,628	926	2,280	432	596	2,588	270
Week 4 (7 – 13 June) 'There are 23k vacancies. There are 100's of apprenticeships - with link to the Apprenticeships page	29,313	1,440	2,770	762	905	3,960	186



3.2 – Progress on additional measures

3.2.1 Individual client feedback from stakeholders

Stakeholders have received presentations on the Portal and have committed to provide feedback on the impact on individual clients they are supporting. Stakeholders include:

- National Careers Service
- Career Connect
- Warrington and Vale Royal College
- Warrington Business Exchange (presenting on 28/06/2021)
- Journey First (European Social Fund project)
- New Leaf (European Social Fund project)
- Seetec (Job Entry Targetted Support North West)
- Kings Community Centre Job Club

Questionnaire e-mails are being sent to these stakeholders over the next few weeks to capture evidence of the impact on their individual clients. Immediately following presentation, initial verbal feedback has been positive with a number of organisations working with us to improve the Portal.

Feedback from stakeholders who have used the Portal to support their customers was provided in the earlier Performance and Investment Committee paper (Annex A section 7.3).

3.2.2 – Feedback from businesses who have local jobs featured on Portal

Local adverts have been placed on the ‘Spotlight on Vacancies’ page of the Portal for the following hospitality and tourism organisations:

- BeWILDerwood
- Chester Visitor Information Centre
- National Trust
- Carden Park
- The Chester Grosvenor
- Hollin House Bollington
- Marmalade
- The Mere
- Mottram Hall
- Shrigley Hall
- Cheshire and Warrington Local Enterprise Partnership
- Youth Federation

Questionnaire e-mails are being sent to these businesses over the next few weeks to capture evidence of the impact on their recruitment. As a result of initial discussions with these businesses, a number of them have already volunteered to work with us to create a hospitality and catering key sector page on the Portal.



3.2.3 - Additional information on visits to specific aspects of the Portal that we believe are adding value

The following table shows progress in each of the additional impact measures:

<i>Please note these measures relate to the number of users who have accepted cookies</i>	Week 1 17-23 May-21	Week 2 24-30 May-21	Week 3 31 May - 6 June 21	Week 4 7 – 13 June 21
<i>Users searching for opportunities in industry sectors that are growing in Cheshire and Warrington (broken down by industry – see below)</i>	35	35	14	18
Life Sciences	13	10	7	5
Digital and Technology	6	14	6	5
Logistics and Distribution	12	7	0	4
Energy Zero Carbon and Clean Growth	4	4	1	4
<i>Users searching for opportunities in industry sectors with significant levels of employment in Cheshire and Warrington pages (broken down by industry – see below)</i>	60	23	28	12
Chemicals	3	2	1	0
Manufacturing and Engineering	5	1	8	1
Finance and Business Services	13	9	7	6
Health and Social Care	31	8	7	4
Construction	8	3	5	1
<i>Users searching for opportunities in other industry sectors (broken down by industry – see below)</i>	n/a	n/a	5	4
Hospitality and catering via Spotlight on Vacancies page	n/a	n/a	5	4
Total number of searches by users for all vacancies	194	103	127	70
Total number of searches by users for job vacancies	506	189	324	286
Courses (EFSA funded) viewed	TBC	TBC	TBC	TBC
<i>Users visiting Industry Sectors that are growing in Cheshire and Warrington pages (broken down by industry – see below)</i>	12	73	8	15
Life Sciences	1	21	2	3
Digital and Technology	8	25	2	5
Logistics and Distribution	2	13	2	2
Energy Zero Carbon and Clean Growth	1	14	2	5
<i>Users visiting Industry Sectors with significant levels of employment in Cheshire and Warrington pages (broken down by industry – see below)</i>	12	62	12	7
Chemicals	1	4	1	1
Manufacturing and Engineering	1	14	1	1
Finance and Business Services	3	21	3	2
Health and Social Care	7	23	7	3

