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**Call Definition**

**Creative People:**

**Skills for the Culture, Creative and Tourism Sector**

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# Introduction

The purpose of this document is to provide potential applicants with the information needed to submit **first stage expression of interest** for employer led skills projects and activities related to the Culture, Creative and Tourism sector.

The North of Tyne Combined Authority (NTCA) has allocated an indicative amount of £1.25m of its Skills for Growth funding to support the development of cultural and creative skills and careers. This funding forms part of our Culture and Creative programme and aligns with [NTCA’s Strategic Skills Plan.](https://www.northoftyne-ca.gov.uk/documents/strategic-skills-plan/)

We are interested in innovative proposals that equip people of all ages and backgrounds to develop skills for jobs in the Culture, Creative and Tourism sector. Projects may offer structured career pathways into the sector, including new technical qualifications, apprenticeships and sector based routeways.

Projects may also support retraining, upskilling or reskilling members of the Creative, Culture and Tourism workforce to meet the needs of a local employer or sector.

Applicants are encouraged to pay close attention to the content of this call document, including specific requirements and priorities.

# Background & Strategic Context

NTCA’s Cabinet has agreed a £6m investment fund allocation for a Culture and Creative Programme. £1.25m of this allocation is a component of NTCA’s Skills for Growth fund and attributed to ‘Creative People’ with a specific focus on cultural and creative skills to create a best-in-class environment for the development of skills and careers.

The Culture and Creative programme links directly to NTCA’s strategic priorities and is identified as a priority sector in both the [North of Tyne Corporate Plan 2021-2022 - 'Jobs, Skills and A Post-COVID Economy'](https://www.northoftyne-ca.gov.uk/wp-content/uploads/2021/06/Jobs-skills-and-a-post-covid-economy-Corporate-Plan-2021-2022.pdf) and the [North of Tyne Devolution Deal](https://www.northoftyne-ca.gov.uk/wp-content/uploads/2020/08/North_Of_Tyne_Devolution_Document.pdf). The vision for the North of Tyne Culture and Creative Sector is to be renowned across the UK and globally as an exemplar for culture and creative-led inclusive growth. Culture and creative industries will be at the heart of driving North East economic growth and productivity and enhancing quality of life, wellbeing and opportunity for people and communities.

Heritage, culture and events are crucial to the identity of our communities – whilst associated leisure and business tourism are a key part of our economy, providing jobs for thousands of residents. Pre COVID-19, the North of Tyne was home to 1,200 cultural and creative businesses, plus a further 3,800 freelancers. Pre the pandemic, the sector also employed over 9,300 people and added around £409m GVA to the North of Tyne economy in 2017, with each job generating an average of £44,000 in GVA each year.

The Covid-19 crisis has had a significant impact on this sector due to the sudden and massive loss of income generating opportunities, especially for more fragile businesses. At the same time, the importance of culture, creativity and tourism for society has become even more clear for our mental health and wellbeing.

The reinvigoration of the events and cultural / creative offer is a priority for NTCA. Our environment and heritage are key economic key assets and we recognise the role that the creative industries and the visitor economy play in driving economic growth and job creation across the region.

This £1.25m Investment in skills is crucial to develop more resilient freelancers, businesses, and organisations, as well as ensure our residents have access to the many employment opportunities in this sector.

In parallel to investing in skills development of the sector, North of Tyne Combined Authority is also investing in Culture and Creative Zones. The prospectus for CCZs can be found here: <https://www.northoftyne-ca.gov.uk/wp-content/uploads/2021/08/NTCA-Culture-and-Creative-Zone-Prospectus.pdf>

It is expected that proposals take into consideration alignment to the purpose and vision of the Culture and Creative Zones, though are not required to focus on identical sub-geographical areas as these are to be confirmed.

# Skills for the Culture, Creative and Tourism Sector

The Culture and Creative sector is defined as covering: Architecture; Crafts; Design (product, graphic & fashion); Film, TV, video, radio and photo; IT, software & computer services; Museums, galleries & libraries; Music, performing & visual arts; Publishing; and Advertising & marketing. This is a diverse and important sector. It creates jobs directly, but it also supports jobs and productivity in other sectors such as tourism, digital and the wide range of economic activities that rely on creativity and design.

