

Enterprise Cheshire and Warrington (ECW)

INVITATION TO TENDER

FOR

**The Development of a North West Skills Mapping Plan
(Regional Skills Pilot: Cheshire West and Chester)**

Thursday 23rd January 2025

ECW REF: NWRSP_P1

Return Date of ITT: Thursday 6th February 2025, 16:00

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SECTION 1 – The ECW Profile

Enterprise Cheshire and Warrington leads the growth of the Cheshire and Warrington economy through a powerful partnership between the private, public, and voluntary sectors. Our ambition is to be the UK's healthiest, most sustainable, inclusive and growing economy.

Working in collaboration with local government, businesses, educational institutes and other public, private and community sector organisations, we keep Cheshire and Warrington firmly on the map.

SECTION 2 – Scope of Procurement

This procurement exercise is being conducted as a below threshold open tender. The tender documents comprise this ITT document and Annex 1 – the specification.

Enterprise Cheshire and Warrington (ECW) is looking to appoint consultants to work with ECW and partners, including Cheshire West and Chester Council, the North West Net Zero Hub (NWNZH) and Net Zero North West, to deliver a comprehensive skills mapping analysis and action plan, which will consider what is needed to transition from carbon intensive related jobs to stable employment in the clean energy and related sectors. This work will map the existing workforce and skills needs for roles at risk in the energy

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transition against possible clean energy and related opportunities within the wider area to understand what local interventions are most successful in building the skilled workforce needed to meet the UK's Clean Energy Superpower Mission.

Given this is a North West regional pilot project, it is expected that the major focus of the existing skills and workforce mapping will be the Ellesmere Port/Cheshire West area due to the concentration of industrial emissions at the heart of the North West/North Wales industrial cluster, with the broader regional area in scope for mapping clean energy opportunities available for transition.

This project is subject to funding being awarded by the Department of Energy Security and Net Zero (DESNZ) via the NWNZH.

NWNZH is a regional programme to promote investment in energy projects. NWNZH works with public sector organisations to improve the business case for their energy schemes. It undertakes strategic net zero activity on behalf of the Local and Combined Authorities in the NW and their representatives (i.e. successors to Local Enterprise Partnerships). The North West Net Zero Hub is funded by the Department of Energy Security and Net Zero, which will be interested in the outcomes of the work. The Hub has identified Skills contacts for each sub region across the North West including Cheshire & Warrington, Cumbria, Greater Manchester, Lancashire and Liverpool City Region which will be part of the stakeholder groups to be involved in the project. In 2024, the Hub delivered a Retrofit Skills Pilot and will be able to use this experience to strategically advise the project's development and delivery.

In January 2023, Net Zero North West published the Cluster Plan via UKRI funding, which maps out the path to decarbonisation within the NW Industrial cluster. Net Zero North West is an industry-led organisation acting as a public and private sector investment accelerator for industrial decarbonisation and clean growth projects in the NW and a key partner within this piece of work.

The HyNet cluster based within Ellesmere Port is an anchor project for the industrial cluster's decarbonisation, enabling the fuel-switching of fossil fuels to hydrogen supported by carbon capture technologies. The HyNet cluster was selected by the UK government to be one of two Track 1 clusters to accelerate the decarbonisation of industry and will be one of the first decarbonisation programmes to be delivered, which will also act as a catalyst for wider industrial decarbonisation and reindustrialisation.

The successful bidder will be required to deliver services in accordance with all tender documents and the contract to be placed with the successful bidder. Tenderers are requested to study the specification in detail and ensure that the specified requirements can be met and thus your understanding of our requirements is reflected in your Pricing Schedule return.

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The contract is expected to commence 13th February 2025, with the exact dates to be agreed depending on the agreement between the successful provider and ECW.