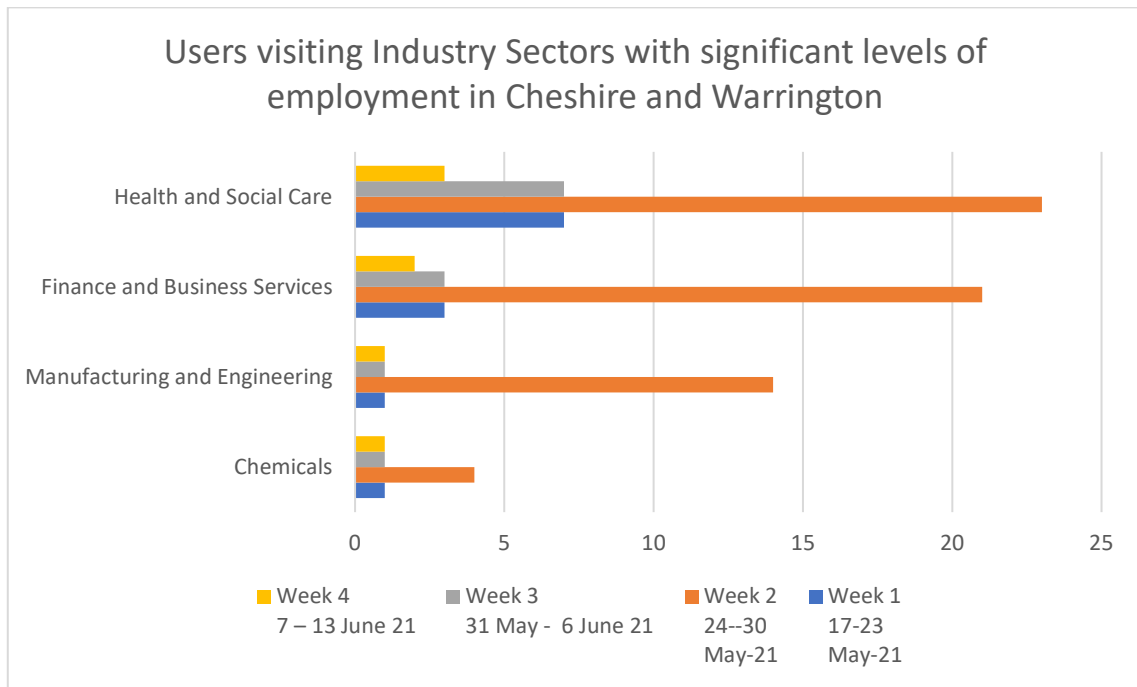
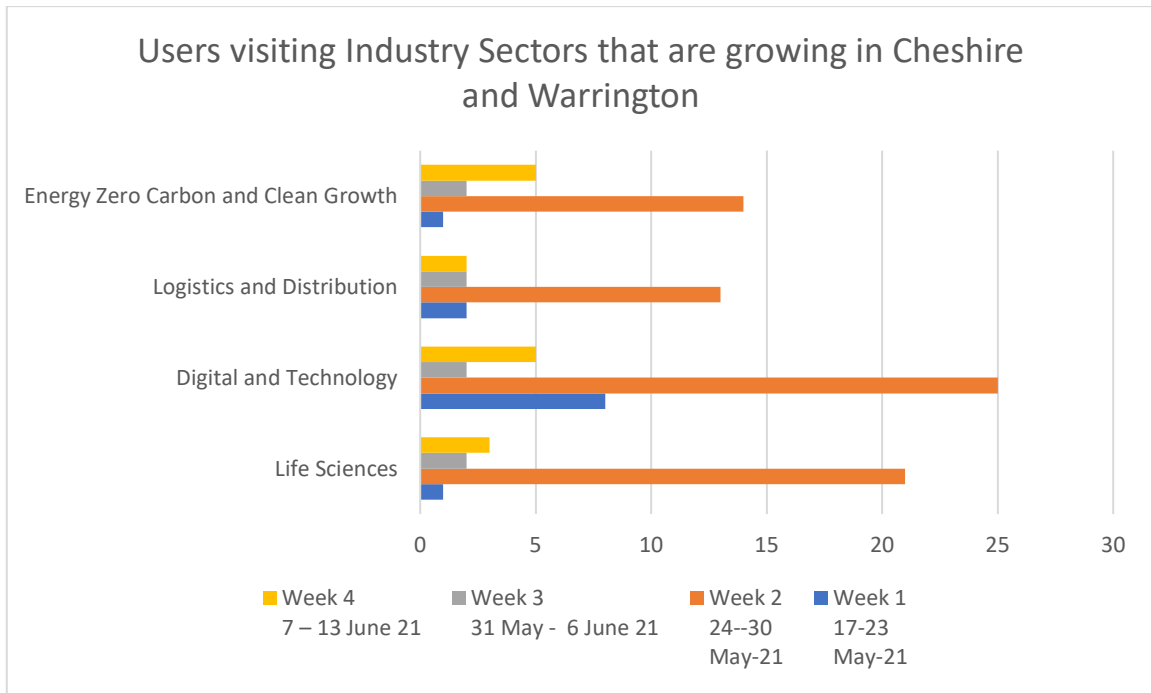


