

15 DECEMBER 2023

REPORT OF
PERFORMANCE, RISK AND ASSURANCE

TVCA INVESTMENT PLAN PERFORMANCE REPORT

SUMMARY

The Combined Authority approved a ten-year Investment Plan (2019 – 2029) in January 2019, with a one-year update provided and agreed at Cabinet in January 2020.

The total impact of delivering the Investment Plan will be in the order of **16475** direct jobs and **£1.48 billion** of additional cumulative annual output, over its lifetime.

As of December 2022, a total of **4574** jobs have been created, **2002** jobs have been safeguarded and **3028** apprenticeships created. A further reconciliation of jobs to date is scheduled December 2023.

A forecast summary created in January 2023 anticipated a further **2184** jobs created, **164** jobs safeguarded and **812** Apprenticeships created for the 44 interventions noted, excluding new projects in delivery.

The risk profile for each theme is monitored using automated reporting and is updated following any amendment of risk scoring which could impact the average risk score of the theme. Any significant change to profile is escalated where necessary.

As of September 2023, the TVCA average risk score for portfolio is **medium** with a further breakdown covered in this report.

RECOMMENDATIONS

It is recommended that the Combined Authority Cabinet:

- i. Note the updates of this report; and
- ii. Provide any feedback on the matters covered.

DETAIL

1. Our activity is prioritised across six growth generating themes:
 - Transport
 - Education, Employment and Skills
 - Business Growth
 - Culture & Tourism
 - Research, Development & Innovation
 - Place
2. Each theme has been allocated a Strategic Economic Plan Aim in order to provide direction for the purpose of spend. This also provides a Corporate Objective in order to provide line of sight between what is being delivered in relation to what we have committed to in the Investment Plan.

Theme	SEP Aim/Corporate Objective	Output Jobs	Output GVA (million)
Transport	Improve connectivity within Tees Valley, across the Northern Powerhouse, the UK and the world	2600	£471
Education, Employment and Skills	Increase educational attainment, produce the skilled workforce that businesses need and increase lifetime opportunities for our residents	5625	£462
Business Growth	Diversify the economy, support more business start-ups, develop high growth potential businesses and key growth sectors	4400	£277
Culture & Tourism	Build cultural vibrancy in our communities and change external perceptions of Tees Valley through the arts, cultural and leisure offer while creating places that attract and retain businesses and business leaders and make the area more attractive to investors, workers and visitors	2000	£126
Research, Development and Innovation	Introduce new processes and practices which reduce carbon emissions, increase productivity and the availability of high value jobs	1000	£63
Place	Accelerate the supply of good quality homes across the whole housing market, revitalise our town centres and urban core, bring forward surplus public and blighted brownfield land for development and strengthen our commercial property offer	1250	£80

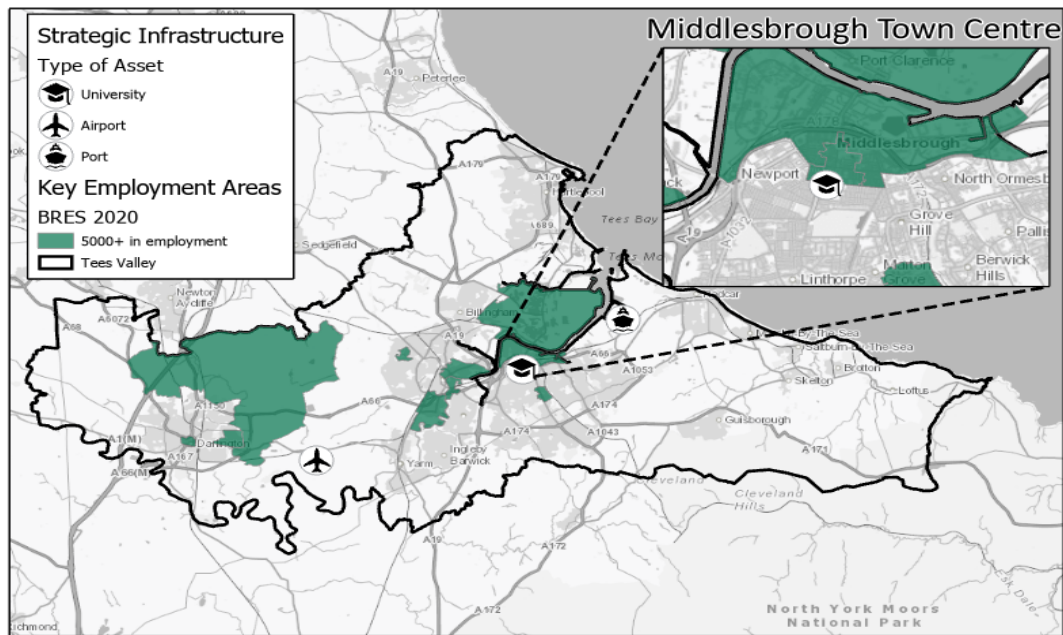
Table 1 – Overview of Theme, SEP aim and Investment Plan output.