ECW wish to secure efficiencies and economies of scale by means of a procurement exercise for meeting the requirements detailed within this documentation. The principal benefits anticipated by ECW in this procurement include;

- Ability to maximise opportunities for best value and efficient services
- To allow bidders to explore efficiencies, which may be possible by suggesting innovative and cost-effective solutions
- Presentation of cost savings to ECW to maximise economical operational efficiency and value for money
- A resultant contract that meets the tender requirements and supports ECW with their ambition

We envision that the programme of work will be committed by end of March 2025, with draft plans submitted March-April 2025 (data and research findings and high level proposals for interventions submitted to Government), and Plans finalised May 2025 for review by government for decision on progression to Phase 2

The basis of the contract will include:

- **Regional Skills Pilot - Activity 2: Completion of a comprehensive evidence review (drawing on output of activity 1 and 4, see Table 1), stakeholder consultation to gather data and review outputs, & associated data analysis.**
 - Activity 2.a. Stakeholder engagement
 - Activity 2.b Draft outcomes as Section 1 of Skills Mapping Plan
- **Regional Skills Pilot – Activity 3: Drafting and then finalising the Skills Mapping Plan (see the specification – Annex 1 - for breakdown of Section 1 and 2 and expected outline timescale for production of the Plan)**
- **Conducting stakeholder engagement and integration of recommendations from steering and working groups throughout the programme of work.**

A detailed specification of needs and activities to be conducted in each stage can be found in the specification (Annex 1).

Project management

Day to day project management will be provided by Michael Wolffe, Net Zero Programme Manager at ECW. A range of key partner organisations, and a range of public and private partner organisations from within the industrial cluster and skills leads will act as the steering group for this piece of work.

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The appointed consultants should make allowance for regular check-ins with the lead officer/s, and liaison via telephone and e-mail with officers and key stakeholders as necessary.

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SECTION 3 – Specification

The overall objective is to develop a skills mapping plan for the energy transition. This will include an assessment of the current workforce, skills required for clean energy and related sectors, skill gaps, challenges and barriers, routes to employment, and other related interventions and identify necessary steps/intervention(s) to reskill/upskill the workforce to transition successfully into other jobs.

A thorough assessment of possible clean energy and related industries for employee transition should be included within the analysis across the wider area as appropriate, for example roles across vectors such as: hydrogen and carbon capture; nuclear; renewables; biofuels; and also taking into account ancillary opportunities such as industrial energy efficiency; energy networks; other related advanced manufacturing etc.

At the same time, this will support the delivery of the government funded Track 1 HyNet clean energy project and the wider industrial cluster, which is currently in the process of decarbonising, by helping to bring the evidence base on skills and employment together. To deliver successful industrial decarbonisation will require an appropriately sized workforce equipped with the right skills and knowledge to deliver the ongoing clean energy / industry needs. For example, HyNet will be creating 6000 jobs in clean energy industry within the short term, and the cluster will generate 35,000 roles by 2040 (including construction and ongoing roles). Beyond this Net Zero North West previously identified that decarbonisation would safeguard and create over c.600,000 roles across the North West by 2040.

The appointed consultants should have a strong track record of expertise in research, analysis and stakeholder engagement with a particular focus on skills and workforce requirements for industry. Consultants should have a strong understanding of the skills and workforce needs of industrial clusters, engineering and construction, existing energy providers, and the rapidly expanding clean energy sector, and clean sectors more broadly, or should be able to demonstrate how they would bring themselves up to speed to successfully deliver the work.

Consultants will also need to have an understanding of the mechanisms and key parties responsible for skills, this includes relevant Government departments, skills providers and education networks. This will be complimented by an understanding of key policy commitments by Government and existing programmes and funding.

Consortium bids are acceptable provided there is a clear division of roles and responsibilities, and confirmation of which party will be the nominated lead.

This project is subject to funding, via the North West Net Zero Hub, in two phases:

- Phase 1 – to support the development of a Skills Mapping Plan
- Phase 2 – the implementation of solutions identified within the Plan

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The following table summarises the Activities within Phase 1 that should be completed as part of this ITT:

ACTIVITY NUMBER	DESCRIPTION	PERIOD
2	<p>Completion of evidence review (drawing on output of activity 1 and 3), stakeholder consultation & data analysis</p> <ul style="list-style-type: none"> - Activity 2.a. Stakeholder engagement - Activity 2.b Draft outcomes as Section 1 of Skills Mapping Plan - end of March 	February – April 2025
3	<p>Skills & Workforce Delivery Plan Development</p> <p>Initial draft of Section 2 of Skills Mapping Plan</p> <p>Stakeholder review and integration</p> <p>Final Skills Mapping Plan</p>	April – May 2025