The sector makes a huge contribution to the NTCA region, not just economically, but also in terms of our sense of place, identity, and our wider well-being. Skills are integral to continued recovery and growth within the Culture and Creative sector as they underpin productivity and innovation.

The sector is operating in an increasingly global and competitive marketplace. Digital technologies are breaking down the barriers between creator, curator and consumer and impacting on the ways in which organisations interact with their existing customers and reach new audiences. High level digital skills are required to enable businesses to develop their capacity to operate across a range of platforms and take advantage of new and emerging markets and global supply networks

Effective leadership and management skills are also key to the sustainability and growth of the Culture and Creative Sector. A range of skills are required including leading people, strategic planning, vision setting, lobbying, advocacy and influencing, effecting organisational change, and developing partnership and stakeholder relationships. Research also identifies a requirement for generic, transferable business skills in particular, marketing and communication, digital skills, and financial skills such as fundraising. There is also concern over the future sustainability of ‘master crafts’ as experienced workers age and leave the sector.

Demand for leadership, marketing and communication, digital and financial skills such as fundraising is set to increase. This underscores the importance of addressing the current gaps and shortages identified in these areas.

Retraining, upskilling or reskilling staff in the existing workforce provides a mechanism for addressing these skills gaps and shortages. However, the Culture and Creative sector is characterised by a high proportion of small and medium enterprises (SMEs) and sole traders. who face a number of challenges when accessing training, including time and cost.

Training, including apprenticeship, is also key to addressing skills gaps in the Culture and Creative Sector. Apprenticeships are regarded by some employers, particularly those that employ apprentices, as important for addressing skills shortages as well as tackling skills gaps among existing staff and increasing the diversity of the workforce. However, more needs to be done to develop the infrastructure.

Educating future generations and encouraging people from all ages and diverse backgrounds to aspire to a career in the Culture and Creative sector will help to ensure a pipeline of talent with the appropriate skills. Effective links between business and schools, colleges and higher education providers will help to ensure that provision is tailored to the skills needs of the sector in the future.

# Call Details: Overarching Principles

This funding call presents an opportunity for a range of organisations and partnerships to come forward with ideas for projects, collaborations and proposals for co-investment in skills interventions that will support recovery and growth in the Culture, Creative and Tourism sector.

The overarching principles for this call are that proposals submitted should be:

* Evidence led and clearly demonstrate need, complementarity to existing support/investment, and strong strategic fit with local and national policy objectives related to the Culture and Creative Sector.
* Linked to inward investment and job opportunities in the NTCA region. We aim to invest in skills and training projects that are designed in collaboration with project developers and existing local businesses operating in our region.
* Collaborative, partnership based and, where possible, employer led or backed. This might, for example, include formalised consortia approaches where appropriate.

* Providing skills/training in areas for which there is anticipated demand. Leadership, marketing and communication, digital and financial skills such as fundraising are set to increase. These skills are integral to continued recovery and growth within the Culture and Creative sector.
* Inclusive - ensuring skills and employment opportunities in the Culture and Creative sector are open to all, promoting diversity and addressing economic inclusion issues. Proposals should tackle barriers to retraining and upskilling the existing workforce as well as encouraging people of all ages from diverse backgrounds to aspire to a career in the Culture and Creative sector.
* Adding value to a wide range of other support and not duplicating existing activity. Levering other funding where possible.
* Consistent with wider NTCA values, including around a Social and inclusive economy and sustainability objectives.

**Note:** **For further detail on the funding parameters please refer to Annex A.**

# Funding priorities

This funding will support skills/training activity that is explicitly employer led or backed**.** We are seeking innovation in provision; this could include non-accredited training and support and/or accredited programmes to address the high-level and technical skills needs of the key sectors.

Any proposals submitted should clearly contribute to one or more of the following:

* **Secure better outcomes for young people**

We would welcome proposals that target young people with creative art and design education that equips them with the fundamental technical skills they need to access employment opportunities in the creative and cultural sector.