3. To ensure Performance, Risk and Assurance activity is monitored accurately, a review of Corporate Risk and how we encompass threat, opportunity and performance indicators have been amalgamated into a Corporate Risk Register which aligns Corporate Risk with theme performance indicators.

4. Context - Key Infrastructure and Employment Concentrations

The Tees Valley area is compact with key infrastructure assets including the Port of Tees and Hartlepool (the largest English port in terms of outward tonnage and a major logistics centre for the chemicals and process industry); and Teesside International Airport (including ambitious plans for the Airport Business Park). Darlington is served by the East Coast Main Line and is the key rail gateway, with new Middlesbrough-London direct services launched in 2021; while the A1(M), A19 and A66 offer strategic road connections.

Figure 1 - Key infrastructure and Employment concentration



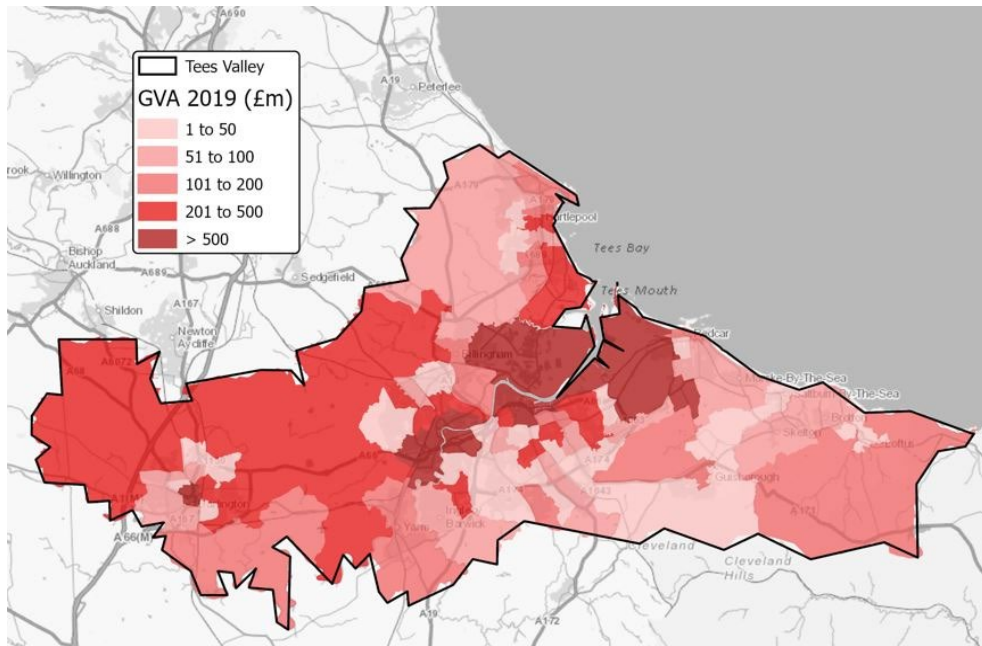
Source: SQW analysis for Tees Valley NP11 Area Profile

5. Context – Local Concentrations of GVA

As illustrated by the map below, Tees Valley's main concentrations of economic output are on its major industrial and port-related sites, principally:

- on the south bank of the Tees at Redcar around Teesport and the Wilton International process manufacturing site, a major location for energy-intensive businesses. This area also incorporates the major Teesworks (former Redcar steelworks) development site
- on the north bank around the oil refinery and chemicals works at the mouth of the Tees and the Billingham chemicals manufacturing plant
- the major industrial estates at Preston Farm (Stockton) and Teesside Estate (Ingleby Barwick)
- other concentrations of output are focused on the central areas of Stockton (and the Teesdale business park at Thornaby), Middlesbrough and Darlington.