Activities related to the Pilot NOT CONTAINED within this ITT, for information ONLY:

ACTIVITY NUMBER	DESCRIPTION	PERIOD
1	<p>Review of in-house evidence currently under commission which will produce a report identifying the current understanding of energy intensive and clean energy jobs in C&W, alongside</p>	January – February 2025

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	gaps/areas for further development within the evidence base, and associated recommendations for Activities 2 and 3.	
4	During the course of this project, a further piece of pilot work will examine the training needs of existing carbon intensive industry in Cheshire and Warrington which will help provide a more granular level of detail and further insights. Outputs from this work are expected to be available to contractors undertaking this ITT project.	February – May 2025

See Annex 1 for Detail of Work / Specification. The specification is for Phase 1 of the project (see Activities 2 and 3). This specification does not include Phase 2, which will be subject to future stages of work and funding.

Further related work NOT CONTAINED within this ITT, for information:

Project Intelligence Platform (PIP) with NZNW

An ongoing piece of work managed by ECW alongside Net Zero North West (NZNW) and the North West Net Zero Hub (NWNZH) seeking to design and implement a project intelligence data platform to monitor, coordinate, and drive forward industrial decarbonisation in the NW. The consultants for this ITT should regard NZNW and the NWNZH as key partners on this work and ensure that any relevant evidence from this workstream is integrated into outputs.

Budget

A budget of up to £85,000 excl. VAT is available.

Suppliers should quote against each activity in the pricing form provided, which must also show the daily rates for key members of staff / key delivery roles.

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Activities 2 and 3 should be individually priced (see the specification - Annex 1 - for breakdown). The supplier has discretion within these constraints as to where to direct the balance of resources, and their approach to this will be evaluated as part of the tender.

Consortium bids are acceptable provided there is a clear division of roles and responsibilities, and confirmation of which party will be the nominated lead.

We envision that the programme of work will be committed by end of March 2025, with draft plans submitted March-April 2025 (data and research findings and high level proposals for interventions submitted to Government), and Plans finalised May 2025 for review by government for decision on progression to Phase 2

SECTION 4 – Award Criteria

4.1 Award Criteria

The Contract will be awarded on the basis of the following weighted award criteria:

	Award Criteria	Weighting
4.1.1	Conformance to Specification Submissions which do not, in the opinion of ECW, adequately meet the Performance Specification will not be marked for the Technical Merit and Price Criteria outlined below and will not be taken forward to any subsequent stages of the Tender evaluation.	PASS/FAIL
4.1.2	Technical Merit (Quality)	75%
4.1.3	Value for money	25%
	TOTAL	100%

The **Technical Merit** criteria is made up of the following sub-criteria:

4.1.2.1	Approach and methodology for the commission	25%
4.1.2.2	Track record and experience with relevant similar skills projects, and additionally awareness and understanding of energy sectors within the North West	15%
4.1.2.3	Proposed consultant(s) / consultancy team, their qualification, expertise, and relevant experience	20%
4.1.2.4	Approach to project management and quality assurance, including a project plan and timescale	15%

Technical scores from the Tender stage will then be added together to give a total **technical score out of 75 %** which will then be added to the **Value for money score (out of 25 %)** to give an overall score of 100%.

4.2 Supplier Evaluation

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The evaluation of submissions will be on the criteria listed below in **section 4**. The criteria will count for 100% of the overall evaluation with the relevant weightings listed next to each individual criterion stated below.

Evaluation criteria will be a combination of both financial and non-financial factors and will consider the following areas:

4.2.1 Value for money (25%)

The value for money criteria carries a weighting of 25% of the overall achievable score. The supplier must provide an economically sound and commercially attractive proposal offering outstanding customer service and satisfaction.

Indication of any additional outputs or outcomes as part of the project/delivery plan or other considerations regarding value for money, including highlighting any social value that will be generated in delivery of the project outputs.

Please see Appendix 2 Pricing Schedule to be completed and returned by all suppliers.