Consideration will be given to proposals that are co-designed with employers at the helm to provide local training opportunities with insight into the skills demand and shortages in the sector. Proposals could include work placement and apprenticeship schemes to support young people to gain experience in the arts, heritage and tourism sectors (building capacity and employment skills and stimulating the labour market).

Proposals that provide innovative solutions for SME’s to access apprentices to support new talent in the sector would also be welcomed. This may include links to the new ‘shared apprenticeship scheme’.

* **Investment in skills to support the local economy**

We would welcome innovative proposals that demonstrate collaboration between businesses and skills providers to address workforce development in the Culture and Creative Sector. Proposals may seek to address skills shortages in the workforce such as digital capability, leadership, marketing and communication, and financial skills such as fundraising.

Projects that seek to address challenges that small and medium enterprises (SMEs) and sole traders face in accessing training are also welcomed with creative ways to overcome time and resource constraints. This may include creating ‘training hubs’ to support culture and creative sector sole-traders, artists, freelancers to jointly access skills opportunities related to business development, training, and fundraising.

Provision may also be designed to address future and current skills gaps, providing the skills, knowledge, and behaviours required for people to move into the Culture and Creative sector.

We expect proposals in this area to provide one or more of the following:

* **Skills for Business Growth** – supporting the skills needs and pipeline of companies locating and growing in the North of Tyne
* **Skills for Business Resilience** – digital skills for business resilience i.e. automation; and responses to post-Brexit skills needs
* **Upskilling, in-work progression, and re-training -** proposals that support upskilling members of a workforce lacking digital competencies to meet the needs of a local employer will be considered, as well as re-training support (response to redundancy).
* **Help people progress into work**

NTCA is interested in skills and training proposals that maximise opportunities for unemployed residents to access job opportunities in the Culture and Creative sector. Projects targeting people who have been unemployed for three or more months, building on unemployment schemes to help more people into jobs.

We welcome proposals which encourage people from all ages and diverse backgrounds to aspire to a career in the Culture and Creative sector will help to ensure a pipeline of talent with the appropriate skills.

# Outcomes

The following are examples of **outcomes** that the NTCA expects as a result of activity funded through this call:

* The primary intent of the investment will be to directly support skills and training provision related to the Culture and Creative sector - therefore significant outcomes in relation to skills and employment gained (or safeguarded or progression secured) are expected.
* A small proportion of activity (~<20%) could relate to improvements in the responsiveness or quality of the skills system in North of Tyne to the Culture and Creative Sector. Therefore, have limited direct outputs using NTCA standard definitions. Should business cases for this type of activity come forward they will be expected to clearly articulate their rationale, impact, and value for money.

# Outputs

Proposals should deliver against several of the following NTCA Outputs and performance Indicators[[1]](#footnote-1):

* 007 – Number of residents Supported
* 008 – Participants in Education/Training upon leaving
* 009 – Participants in employment/self-employment upon leaving
* 012 – Participants gaining level 3 qualification and above
* 015 – Number of apprenticeship/traineeship opportunities achieved
* 003 – Direct Jobs Safeguarded

# Submission of Proposals

First stage Expression of Interest application forms for this funding opportunity are available by emailing [Skillsforgrowth@northoftyne-ca.gov.uk](mailto:Skillsforgrowth@northoftyne-ca.gov.uk)

Queries from applicants should be sent to [Skillsforgrowth@northoftyne-ca.gov.uk](mailto:Skillsforgrowth@northoftyne-ca.gov.uk). Applicants should be aware that queries may be anonymised and responded to publicly through a Q&A Log on the NTCA website.

Please consider the following strategic documents that may help you with your application.

* [North of Tyne Corporate Plan 2021-2022 - 'Jobs, Skills and A Post-COVID Economy'](https://www.northoftyne-ca.gov.uk/wp-content/uploads/2021/06/Jobs-skills-and-a-post-covid-economy-Corporate-Plan-2021-2022.pdf)
* [NTCA Inclusive Economy Policy Statement June 2021](https://www.northoftyne-ca.gov.uk/documents/ie-policy-statement-june-2021/)
* [NTCA’s Strategic Skills Plan and Adult Education Budget funded activities](https://www.northoftyne-ca.gov.uk/projects/adult-education-budget-devolution/)

Completed applications (Expressions of Interest) should be sent to [Skillsforgrowth@northoftyne-ca.gov.uk](mailto:Skillsforgrowth@northoftyne-ca.gov.uk) by midnight Sunday 21st November 2021. Before doing so, please ensure that you have followed the guidance, completed all questions and entered an electronic signature.