Figure 2 – Local concentrations of GVA (£m, 2029)



Source: ONS, Experimental Sub-national GVA, 2019 data (December 2021);

SQW analysis for Tees Valley NP11 Area Profile

Table 2: Summary of socio-economic context

	Tees Valley	North East	UK
GVA (balanced), £bn	£13,863m	£54,592m	£1,949,605m
GVA per job, £k/job	£49,807	£48,486	£58,054
Total population	678,173	2,646,772	67,026,292
Working age population as % total population	61.0%	61.8	62.9
Business enterprises per 10,000 working age population	440	450	667
Jobs (k)	306	1,231	35,852
Unemployment rate aged 16-64 (%)	5.1	4.9	3.7
% with NVQ4+ aged 16-64	33.4	34.5	43.5
% with no qualifications (NVQ) aged 16-64	6.6	8.2	6.8

Source: ONS and Tees Valley Economic Assessment 2022

6. Jobs/Apprenticeship progress as of December 2022.

Across 44 interventions (found in appendix 1), the total number of jobs/Apprenticeships created and safeguarded at this point and those forecasted for those interventions from January 2023 are as follows:¹

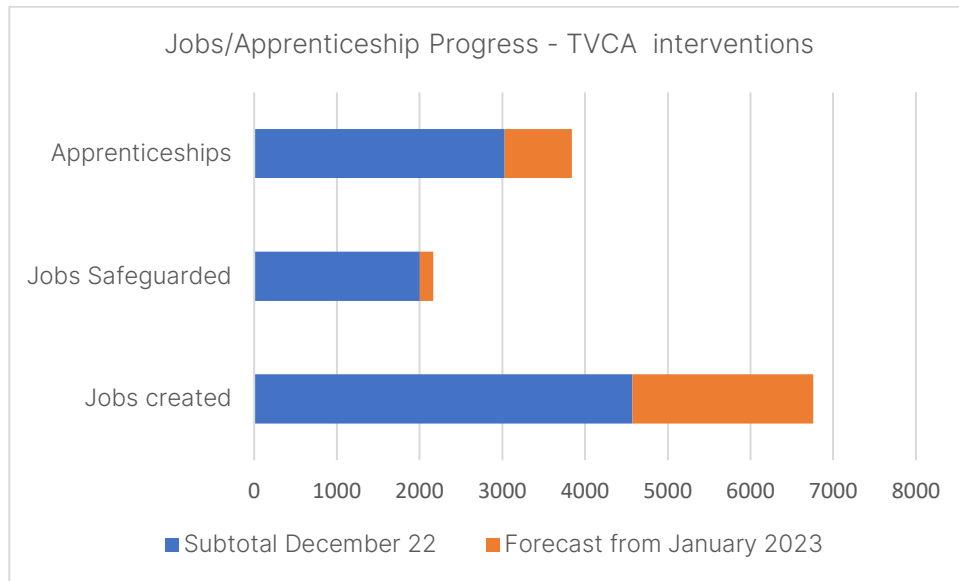


Chart 1 – TVCA interventions noting job/apprenticeships progress

Jobs created at Teesworks is currently at 2,725.

2,725 £2billion 15%
 Long-Term Jobs Created Investment Secured From Occupiers Land Occupied

Source: [Teesworks: The UK's Largest Freeport](#)

¹ Additional interventions are now in delivery which note job output which have not been included in this data. Expectation that these will be included Q4 2023. Note – this excludes Teesworks.

7. The Corporate Risk Register Overview

The Risk Register is split into 2 main categories of risk:

- Delivery – those related to theme specific/programme/project risk, and;
- Core – those risks related to the successful operation of an organisation.

Each Corporate Risk is aligned to a Corporate Objective – for those Delivery Risks, this is aligned to SEP aim. It also details the Investment Plan outputs for both jobs and GVA, and any additional theme specific deliverables as highlighted in the Investment Plan.

Each Risk has a high-level summary of actions or key projects critical to success and alignment with primary outputs/outcomes for each delivery risks. Associated KPIs have also been identified in order to measure success.

Development of the Corporate Risk Register and line of sight between risk and performance is ongoing and will be built into further business intelligence platforms.