<i>Please note these measures relate to the number of users who have accepted cookies</i>	Week 1 17-23 May-21	Week 2 24-30 May-21	Week 3 31 May - 6 June 21	Week 4 7 – 13 June 21
Users visiting Spotlight on Vacancies page	n/a	53	50	54
Users visiting Job Advice and Tools page	n/a	8	11	8
Users visiting Get a Job page (now replaced)	31	10	0	2
Users visiting Industry sector pages	27	88	17	12
Users visiting Retrain and Upskill page	20	18	12	13
Users visiting Apprenticeship page	19	23	31	414
Users visiting Find Your Career Path page (careers directory)	14	11	3	6
Users visiting Redundancy Help page	3	3	4	2
Users visiting Start a Business page	2	4	5	1
Users visiting Expert Local Help page	2	5	4	1
Users visiting 16-24 years old and claiming Universal Credit page	n/a	n/a	n/a	n/a
Clicks on featured job adverts (outbound links)	tbc	Tbc	Tbc	tbc
Clicks on featured (non ESFA) courses (outbound links)	tbc	Tbc	Tbc	tbc
New users	613	308	368	637
% of returning visitors	14.98	27.53	23.17	16.51
Average time people are spending on the Portal (seconds)	122	138	136	127
Google searches for 'Cheshire and Warrington Opportunities' and 'candwoopportunities' – would need Google search console.	1	3	2	5
@candwoopportunities Facebook page followers				328
@candwoopportunities Facebook page likes				276

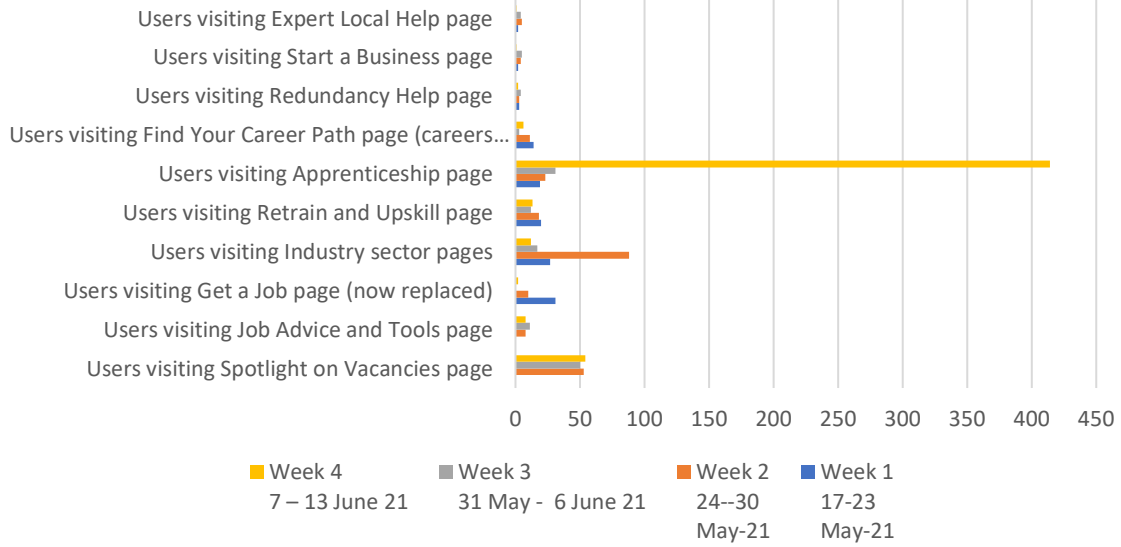
Variations in the numbers of visitors to the site and the pages they visit appear to be in line with national trends and are associated with the holiday period, good weather and the pages people are directed to via the social media. Although social media posts have reached fewer people than in March, clicks to the site from the posts (click through rates) are higher for each week ranging from 4.09% to 6.54% compared to 2.11% in the first week in March.