A Q&A Forum will be held 1-2.30pm on Wednesday 27th October, and will also be an opportunity for interested organisations to identify potential collaborators in unified proposals. This will be for both Culture, Creative and Tourism *and* Digital, which are both open. This will be held on Microsoft Teams; to registered interest in attending, please email [Skillsforgrowth@northoftyne-ca.gov.uk](mailto:Skillsforgrowth@northoftyne-ca.gov.uk) in advance. (Following the EOI stage, NTCA may suggest multiple proposals consider unifying before progressing to Full Business Case stage two.)

# Assessment & Selection Process

This funding opportunity will be developed through a two-stage process. First Stage Expression of Interest and Second Stage Full Business Case.

**First stage Expressions of Interest** should be submitted on the form provided and will be scored against the following criteria. Applicants should note that, in line with the overarching principles of the call, strategic fit and delivery of desired outcomes criteria are **pass/fail**.

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Consideration** | **Available marks** |
| **Strategic Fit** | * The proposed fit with NTCA Corporate Plan, Inclusive Economy Statement and call focus area. * The proposal is effective and will lead to innovation in the Culture and Creative sector; and * The proposal is developed in adherence with the overarching principles for the call and where appropriate evidence is provided in relation to stakeholder support, value added, etc. | **Pass (10-15) or Fail** |
| **Delivery of desired outcomes** | * Demonstration of clear knowledge of the Culture and Creative Sector in the NTCA area; and * Clear alignment of proposals with the overarching principles and funding priorities set out in the call definition document. | **Pass (7-15) or Fail** |
| **Value for Money** | * The value for money associated with proposals. | 5 |
| **Intensity of Grant Request** | * The overall proportion of funding requested from the NTCA as a proportion of total eligible project costs (intensity of grant request) will be assessed. * Projects requesting a lower proportion of funding from the NTCA will score more highly. | 5 |
| **Status of Match Funding** | * The degree to which match funding that is confirmed will be assessed. * Applicants must carefully consider the status of match funding and intensity | 5 |
| **Subsidy Control Risk** | * Subsidy Control risk will be established through an assessment of the applicant’s understanding of the relevant Subsidy Control principles and solutions and the degree to which they have taken and provided evidence of appropriate legal advice. | 5 |
| **Deliverability risk** | * Robust assessment of deliverability, capacity and risks. Clear explanation of delivery routes, timeframes, and key milestones. * Evidence of partnership strength, commitment (as appropriate) and strategic backing. | 15 |
| **Inclusive Economy Fit** | * Robust assessment of the inclusive economy implications of proposals and the ability of the project to make a proactive and targeted impact on the inclusive economy ambitions of the NTCA and to have a positive impact on residents. | 10 |
| **Marks Available** | | **75** |

Project proposals will be scored against the selection criteria in this document. Scoring will be undertaken by a panel made up of Officers of the NTCA and other relevant external members. Clarifications may be sought by NTCA throughout the assessment process.

Strategic fit and Delivery of Desired Outcomes are Pass/Fail, as indicated in the scoring guidance and matrix.

**NOTE: a detailed scoring Matrix is provided at Annex B.**

**Stage 2 – Full Business Case**

Following this, project proposals that pass both pass/fail criteria and have a scored a minimum of 45 points out of 75 will be considered by the NTCA Investment Panel. If the combined value of projects meeting this threshold exceeds the funding available, the NTCA Investment Panel will have sole discretion to decide which proposals are invited to submit a Full Business Case. Acceptance of a project proposal to progress to full business case stage does not in any way indicate or constitute an offer of grant from NTCA.

Each Full Business Case submitted following a successful first stage Expression of Interest will be processed in line with the NTCA’s Assurance Framework and will be appraised against the HM Treasury ‘five case’ model and NTCA’s additional Inclusive Economy Case prior to being considered for approval by NTCA’s Technical Officers Group and Investment Panel and NTCA Cabinet.