Theme	Risk	Risk Response	Alignment with Primary output/outcome	KPI
Transport (& Infrastructure)	<p>As a result of failing to 'provide a high quality, quick, affordable, reliable, low carbon and safe transport network for people and freight to move within, to and from Tees Valley', there is a threat that Tees Valley Combined Authority have failed to deliver the three broad objectives:</p> <ol style="list-style-type: none"> 1. Social Opportunity 2. Economic Growth 3. Carbon Reduction and Environment <p>Which would result in the inability to deliver the strategic economic plan's aim 'To improve connectivity within Tees Valley, across the Northern Powerhouse, the UK and the world'.</p>	<p>Making cycling & walking the natural choice for shorter journeys – by delivering a long-term Local Cycling and Walking Infrastructure Plan (LCWIP) to create a network of segregated cycleways and more pedestrian friendly routes that connect residential communities to town centres and major employment locations</p> <p>Transforming the Tees Valley rail system – by: a) investing in schemes like Darlington / Middlesbrough / Hartlepool / W12 Gauge Clearance project that improve rail network capacity, b) working with operators to enable new / more frequent train services which improves connectivity between places, and c) investing to improve accessibility to and around stations</p>	<p>Increased connectivity</p> <p>Increased trade in new markets in the UK and internationally</p>	<p>GVA per hour worked 30% growth</p> <p>Job density 55% growth</p> <p>Business density 10% growth</p> <p>CO2 reductions 25% reduction</p>

		<p>A shared commitment with the operators to transform the Tees Valley bus services and grow passenger numbers – by delivering a 5 point plan which seeks to: a) develop a commercially sustainable network for the future, b) deliver infrastructure improvements on key bus corridors to improve journey times and reliability, c) make improvements to the fares offer, d) enhance the customer experience through improving bus shelters and bus information, and e) decarbonising the bus fleet</p> <p>Positioning the Tees Valley at the forefront of decarbonising transport – by investing in Electric Vehicle infrastructure and leading the way in alternative fuels through trials as part of the Tees Valley hydrogen hub;</p> <p>Putting the Tees Valley at the heart of the digital transport revolution – by investing in technology to make better and more efficient use of the transport infrastructure that exists across Tees Valley and improve journey time reliability.</p>		
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		<p>Ensuring everyone can access opportunity – by investing in projects like Tees Flex and the Wheels to Work scheme that remove transport barriers that prevent people from getting to a job, university, college or school.</p> <p>Ensuring the Road Network can facilitate sustainable growth – by investing in removing pinchpoints and capacity constraints.</p> <p>Transforming Town Centre Accessibility - by investing in transport infrastructure that supports the regeneration of the Tees Valley town centres and brownfield redevelopment sites to help people access new jobs that are being created.</p>		
Education, Employment and Skills	As a result of failing to inspire and build the skills we need for a modern economy and invest in our Education, Employment and Skills, there is a threat that Tees Valley	1. Supporting education innovation and collaboration	Improved educational attainment and outcomes	NVQ level 4 20% increased

	<p>Combined Authority have failed to deliver Investment Plan Priorities which would result in the inability to increase educational attainment, produce the skilled workforce that businesses need and increase lifetime opportunities for our residents.</p>	<ol style="list-style-type: none"> 2. Developing a skills system for business growth 3. Addressing long-term unemployment 4. Transforming careers and enterprise education 5. Challenging and supporting businesses as an integral element to achieving success 6. Enhancing the Higher Education role in driving economic growth 	<p>Higher levels of engagement in education, training and employment</p>	<p>GVA per hour worked 30% growth</p> <p>Job density 55% growth</p> <p>Business density 10% growth</p>
<p>Business Growth</p>	<p>As a result of failing to provide a supportive business environment to encourage inward investment, there is a threat that Tees Valley Businesses are unable to grow which will result in the inability to diversify the economy, support more business start-ups, develop high growth potential businesses and key growth sectors.</p>	<p>Supporting Business Growth</p> <ol style="list-style-type: none"> 1. Attract and support new businesses to Tees Valley 2. Support companies to introduce new products or processes 3. Support start-ups and the growth of new and existing businesses 4. Offer consistent support in Tees Valley for SMEs and large companies 5. Build upon the success of Business Compass, by launching the new Tees Valley Business Gateway, supported by new grant and business finance programmes. 	<p>Achieving successful outcomes as a result of Business Compass Support</p> <p>New startups and business expansion</p>	<p>GVA per hour worked 30% growth</p> <p>Job density 55% growth</p> <p>Business density 10% growth</p>