The following charts illustrate progress on the some of these key additional impact measures:

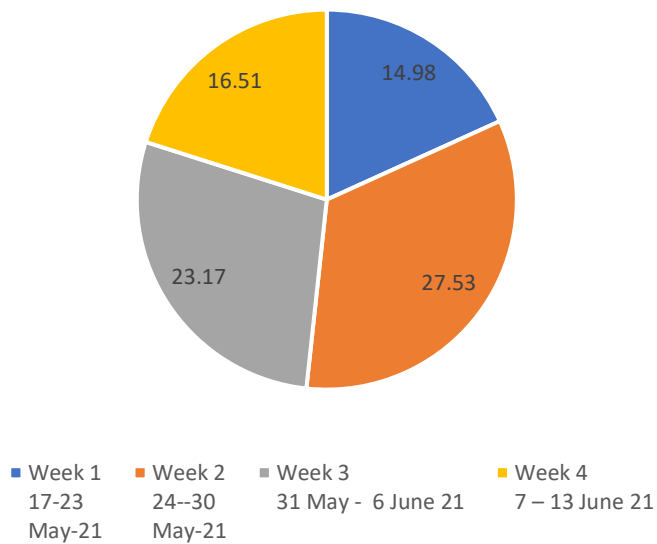
- Users visiting industry sectors that are growing in Cheshire and Warrington
- Users visiting industry sectors with significant levels of employment in Cheshire and Warrington
- Users visiting specific pages of the Portal
- % of returning visitors
- Average time people are spending on the Portal

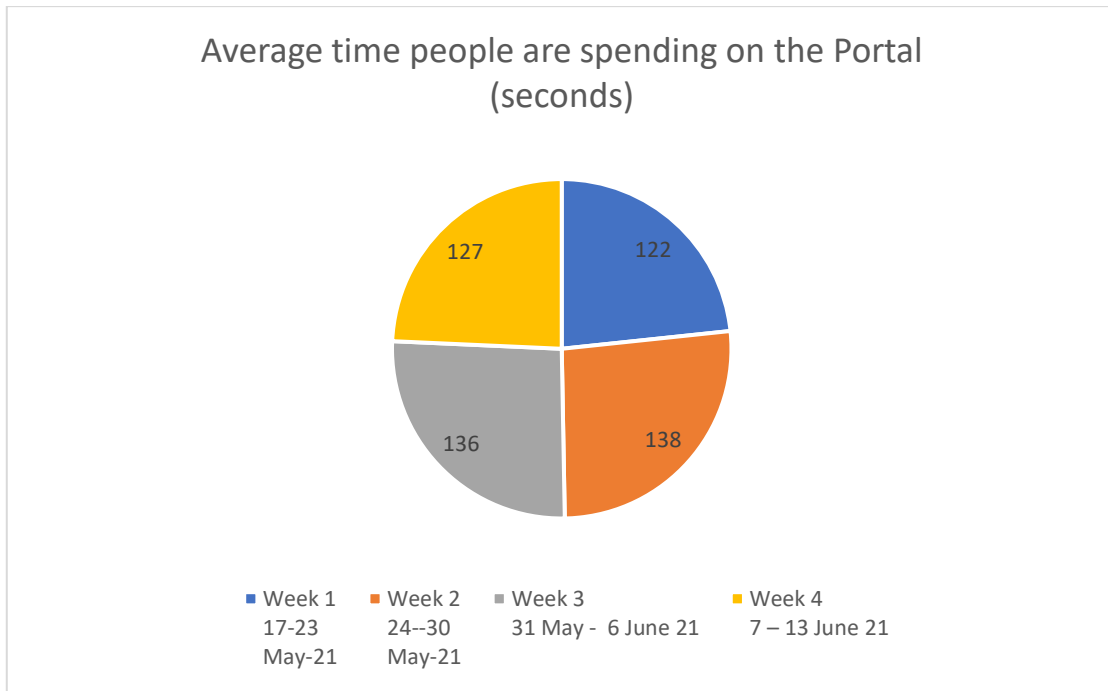


Users visiting specific pages



% of returning visitors





4. PROPOSED CONTINUED MONITORING OF IMPACT DURING THE EXTENSION PERIOD

The performance of the Portal based on the impact measures described above will be reviewed with PDMS on a weekly basis. Measures related to the impact of the digital media campaign using Facebook will be reviewed on a bi-weekly basis. Individual client feedback from stakeholders and business will be reviewed monthly. The Portal will be modified in response to the feedback we receive.

A report on the impact of the Portal during the May to July 2021 extension will be presented to the LEP’s Performance and Investment Committee in time for their meeting on 28th July 2021. If the extension is successful, the Performance and Investment Committee will be asked to ratify the approval of Employers' Skills and Education Board to extend the licence of the Cheshire and Warrington Jobs and Careers Portal post April 2021. The extension post July 2021 would begin on 1 August 2021 for a minimum of 8 months.