Projects which fail to secure support at the Full Business Case stage will be considered as a part of NTCA’s longer-term pipeline in preparation for other sources of funding.

NTCA may enter into dialogue with applicants and seek clarification at any point in the application process. This may result in revisions to propositions between the first stage expression of interest and the Full Application and potentially lead to proposals being changed, withdrawn, or combined with the of proposals submitted by other applicants in a new partnership arrangement.

# Subsidy Control

Following the UK’s departure from the European Union on 31st December 2020, a new subsidy control regime is now in place. As such, NTCA require all applicants for funding to seek advice setting out how projects are compliant with the new UK Subsidy regime. The application includes a specific section for applicants to respond. This is a requirement under the new regime, as set out in the BEIS Technical Guidance (which can be accessed here: <https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities/technical-guidance-on-the-uks-international-subsidy-control-commitments-from-1-january-2021>).

Please note the advice should cover both receipt of the Funding from NTCA and the subsequent transfer of that Funding to third parties.

To comply with new subsidy control regulations, all awards that are considered ‘subsidies’, and with a value of over £300,000, will be published on the new BEIS transparency database. All awards will be monitored for their ongoing compliance with subsidy control rules.

# Other information

**Fraud, Liability and Payment Terms**

NTCA will take swift action against any recipients who have deliberately manipulated records or have committed fraud. Any beneficiaries caught falsifying their records to gain grant funding will face prosecution and any funding or grants paid in error will be subject to claw back.

NTCA does not accept any liability for any issues that may arise for applicants under this scheme, whether they are successful or not.

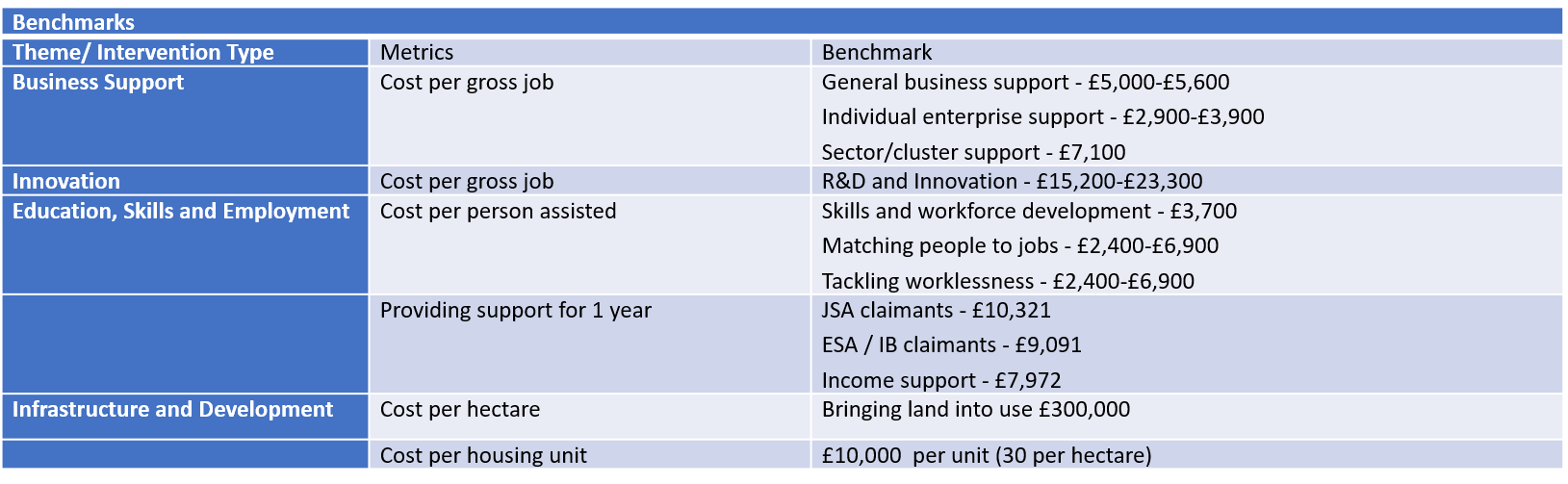
Following a grant award, the applicant will be required to submit claims to draw down the grant. Only claims which can demonstrate evidence of expenditure will be eligible for payment. Payments will be made directly to the applicant’s bank account by electronic transfer, normally within 5 working days of a claim being accepted. Grant awards will be subject to the availability of funds. There will be no appeals process following determination. Beneficiaries will receive written confirmation stating that by accepting the grant payment, they confirm that they are eligible for the grant scheme, and that any payments accepted will be subject to state aid requirements.