		<p>Unlock Sites for Business</p> <ol style="list-style-type: none"> 1. Secure strategic sites within the South Tees Development Corporation area 2. Site infrastructure 3. Business accommodation to unlock key sector's growth 4. Focus on bringing forward brownfield land 		
Culture	<p>As a result of failing to cultivate new partnerships, elevate the importance of culture and map routes for progress and opportunities, there is a threat that Tees Valley are unable to achieve cultural excellence which will result in the inability to build cultural vibrancy in our communities and change external perceptions of Tees Valley through the arts, cultural and leisure offer while creating places that attract and retain businesses and business leaders and make the area more attractive to investors, workers and visitors.</p>	<ol style="list-style-type: none"> 1. Building capacity and sustainability in our arts and culture sector 2. Cultivating a thriving, distinctive and robust cultural ecology – a vibrant region 3. Strengthening Tees Valley's offer and profile as a distinctive and engaging cultural destination, growing the visitor economy 4. Significant inward investment 5. Business growth, organisational resilience and cross sector connectivity 6. Increased participation and engagement in culture through greater equality of access to culture 	<p>Improving perceptions of Tees Valley as place to live, work and visit</p> <p>Increased number of visitors</p> <p>Increasing levels of inward investment</p>	<p>Population growth 6% growth</p> <p>GVA per hour worked 30% growth</p> <p>Job density 55% growth</p> <p>Business density 10% growth</p>

		<p>7. Strong cultural partnerships and collaboration</p> <p>8. High-quality heritage and cultural assets transforming the way Tees Valley tells its story and the visitor experience</p>		
Research, Development and Innovation	<p>As a result of failing to invest under the two guiding principles of:</p> <p>1. activities driving collaboration across the region's companies and innovation base</p> <p>2. activities which amplify work of the regions research and innovation centres and focuses those impacts in Tees Valley, there is a threat that our Tees Valley innovation Strategy (2015) fails to support innovation which may result in a failure to introduce new processes and practices which reduce carbon emissions, increase productivity and the availability of high value jobs.</p>	<p>1. Energy production, storage and efficiency</p> <p>2. Significant carbon reduction</p> <p>3. Sector and supply chain support</p> <p>4. Innovation cluster development</p> <p>5. Innovation infrastructure</p> <p>6. Commercialisation of innovative technologies</p>	<p>Increased R&D spend</p> <p>Improved productivity</p> <p>Increased turnover from innovation and exploring</p> <p>Achieving CO2 savings</p>	<p>CO2 reductions 25% reduction</p> <p>GVA per hour worked 30% growth</p> <p>Job density 55% growth</p> <p>Business density 10% growth</p>
Place	<p>As a result of failing to address the challenges facing our high streets through innovative approaches to the role of town centres, there is a threat that Tees Valley is not a place which is vibrant, attractive and sustainable for business and staff, which will result in a failure to develop and strengthen our commercial property offer.</p>	<p>1. Remediation/regeneration of vacant and derelict land and property</p> <p>2. Public realm initiatives aimed at creating vibrant town centres</p> <p>3. Strategic housing initiatives aimed at creating vibrant town centres</p> <p>4. Investment in the provision of specialist culture and tourism accommodation and fit-out</p>	<p>Creation of new homes</p> <p>Leveraging increased private sector investment</p> <p>Improving local neighbourhoods</p>	<p>Population growth 6% growth</p> <p>GVA per hour worked 30% growth</p> <p>Job density 55% growth</p> <p>Business density 10% growth</p>

		<p>5. Investment in the provision of specialist (sector specific) business accommodation and fit-out</p> <p>6. Operating costs for discrete programmes designed to support associated capital expenditure</p>		
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Table 3 – Overview of the (Delivery) Corporate Risk Register

8. Theme Risk Profiles (inclusive of Threats and Opportunities)

206 active theme risks have been identified, assessed and are being monitored via regular risk reviews and response plans.

13/206 risks are opportunities, the remaining risks are threats (193)². For the purpose of the below quantification, both threats and opportunities are included.