4.2.2.1 Prices submitted as part of this ITT must remain open for acceptance for a minimum of 120 days from the closing date for the receipt of offers.

4.2.2.2 Prices must be exclusive of VAT. Please see Appendix 2 for Pricing schedule that should be completed and returned as part of your tender response.

4.2.2.3 The contract price will be fixed for the duration of the contract.

4.2.2.4 Bidders must demonstrate how their proposals represent overall value for money and how they will assist ECW with cost initiatives.

4.2.2 Technical Merit (Quality) (75%)

Quality – **This carries a weighting of 75%** of the overall achievable score and is broken down into the following areas and respective weightings.

WEIGHTING

1. COMPANY DETAILS

i) – iv) **Provide company details**

Information only

2. APPROACH AND METHODOLOGY FOR THE COMMISSION **25%**

i) **Outline your approach to this commission, the methodology you will pursue, and what steps you anticipate will be needed to develop the plan. Please make reference to how you will enable the development of the phase 2 pilot.**

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3. TRACK RECORD AND EXPERIENCE

(15%)

i) Describe your experience and track record with relevant similar projects, and how you would bring this to bear for this commission.

ii) Describe your experience with, and awareness and understanding of the skills and jobs requirements for the carbon intensive industry transition towards clean energy and related sectors with particular reference to the identified geography and surrounding areas for the pilot

4. CREDENTIALS OF PROJECT TEAM

(20%)

i) Qualifications, expertise and experience of proposed consultancy team including availability for each personnel. Please include you/your teams stakeholder engagement experience.

ii) CVs (Max 4 Pages)

5. APPROACH TO PROJECT MANAGEMENT AND QUALITY ASSURANCE

(15%)

i) Describe your approach to project and relationship management, and how you will approach quality assurance for this project.

ii) Please provide your project plan and the timetable for completion of this work.

6. VALUE FOR MONEY

(25%)

i). Please indicate any additional outputs or outcomes you anticipate as part of your project/delivery plan or other considerations regarding value for money, including highlighting any social value that will be generated in delivery of the project outputs.

For example, social value initiatives could promote equality, diversity, and inclusion within the clean energy sector, accounting for both protected characteristics and broader concerns such as socioeconomic background, rurality, etc.

7. UNDERSTANDING THE BRIEF

Yes/No

Please see Appendix 3 Supplier Technical Questions & Answer sheet to be completed and returned by all suppliers.

The information supplied will be checked for completeness and compliance before Tenders are evaluated. Failure to comply with any of the requirements or any other specified requirements might render a tender liable to disqualification.

NOTE: If any criteria within the specification document are classed as non-compliant ECW will not be able to take your tender through to the next stage. If, however, you

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state that you are non-compliant and are able to provide an alternative solution, ECW reserve the right to consider the alternative solution. No guarantee will be given that the alternative solution will be accepted.

4.3 Scoring Principles

Submitted Tenders will be assessed against the above criteria and scored using the following points system principles:

Scoring criteria	Score
Failure to respond or irrelevant information which fails to meet the requirement	0
Response is inadequate, significantly failing to meet the requirements	1
Response is unsatisfactory partially meets the requirement	2
Response is acceptable and meets the minimum requirement	3
Response is good - better than merely acceptable	4
Response is excellent, exceeds the requirement and gives added value	5

Clarifications maybe sought in writing, or by interview/presentation from the suppliers and scores adjusted accordingly. Visits to reference sites may also allow for adjustments to scores.

Full or partial proposals that in the opinion of ECW are unrealistically low or not reasonable sustainable (in terms of Quality or Price) may be rejected.

Technical scores will be added together to give a total **technical score out of 75%** which will then be added to the **Value for money score (out of 25%) to give an overall score of 100%.**

SECTION 5 – Submission requirements and timetable

5.1 Closing Date & Submission

The closing date and time for the receipt of submissions and all requested documentation relating to this stage is **(16:00 hours)** on **Thursday 6th February, 2025**. Late submissions will not be accepted.

Submissions will only be accepted if they are returned via email to tenders@cheshireandwarrington.com Bidders should not send their completed submissions to/copy in any other email address.