**Value for Money**

The NTCA Devolution deal sets out £600m of investment over 30 years to deliver:

* £2.1bn private sector leverage
* £1.1bn GVA increase
* 10,000 new jobs over 30 years

Research commissioned by the NTCA provided some broad parameters for unit costs based on the available evidence.



The values in the above table are derived from a range of sources including previous evaluations by the Homes and Communities Agency, guidance provided by Housing, Communities and Local Government, with adjustments made to reflect the increased focus on value for money. The costs for providing support to claimants are based on the New Economy Unit Cost Model.

The NTCA is open to other robust sources of evidence to support unit costs and assumptions relating to economic impact. Projects should supply robust evidence justifying any assumptions.

# Annex A - Funding Parameters

|  |  |
| --- | --- |
| **Funding Priorities** | We are interested in innovative proposals that equip people of all ages and backgrounds to develop skills for jobs in the Culture, Creative and Tourism sector. Projects may offer structured career pathways into the sector, including new technical qualifications, apprenticeships and sector based routeways.  Projects may also support retraining, upskilling or reskilling members of the Creative, Culture and Tourism workforce to meet the needs of a local employer or sector. (See Section 5 of this call document) |
| **Focus** | This funding will support skills/training activity that is where possible, employer led or backed explicitly. We are seeking innovation in provision; this could include non-accredited training and support and/or accredited programmes to address the high-level and technical skills needs of the Culture & Creative sector. |
| **Geographical Scope** | All interventions should be focused on activity within the North of Tyne Combined Authority area. |
| **Dates & Deadlines** | * The first stage Expression of Interest (EOI) will open on 15th October 2021 commencing. * Virtual Q&A Forum – 1-2.30pm on Wednesday 27th October * EOIs will be accepted up to the closing date of midnight Sunday 21 November 2021.). * EOIs received after closing date will not be considered. * EOIs will be appraised week beginning 22nd November 2021.   NTCA reserve the right to change these dates if necessary. |
| **Indicative Fund Allocation:** | NTCA has agreed an indicative budget of £1.25 from its Investment Fund to support Creative People – Skills for the Culture and Creative Sector  NTCA intends to select multiple projects though may not allocate all of the available funding though this call. The total funding available is inclusive of any fund administration costs which should be costed into the overall programme budget at a flat rate of 15%.  NTCA reserves the right to decrease or increase the indicative budget allocation or support more or fewer proposals, subject to the volume and quality of proposals received. NTCA does not provide any guarantees of funding and all proposals developed are at the applicant’s own risk. |
| **Minimum Application Values and project durations** | The minimum project value for this call is £400,000.  All activity and spend must up to 3 years in length from the date of commencement. |
| **Eligible match funding** | Proposals will be expected to demonstrate how they will maximise value for money and leverage against NTCA investment. This includes demonstrating that the funding requested is the minimum required; and that opportunities for match funding have been maximised including though public and private sources. |
| **Added Value** | Applicants are expected to submit proposals which demonstrate impact and additionality. NTCA funding is not intended to replace existing funding. |
| **Application selection** | Applications for will be scored in line with the NTCA assessment criteria set out in section 9 and Annex B. |
| **Procurement** | All procurement must be undertaken in line with UK regulations or where European Funding is included European and UK Regulations. |
| **Eligible Applicants** | Applicants must be legally constituted at the point of signing a Funding Agreement and be able to enter into a legally binding Funding Agreement. The Applicant will be the organisation that, if the application is successful, enters a contract with the NTCA and therefore carries the liability for ensuring that the terms of the Funding Agreement are met by them and to all delivery partners. |
| **Desired Impact** | The primary intent of the investment will be to directly fund skills & training for residents of North of Tyne – therefore significant outcomes in relation to skills and employment gained (or safeguarded or progression secured) are expected. |