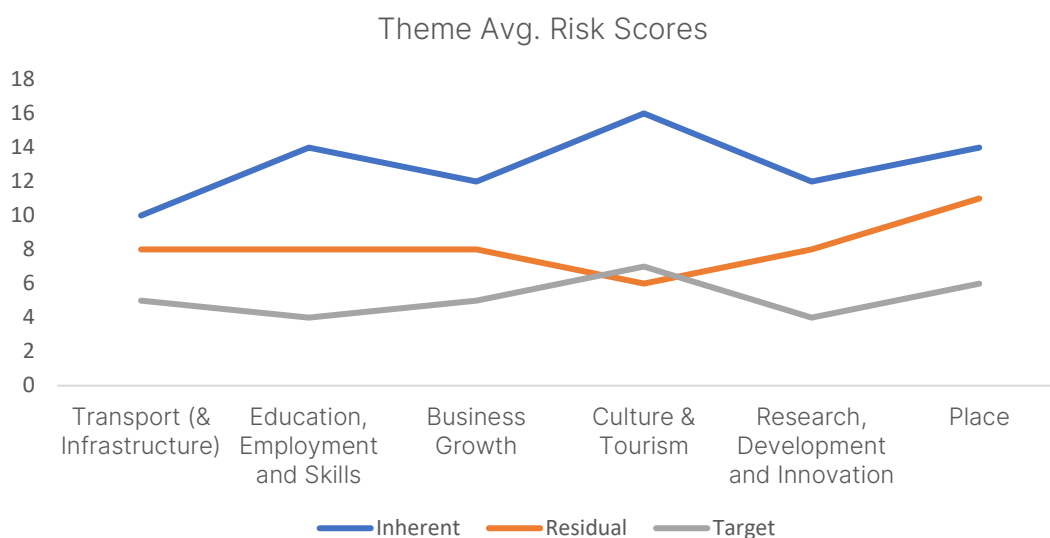


Chart 2 – Average risk scores via Theme

As outlined in the above chart the residual (current) risk score for all themes have reduced since the identification of the threat. By taking the average risk score for each theme, a profile for that portfolio can be determined and are as follows:

Theme	Risk Profile
Transport (& Infrastructure)	Medium
Education, Employment and Skills	Medium
Business Growth	Medium
Culture & Tourism	Medium
Research, Development & Innovation	Medium
Place	Medium

Table 4 – Risk Portfolio by Theme

Work is ongoing to capture both programme and project risks across the TVCA risk portfolio. Depending on the delivery of projects, these risks are identified at Business Case, Project inception, Claim Return Forms, or regular risk reviews with internal risk owners.

² Work is ongoing to capture Opportunities/Expressions of Interest as a Group using the Performance Management Platform.

The present number of risks by theme is outlined below³

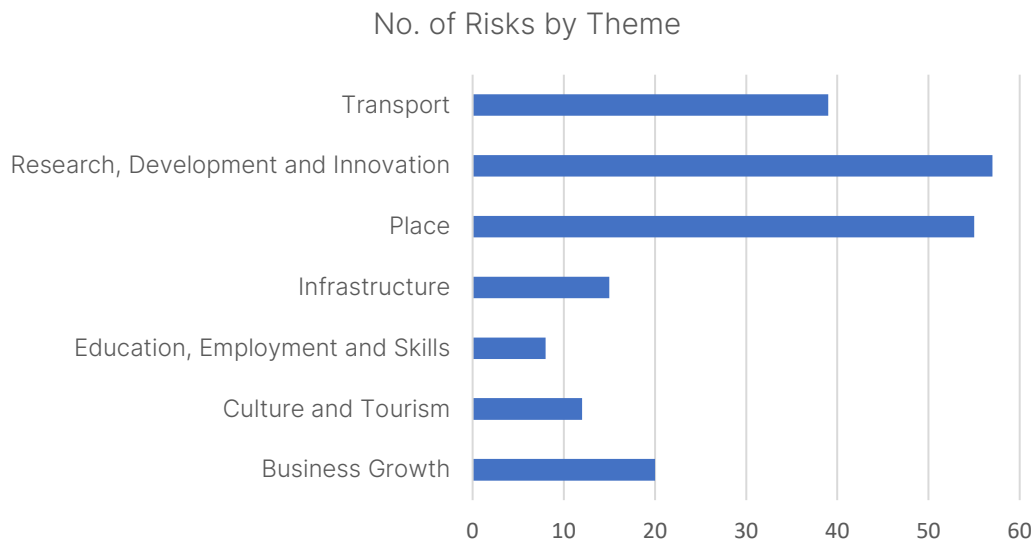


Chart 3 – Number of risks by Theme

Risk Profiles and associated Risk Registers are constantly evolving and changing depending on risk environment. To ensure that this is updated, the introduction of a self-service platform has been introduced to provide all staff, with a tool to capture and monitor risk.

9. Performance and Assurance

The Annual Internal Audit Report concluded that: “The organisation has an adequate and effective framework for risk management, governance, and internal control”.

The report went on to advise:

We identified the organisation had established control frameworks in place for a number of the audits undertaken, however improvements in their application were required in a number of areas.

Furthermore, the implementation of agreed management actions agreed during the course of the year are an important contributing factor when assessing the overall opinion on control.

We have performed a Follow Up review during the year which concluded that good progress had been made towards the implementation of those actions agreed.