Tenderers are advised that it is **compulsory** to complete and return **all** of the following documents in the format provided as per the instructions of this ITT. All questions must be

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answered, where a question does not apply please state “Not applicable”. Failure to complete the documents in full and/or provide all documentation will result in a non-compliant tender submission and will mean that your tender is not considered.

1. **Form of Tender Declaration (Appendix 1)**
2. **Pricing Schedule (Appendix 2)**
3. **Supplier Technical Questions & Answer Sheet (Appendix 3)**

5.2 Tender Queries

If you have any specific questions concerning this document or the process for submission of your proposal, then please email through to: tenders@cheshireandwarrington.com no later than **Thursday 30th January 2025**. Only questions submitted to this email address will be answered. Queries received after this date will not be accepted and will not be responded to.

It would be most helpful if queries could be submitted in one email rather than piecemeal. If any question or request for clarification is considered to be of material significance, both the question and the response may be issued for review by all potential providers in a suitably anonymous form. All communication received from potential providers will be treated in strict confidence but are subject to this paragraph.

5.3 Proposed Schedule of Events

The proposed schedule for the procurement process is as follows. However, the dates indicated, except for the return date should be regarded as indicative at this stage as ECW reserves the right to extend and / or amend the timetable as necessary. Any major changes will be communicated to all potential tenderers.

Activity	Date
Invitation to Tender (ITT) Live	Thursday 23 rd January 2025
Deadline for queries	Thursday 30 th January 2025
ECW response to queries via email to all tenderers	Monday 3 rd February 2025
Tender submission deadline	Thursday 6 th February, 16:00
Evaluation of submissions	Friday 7 th February
Interviews	Tuesday 11 th February 2025
Bidders notified of contract award	Wednesday 12 th February 2025
Contract signing	Thursday 13 th February 2025
Contract to start	Thursday 13 th February 2025

5.4 Instructions to tenderers

Bidders:

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- Shall either destroy or return all documentation related to the tender process if ECW so directs
- Shall ensure that tenders are both technically and arithmetically correct. Should ECW discover any arithmetical errors in the bidder's tender prices then these shall be pointed out to the bidder who shall immediately correct the errors or they shall be asked to withdraw its tender or hold the prices submitted, at the discretion of ECW
- Shall not alter the ITT documents. Tender proposals will be deemed to comply entirely with the terms stated therein unless the bidder states otherwise in writing. If any alteration is made or if these instructions are not fully complied with, the tender proposal may be rejected
- Will be deemed to have satisfied themselves as to the sufficiency of their tender proposal and to have included in it all costs which may be incurred in the delivery of the services. They shall also be responsible for satisfying themselves as to the accuracy of all information associated with the contract and that all eventualities have been included

The contract will be entered into on the basis of the total tender package (inclusive of VAT) which will be included as part of the Contract Documents including any amounts or additions made and agreed during the tender proposal assessment period. ECW reserves the right not to contract or contract only in part with any bidder.

The information supplied within this ITT and accompanying documents reflects ECW's current view of the services required. Whilst the information in this ITT has been prepared in good faith, it does not purport to be comprehensive or to have been independently verified. This ITT is issued on the basis that:

- ECW does not accept any liability, responsibility or duty of care to any tenderer for the adequacy, accuracy or completeness of this ITT or for anything said or done in relation to the procurement to which this ITT relates;
- ECW does not make any (express or implied) representation or warranty either about the information contained in this ITT or on which it is based, or about any written or oral information that may be made available to any bidder;
- Nothing contained in this ITT constitutes an inducement or incentive in any way to persuade an interested person to pursue its interest, submit a tender proposal or enter into any contract;
- Neither this ITT nor any information supplied by ECW should be relied on as a promise or representation as to its future requirements;
- This ITT is neither an offer capable of acceptance nor is it intended to create a binding contract nor is it capable of creating such a contract by any subsequent actions

ECW reserves the right to suspend, cancel or withdraw the tender process at any time and will not be responsible for any costs incurred to potential suppliers.

Please see below for the terms and conditions of this tender. Through submitting a bid on this tender, you are committing to meet and abide by these terms and conditions:

6.1 Confidentiality and Disclaimer

This ITT is not an offer capable of acceptance, but represents a definition of specific legal service requirements and an invitation to submit a response addressing such requirements.