# Annex B – Detailed Scoring Criteria

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Assessment of Project** | | | | | | | |
| **Strategic fit**  Fit with NTCA Corporate Plan, Inclusive Economy Statement and call focus area.  The proposal is effective and will lead to innovation in the Culture and Creative sector.  The proposal is developed in adherence with the overarching principles for the call and where appropriate evidence is provided in relation to stakeholder support, value added, etc. | **[PASS]:**  **15-13** | **[PASS]: 12-10** | **[FAIL]:**  **9-7** | **[FAIL]:**  **6-4** | **[FAIL]:**  **3-1** | **[FAIL]:**  **0** | Pass (10-15) or Fail (0-9) |
| Very strong fit and strong evidence of need and rationale for intervention |  | Moderate fit with limited evidence of need or rationale for intervention |  | Low fit with poor evidence of need and rationale for the intervention. | No fit with no evidence of need or rationale. |
| **Delivery of desired outcomes**  Demonstration of clear knowledge of the Culture and Creative Sector in the NTCA area; and  Clear alignment of proposals with the overarching principles and funding priorities set out in the call definition document. | **[PASS]:**  **15-13** | **[PASS]:**  **12-10** | **[PASS]:**  **9-7** | **[FAIL]:**  **6-4** | **[FAIL]:**  **3-1** | **[FAIL]:**  **0** | Pass (15-7) or Fail (0-6) |
| Very likely to deliver exceptional and relevant outcomes |  | Likely to deliver a reasonable level of relevant outcomes |  | Likely to provide limited outcomes | Unlikely to meet any of defined outcomes |
| **Value for Money** | 5 | 4 | 3 | 2 | 1 | 0 | 5 |
| Exceptional value for money | potentially very good value for money | represents reasonable value for money | 4-3 | Offers less favourable value for money. | Unlikely to offer any value for money. |
| **Intensity of grant request** (% of total funding requested from NTCA) | 5 | 4 | 3 | 2 | 1 | 0 | 5 |
| 1-20% | 21-40% | 41- 60% | 61-70% | 71-80% | 80-100% |
| **Status of the match funding** | 5 | 4 | 3 | 2 | 1 | 0 | 5 |
| Fully confirmed  50% | 40% | 30% | 20% | Little match funding in place  >20% | No source of match funding identified |
| **Subsidy Control Risk** | 5 | 4 | 3 | 2 | 1 | 0 | 5 |
| Independent legal opinion supports compliant route or confirm no Subsidy. | Applicant identifies a compliant Subsidy route. | Relevant Subsidy Control issues understood and clarified | Relevant Subsidy Control issues understood but currently unable to be clarified | No appropriate consideration of Subsidy Control provided | Request not compliant with UK Subsidy Control. |
| **Deliverability Risk**  Clear explanation of delivery routes, timeframes, and key milestones.  Evidence of partnership strength, commitment (as appropriate) and strategic backing. | 15-13 | 12-10 | 9-7 | 6-4 | 3-1 | 0 | 15 |
| Considered to be have a high chance of success & completion by the timescales indicated - risks well managed.  Likely to have a significant and immediate impact. |  | Moderately likely to succeed and be delivered by the timescales indicated, some risks with strategies to mitigate in place. |  | Management and delivery arrangements considered to be weak. High risk of failure with limited mitigation considered.  Impact unlikely to be significant or speed of delivery slow. | Considered to have a very low likelihood of successful completion by the timescales indicated / multiple high-level risks with no clear management |
| **Inclusive Economy fit**  The ability of the project to make a proactive and targeted impact on the inclusive economy ambitions of the NTCA and to have a positive impact on residents. | 10-9 | 8-7 | 6-5 | 4-3 | 2-1 | 0 | 10 |
| Very strong fit |  | Moderate fit |  | Low fit | No fit |
|  | | | | | | Score | /75 |

1. <https://www.northoftyne-ca.gov.uk/wp-content/uploads/2020/11/North-of-Tyne-Combined-Authority-Outputs-Guidance.pdf> [↑](#footnote-ref-1)