5. NEXT STEPS

Measures will continue to be recorded with a focus now on gathering feedback from stakeholders who are using the Portal to support their customers and businesses who have benefitted from having jobs or their businesses listed on the Portal. In response to any feedback we will continue to improve the website.

If further funding is agreed to allow an extension of the Portal for a longer period other planned developments include:

- Re-brand the Portal from NP11 to Cheshire and Warrington if the contract is extended
- Work with PDMS on responding to the Government’s recent announcement to spend £1.3 million over 2021-22 and 2022-23 to pilot the use of new technologies to support in or out-of-work people to find new job opportunities which are best suited to their skills and experience.
- Work with DWP to allow a link to the Cheshire and Warrington Opportunities Portal to be included in JCP customers’ journals - at present only .gov.uk sites are permitted



Annex A - 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
- 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.

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



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 Pportal.

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 newflashes. 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 Ai** 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 newflashes 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 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

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



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 Portal	Unique visits to Portal	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 Portal 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 Ai – List of Job Search and Careers Portals

	Name of Portal / Website	Web Address
1	Cheshire and Warrington Opportunities Portal	https://www.candwopportunities.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/



Annex B - Stakeholder engagement in developing the measures for the extension of use of the Cheshire and Warrington Opportunities Portal from May 2021 to July 2021

The LEP have consulted with key stakeholders to shape revised measures of success for use of the Cheshire and Warrington Opportunities Portal during the 3-month extension from May 2021 through to July 2021. Stakeholders included:

- Neil Bertenshaw (DWP)
- Members of LEP's Performance and Investment Committee - Loren Jones and Ian Traynor
- Richard Graham (PDMS)
- Jonny Scotland (Christians Against Poverty Job Coach – Warrington)
- Clare Latham (Cheshire West & Chester Local Authority)
- Employers whose jobs are featured on the Portal
- Digital Skills Partnership

LGF Outputs

Outputs	BEIS Target	Contracted on projects	Achieved to date	Percentage achieved	Percentage achieved against BEIS target
Economic Outputs					
New homes completed	6,044	13,961	4,035	29%	67
Jobs created	16126	16,452	8,022	49%	50
Private sector Leverage £m	354.54	697	558	80%	157
Public Sector Leverage £m		300	194	65%	
GVA (£m)		52.335587	7.004	13%	
Constructions jobs		1167	172	15%	
Business Support					
Businesses receiving investment		29	17	59%	
Business Supported/Benefitting		4021	509	13%	
New Commercial Floorspace (sqm)		700,344	389,326	56%	
Renovated Commercial Floorspace (sqm)		2880	2880	100%	
Space occupied at Alderley Park (sqm)		18580	1576	8%	
Transport					
Total amount of new road (meters)		1201	1081	90%	
Total amount of road resurfaced (meters)		2120	2920	138%	
New Cycleway (m)		24427	10355	42%	
Skills					
Learners Engaged/Benefitting		54420	42650	78%	
No. of schools and colleges engaged		653	44	7%	
Learners benefitting leading to a qualification		20890	121	1%	
New learning space created (sqm)		7959.46	6504.46	82%	
Low Carbon/ Energy Outputs					
EV Charging points		38	23	61%	
green house gas reductions (Tonnes)		539765	0	0%	
Energy Audits		47	47	100%	

GPF outputs

Outputs	Contracted on projects	Achieved to date	Percentage achieved
New Commercial Floorspace (sqm)	31,884	16,694	52%
Jobs created	1,585	0	0%
Private sector Leverage	30	14	46%
GVA pa (£m)	120	0	0%
Constructions jobs	224	0	0%

Getting Building Fund

Outputs	Contracted on projects	Achieved to date
New Commercial Floorspace (sqm)	9,419	0
New Lab space	98	0
Jobs created	370	0
Private sector match and Leverage (£m)	10	0
Public Sector Leverage (£M)	8	0
GVA	91	0
Constructions jobs	775	0
Public Realm (Ha)	0.55	0

Top 5 Corporate risks

CATEGORY	RISK SCENARIO	IMPACT	FUTURE CONTROLS / MITIGATION MEASURES		Residual risk rating			Direction of travel
			Mitigation	Planned actions	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	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	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 has been developed in conjunction with stakeholders and is due to be ratified by the LEP board in May. Ensure that the policies that the LEP is pursuing makes the best value of the resources available to us and achieve maximum impact and that the LEP stakeholders fully understand the role that the LEP is and is capable of doing.	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	→