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**Call Definition**

**Skills for Digital Innovation and Growth**

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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** proposals for employer led skills projects and activities related to the Tech and Digital sector.

The North of Tyne Combined Authority (NTCA) has allocated an indicative amount of £1.5m of its Skills for Growth funding to support the development of skills for Digital Innovation and Growth. This funding forms part of our Digital Growth and Innovation 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 Digital and Tech sector. Projects may offer structured career pathways into the sector, including high level technical qualifications, apprenticeships and sector based routeways.

Projects may also support retraining, upskilling or reskilling members of the workforce lacking digital competencies 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 Cabinet has approved a £10m investment fund allocation to support the growth of the digital and tech economy – NTCA’s Digital Growth and Innovation Programme. £1.5m of this investment will support the skills pipeline for the sector, strengthening digital skills amongst our existing workforce and helping to grow, retain, and attract specialist digital and tech skills in our area.

The £10m Digital Growth and Innovation 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). We believe that the North of Tyne can be at the forefront of the digital revolution, with an economy that provides national and international leadership in data science and analytics; ageing-services and digitally provided professional services.

Across the NTCA areathere is evidence of a strong, and inter-connected digital sector that is leading the way in developing and applying new technologies and data analytics capability. A strength of the sector is its diversity, with world-leading expertise in areas including gaming, age-tech, fin-tech, consultancy, immersive technologies and software. This is driving up standards of customer service, bringing new products to market and enabling people focussed digital solutions across sectors.

The pace of growth of the sector is a key success story, as is the number and breadth of businesses and the range of their expertise. By investing strategically in the wider digital sector our ambition is to maintain this momentum and trajectory.

Services relevant to people across their life-course increasingly include a strong digital element – from educational resources through to services helping older people live independently for longer. The COVID-19 pandemic has undoubtedly accelerated digitisation in many aspects of our lives. There has, for example, been an increased demand for digital content, new and remote-working technologies, apps, cloud infrastructure, and security software.

Digital also has a vital role to play in the improvement and responsiveness of public services. when linked to effective approaches to inclusion, upskilling, wider connectivity and accessibility improvements. Public bodies face challenges in improving digital service delivery and in providing accessible services.

Our constituent authorities have individually published plans to digitise and reform public services, build citizen engagement and explore open data as a tool for innovation. NTCA’s investments through its Digital Growth and Innovation programme will translate into an improved ecosystem that drives forward innovation, investment and talent. .

NTCA’s Skills for Growth programme provides opportunities to further strengthen collaboration in this area – and further collaborative and demand-led approaches to developing the digital and technical skills that will support the next phase of the sectors growth

# Skills for Digital Innovation and Growth

The extent to which individuals, businesses and our economy can reap the benefits of our fast and growing digital sector will depend on the readiness of the skills system and employers to help people develop and maintain relevant skills over their working careers.

We recognise the importance of baseline digital skills which are becoming a near-universal requirement for employment and are making significant investment in these through the Devolved Adult Education Budget. However, our skills system also needs to supply high-level specific digital skills including: Software and Programming; Networking Systems; Data Analysis; Digital Marketing; Digital Design; Customer Relationship Management Software; and Machining and Manufacturing Technology.

Specific high-level digital skills are key to unlocking opportunities for job seekers to qualify for the best paying and fasting growing jobs in the region, as well as to address the shortage of digitally skilled workers in our area.

The Skills for Growth investment outlined in this specification will principally focus support on the higher-level skills interventions that are likely to have the greatest impact in terms of addressing sectoral and technical skills deficits, re-training needs and supporting recovery and growth.

This is because the wider mainstream funded skills system provides significant statutory entitlement and capacity at or below level 3, which includes significant pre-employment pathways. However, there may be some scope to fund proposals that include Level 2 and 3 skills where they provide a clear pathway to higher level skills **and** are not funded by mainstream provision **and** are overcoming a clear barrier to short term job creation identified by employers. It is for applicants to make a strong case for this activity in the context of the existing funding system.