Neither the issue of the ITT to you, your preparation and submission of a tender, or the subsequent receipt and evaluation of your tender by ECW commits ECW to award a contract to you or any other bidder, even if all requirements stated in the ITT are met. ECW is not responsible directly or indirectly for any costs incurred by your firm in responding to this ITT and participating in ECW's procurement process.

All firms shall keep strictly confidential any and all information contained in this ITT, and other information or documents made available to it by or on behalf of ECW in connection with this ITT. The firms shall not disclose, nor allow any such information to be disclosed. Submission of a formal response to this ITT will confirm your agreement to observe these confidentiality requirements.

Contact by the firms with ECW during the bidding process should only be via the contact stated within this ITT. Respondents shall not offer or give any consideration of any kind to any employee or representative of ECW as an inducement or reward for doing, or refraining from doing, any act in relation to the obtaining or execution of this or any other contract with ECW.

6.2 Material Misrepresentation

ECW shall rely on the information provided by the bidder in relation to its offer. In providing the services as specified in the Invitation to Tender documents the successful bidder/tenderer shall comply with the contents of its offer as failure in this respect may constitute a material breach of contract.

6.3 Collusive Bidding

Collusive bidding is unacceptable to ECW. Any tenderer that is caught by ECW to be circumventing rules or the law during this tender process will automatically be disqualified from the tender process.

This applies to any bidder who:

a). Fixes or adjusts the amount of his bid by or in accordance with any agreement or arrangement with any other person, or

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b). Communicates to any person other than ECW the amount or approximate amount of his proposal (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the tender for instance) or,

c). Enters into any agreement or arrangement with any other person* that he shall refrain from bidding or as to the amount of any bid to be submitted, or

d). Offers or agrees to pay or give, or does pay or gives any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done, or causing or having caused to be done in relation to any Offer or proposed Offer for the Services or any act or omission will be disqualified (without prejudice to any other civil remedies available to ECW and without prejudice to any criminal liability which such conduct by a bidder may attract)

*NB Sub-contracting is permissible where the bidder believes that this will enhance their proposal, however this must be clearly stated.

6.4 Bribery

Bribery means any offence under the Bribery Act 2010 or related Laws creating offences in relation to offering, promising or giving a bribe or requesting, agreeing to receive or receiving a bribe

The Contractor agrees with the Client that this Contract will operate on the basis of zero tolerance being shown towards any Fraud and/or Bribery. The Contractor shall take all reasonable steps, in accordance with Good Industry Practice, to prevent Fraud and Bribery by Staff and the Contractor (including its shareholders, members, directors) in connection with the receipt of monies from the Client and with the operation of this Contract.

6.5 TUPE

The following provisions regarding TUPE are extremely important. Please ensure that you read them carefully.

ECW expects that TUPE will **not** apply to this contract.

In cases of TUPE Tenderers are advised to seek independent professional advice on the effect of TUPE. Tenderers must be prepared to accept all liabilities which may arise as a consequence of the application of TUPE, should it apply. ECW takes no liability in regards to inaccuracy of TUPE information provided in this tender.

When submitting a Tender, Tenderers are required to include all costs relating to TUPE in their submission.

6.6 Data Protection Act Compliance

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The successful bidder must comply with the UK General Data Protection Regulations (UK GDPR) and all applicable law concerning the processing of personal data and privacy. Full contract terms can be found within the terms and conditions (see Appendix 5).

ECW's privacy notice can be found at: <https://cheshireandwarrington.com/privacy-policy/>

6.7 Social Value

ECW's vision to be the healthiest, most sustainable, inclusive and growing economy in the UK, closely aligns to the Government's social value priorities.

Under the Public Services (Social Value) Act 2012 ECW must consider:

- a) how what is being procured might improve the economic, social and environmental well-being of the area where it exercises its functions, and
- b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

In addition, the National Procurement Policy Statement ([National Procurement Policy Statement.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644441/national-procurement-policy-statement.pdf)) sets out the following national priorities that should be considered alongside individual local priorities:

- creating new businesses, new jobs and new skills;
- tackling climate change and reducing waste, and
- improving supplier diversity, innovation and resilience.