10. Gateway Review 2 – Devolved Funds

The evaluation is to be undertaken and finalised by October 2025 to inform the second Gateway Review of the Fund.

The Framework has been developed by Tees Valley Combined Authority in partnership with the Independent Evaluation Panel (IEP).

³ Note – this does not include Group Support Service Risks which cover threats and opportunities outside of Theme allocations.

Tees Valley Combined Authority is one of the 'Cohort 2 Areas' covered by the National Evaluation Framework. These Areas agreed their investment fund allocation with Central Government in 2015, meaning the second five-year Gateway Review period runs to the end of the 2025 fiscal year.

The Gateway Review will be framed by the Performance Indicators included in the National Evaluation Framework and repeated as an Annex to this document.

The Investment Fund covered by this evaluation forms the cornerstone of the Tees Valley Devolution Deal. The Investment Fund is a 30 year, £450 million fund that began in 2015. At the time of writing, £450m of the Fund had been committed across 52 interventions.

The below table (5) is an overview of Investment Fund deployed as of March 2023.

Total number of interventions approved since Fund launch	52
...of which number of interventions completed	8
Number of interventions approved at Gateway Review 1 report	26
...of which number of interventions completed	3
Number of interventions approved since Gateway Review 1 report	26
...of which number of interventions completed	5
Total Investment Fund resource committed since Fund launch	£450,000,000
... of which total Investment Fund expenditure at Gateway Review 1	£133,745,944
...and total Investment Fund expenditure to date (March 2023)	£273,249,372

Source – TVCA Expenditure Report, Local Evaluation Framework

The purpose of the Gateway Review is to evaluate the impact of (locally appraised) interventions funded by each Investment Fund on local economic growth, and the process by which these interventions were agreed and implemented.

Interventions from the Investment Fund which are in scope for evaluation are as follows:

Table 6: Interventions and Evaluation approaches for the second Gateway Review⁴

Intervention	Factors influencing allocation
TeesAMP	TeesAMP initiated in 2017 with a financial completion date of 2020. At Gateway Review 1, a progress plus evaluation was completed. As this is 3 years post financial completion and output completions are due by March 2024, impact evaluation has been identified as an opportunity to evaluate a significant spend of £2.8m of devolved funding with a total spend of £24m.
Boho 'The Digital City'	The Boho intervention started in 2019 and is scheduled to have a financial completion date of 2023. Initial outputs have been delivered up to 2023 and are expected to grow in the year ahead, making it suitable for evaluation at this stage. The total forecast spend is £24m with £7m devolved funding.
EES Strategy: Routes to Work	These three interventions have been highlighted as being appropriate for a linked intervention.
Apprentice Support for Employees	All three interventions were delivered using the same Business Case and a common set of outputs. The total forecast devolved spend for the three interventions is £5.5m.
EES Strategy: Skills for Growth	The Routes to Work intervention has completed. Apprentice Support for Employees intervention has completed, but grants are still being offered as part of additional funding. Skills for Growth is due to complete December 2023.
EES Strategy: Creating a Tees Valley Careers & Enterprise Initiative	These two interventions have been linked to provide a more coherent evaluation that captures some of the linkages and synergies. Both interventions were delivered as part of a single business case in 2023 with a £5m devolved spend.
EES Strategy: Supporting education innovation and collaboration	Creating a Tees Valley Careers & Enterprise Initiative - The original £3m project is complete, however, there are ongoing annual grants from CEC to continue the work. Supporting education innovation and collaboration impacts is financially complete, although impacts may continue to accrue over future years.

⁴ There are 52 interventions in total set out in the Local Evaluation Framework, interventions noted above are those which have been identified as suitable for an Impact Evaluation or Progress Plus Evaluation.

Intervention	Factors influencing allocation
Skills Capital – Northern School of Art	The Northern School of Art was included as a Progress update in Gateway Review 1. The project was completed in 2022. The intervention, had a devolved spend of £7m with a total spend of £14m.
Hartlepool Innovation Skills Quarter – Scott Building & Northern Film Studio	The Hartlepool Skills Quarter has an output delivery target of 2027 but significant delivery progress has been made to date. With £3m of investment fund expenditure, a progress plus evaluation has been proposed.
Creative Place Programme	The Creative Place Programme is scheduled to complete in 2026 and have a total devolved spend of £7m.
Teesside Airport	Teesside Airport was included in Gateway Review 1. It is a strategically important long-term scheme. However, given the significant progress made to date, a Progress Plus evaluation has been proposed. This intervention has a forecast devolved spend of £104m.
STDC Site	The remediation of the STDC Site is strategically significant in the objectives of the Tees Valley Combined Authority. It is a large-scale, long-term scheme. The work on the Teesworks site started in 2017 with a forecast financial spend date of 2023. Although the programme isn't scheduled to complete until 2024, devolved funds were scheduled to be spent by 2023 as part of the wider decontamination, demolition and remediation programme. Forecast devolved spend for this intervention is £46m which is part of a total funding package of £182m. Outputs are anticipated to be delivered by 2035.