Investment to date through NTCA’s Digital Growth and Innovation programme has focussed on driving innovation, sector growth, digital adoption. This targeted investment in ‘skills for growth’ from NTCA will play a key role in driving forward a sector growth programme that is focussed on overall ecosystem Improvement – boosting productivity, innovation and the protection and creation of jobs.

Overall, NTCA’s programme provides a balanced and future oriented strategy for the Digital and Tech sector, delivered in partnership. It is driving improved digital connectivity and the wider adoption of digital technology across society and the economy and is supporting our businesses and residents with the digital skills required now and 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 growth and innovation in the Digital and Tech 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 Digital and Tech Sector.
* Linked to inward investment and/or job opportunities in the NTCA region. We aim to invest in skills and training projects that are designed in collaboration with business and are linked to real and current employer demand.
* Collaborative, partnership based and employer led or backed. This might, for example, include formalised consortia approaches where appropriate.

* Providing skills/training in areas for which there is demand. Including but not limited to high-level specific digital skills such as: Software and Programming; Networking Systems; Data Analysis; Digital Marketing; Digital Design; Customer Relationship Management Software; and Machining and Manufacturing Technology.
* Inclusive - ensuring skills and employment opportunities in the Digital and Tech 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 Digital and Tech sector.
* Added value to a wide range of other support and not duplicating existing activity. Levering other funding where possible, including direct co-investment from employers.
* 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 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 sector.

Projects should be cross-geography, able to demonstrate demand and clear that mainstream funding is not being displaced by the activity. We are seeking proposals with a predominant focus on higher level skills – but will consider Level 2 and 3 skills where they provide a clear pathway to higher level skills **and** are not funded by mainstream provision **and** are overcoming a clear barrier to short term job creation identified by employers.

Projects may include ‘traditional’ and ‘transitioning’ qualifications including non-regulated learning; industry led training and industry partnerships.

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 digital and tech education that equips them with the fundamental technical skills they need to access employment opportunities in the digital and tech sector.

Priority 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 digital and tech sector, building capacity and employment skills and stimulating the labour market.

Proposals that provide innovative solutions for SME’s ability to offer apprenticeships and support new talent in the sector would also be welcomed.

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

We would welcome innovative proposals that demonstrate collaboration between businesses, sub-sectors or the digital economy and between the public and private sector; there should be a clear role for high quality skills providers in approaches that plan address workforce development in the Digital and Tech sector.

Proposals may seek to address high level technical skills shortages and meet employer demand in areas such as Software and Programming; Networking Systems; Data Analysis; Digital Marketing; Digital Design; Customer Relationship Management Software; and Machining and Manufacturing Technology.

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 post furlough 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 Digital and Tech 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 Digital and Tech sector will help to ensure a pipeline of talent with the appropriate skills.

Retraining, upskilling

# 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 Digital and Tech 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 Digital and Tech 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

Applicants should suggest any further suitable outputs from NTCA’s Outputs and Results Guidance that are suitable for the specific activity proposed.

# Submission of Proposals

First stage Expression of Interest application forms for this funding opportunity are available by emailing Skillsforgrowth@northoftyne-ca.gov.uk

Queries from applicants should be sent to 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 should be sent to Skillsforgrowth@northoftyne-ca.gov.uk by 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 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 Digital & Tech 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 Digital & Tech 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**

**Value for Money Benchmarks**

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 Tech and Digital sector. Projects may offer structured career pathways into the sector, including high level technical qualifications, apprenticeships and sector based routeways. Projects may also support retraining, upskilling or reskilling members of the workforce lacking digital competencies to meet the needs of a local employer or sector.  |
| **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 Digital and Tech 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 14/10/21.
* EOI’s will be accepted up to the closing date of (21/11/21).
* EOI’s received after closing date will not be considered.
* EOI’s will be appraised week beginning 22/11/21

NTCA reserve the right to change these dates if necessary.  |
| **Indicative Fund Allocation:**  | NTCA has agreed an indicative budget of £1.5 from its Investment Fund to support Skills for Digital Innovation and Growth. 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 Digital and Tech 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 Digital and Tech 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)