Source – Local Evaluation Framework

11. Projects out of Scope of Gateway Review 2 Evaluation

Levelling Up Fund - In line with the mutually agreed Memorandum of Understanding, Project information is provided as part of quarterly reporting obligations. This includes updates on project expenditure, project progress, stakeholder engagement, risks, milestones and any project changes.

City Region Sustainable Transport Settlements – Agreed Programme with Government. Key metrics for monitoring and evaluation have yet to be finalised but draft guidance has been issued to MCAs in August 2023 with suggested data metrics and sources that can be collected (where relevant) to help the monitoring of CRSTS interventions. It describes the actions that would be required from MCAs and the actions that a national evaluation partner could undertake to collate the data to enable monitoring across MCAs.

Adult Education Budget – DLUHC have recently requested What Works Centre for Local Growth to investigate the feasibility of undertaking an evaluation of the impact of the devolution of the Adult Education Budget (AEB) programme (as a whole). WWC have been set two questions to review; What is the impact of devolution on provision and what is the impact on devolution on outcomes. There are key challenges including data

availability for this evaluation and is currently being discussed between WWC and MCA leads.

UK Shared Prosperity Fund - UKSPF performance monitoring metrics are submitted to DLUHC on a 6 monthly basis, with the most recent being November 2023. These metrics include, spend and output data.

FINANCIAL IMPLICATIONS

12. All financial implications are outlined in the Medium Term Financial Update Q2.

LEGAL IMPLICATIONS

13. There are no legal implications arising from this report.

RISK ASSESSMENT

14. Risks are outlined in this report and categorisation of each theme noted. Risk Assessments are completed at programme and project level and overview of this is delegated to the TVCA Audit and Governance Committee.

15. The Risk Management Policy and Framework is approved by Audit and Governance Committee.

CONSULTATION & COMMUNICATION

16. This report has been consulted with Tees Valley Management Group, Tees Valley Chief Executives and the Tees Valley Business Board.

EQUALITY & DIVERSITY

17. There are no impacts assumed from the subject of the report on groups of people with protected characteristics.

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Appendix 1

Interventions noting job outputs as of December 2022. ⁵

- Stockton Riverside College/NETA Skills Centre
- Kirkleatham Walled Garden Catering & Horticulture Academy
- Community Bank
- Tees Valley Business Support Schemes (TVBSS)
- Tees Valley Capital Grants (TV Business Fund, Lot 2)
- TAMP Site Remediation
- Middlesbrough Town Centre Enforcement Team
- Boho
- NSOA M'bro
- Regent Cinema
- Industrial Digitalisation Technology Centre
- G'bro Town Hall Gateway
- ASE Grant
- NASE Grant
- ASG Grant
- NEGA Grant
- TV Apprenticeship Grant for Employers (TVAGE)
- SSI Jobs Skills Fund
- Energy Hub - RCEF Officer
- Collaborative Networks Programme
- TV Sector Networks
- TWI NDT Research Centre
- Hartlepool ISQ Ph1b
- Hartlepool ISQ Ph2 main project
- National Horizon Centre
- Stockton Riverside College - IT infrastructure
- Steel Stories
- Hartlepool College - EV Technology and telecare
- Liberty Steel
- Access Road OSB-Wilton Engineering
- Enterprise Zone
- Fujifilm Biocampus
- Brownfield Housing Programme
- Business Compass ERDF – Business Fund (Jan - Dec 2018)
- Business Compass ERDF – Business Fund (Jan - Dec 2019)
- Business Compass ERDF – Business Fund (Jan - Dec 2020)
- Business Compass ERDF – Innovation Fund (Jan - Dec 2018)
- Business Compass ERDF – Innovation Fund (Jan - Dec 2019)
- MPI
- TAMP OWVC
- CCAD
- Start Up Scale Up (SSI)

⁵ Additional interventions are now in delivery of which job output has not been included in this data.

- Contract Catalyst
- South Industrial Zone Access