All successful suppliers must be willing to work closely with ECW throughout the contract duration to assist them in achieving both their vision and their social value obligations.

ECW reserve the right to incorporate social value commitments made by the supplier as part of their tender submission into the resultant final contract.

APPENDIX 1 - FORM OF TENDER – TO BE COMPLETED AND RETURNED

Declaration by Tenderer

ITT Title: The Development of a North West Skills Mapping Plan

1. I, *[insert name]*, certify that I am the person duly authorised to sign tenders for and on behalf of *[insert company name]*, the tenderer, and having read the documents, offer to supply the goods, services or works:

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- as set out in the specification and accompanying tender documents, samples and/or drawings
 - under the terms and conditions indicated
 - at the price (or prices) specified in the attached tender documentation
2. It is agreed that any or other terms and conditions of contract or any caveats, assumptions, reservations or exclusions that may be printed on correspondence emanating from the tender, or any Contract resulting from this tender, shall not be applicable to this tender or agreement.
3. I certify that this is a bona fide tender and that I have not fixed or adjusted the amount of the tender by, or under, or in accordance with any agreement with any other person. I have not done, and undertake that I will not do at any time before the hour and date specified for the return of the tender, any of the following acts:
- Communicate to a person other than ECW, the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender
 - Enter into an agreement or arrangement with any other person that he/she will refrain from tendering or to the amount of any tender to be submitted
 - Offer, or pay, or give, or agree to pay any sum of money or valuable consideration, directly or indirectly to any person for doing, or having done, or causing to be done in relation to any tender or proposed tender, for the said work, any act or thing of the sort described above
4. I further certify that the principles described in paragraph 3 have been, or will be, brought to the attention of all subcontractors, suppliers and associated companies providing services or materials connected with the tender and any contract entered into with the subcontractors, suppliers or associated companies will be made on the basis of the compliance with the above principles by all parties.
5. I understand that ECW reserves the right, unless the tenderer stipulates to the contrary in the tender, to accept such portion thereof as ECW may decide. ECW is not bound to accept the lowest or any tender.
6. I have obeyed the rules regarding confidentiality of tenders and will continue to do so as long as they apply.
7. I can confirm that I accept that any breach of any of the conditions could lead to any tender being rejected or to the rescission of the Contract by ECW.

Authorised Signatory	
----------------------	--

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Date	
Name in BLOCK LETTERS	
Job Title	
Telephone Number	
E-mail address	

Please ensure that the form is completed and signed before being returned with any other supporting documentation requested, by the due date and time. Use the checklist to ensure that you have submitted the relevant documents.

Activities 2 and 3 (see the specification - Annex 1 - for further detail) should be priced individually below:

Activity 2:

Staff Broken down by role			
Staff role/Name	Amount of time to be spent on project	day rate	Total
Attendance at meetings	Number of meetings	Rate	

Travel and subsistence		
Other costs: please specify		
Total Tendered Price (exc of VAT)		

Activity 3:

Staff Broken down by role			
Staff role/Name	Amount of time to be spent on project	day rate	Total
Attendance at meetings	Number of meetings	Rate	

Travel and subsistence		
Other costs: please specify		
Total Tendered Price (exc of VAT)		

NB: The price schedule may be returned on an excel spreadsheet.

1. COMPANY DETAILS

Please provide company details within the table below:

Question number	Question	Response
1(i)	Full name of the potential supplier submitting the information	
1(ii)	Registered office address (if applicable)	
1(iii)	Registered website address (if applicable)	
1(iv)	Trading status a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) third sector g) other (please specify your trading status)	
1(v)	Date of registration in country of origin	
1(vi)	Company registration number (if applicable)	
1(vii)	Charity registration number (if applicable)	
1(viii)	Head office DUNS number (if applicable)	
1(ix)	Registered VAT number	

2. APPROACH AND METHODOLOGY FOR THE COMMISSION (25%)

i). Outline your approach to this commission, the methodology you will pursue, and what steps you anticipate will be needed to develop the plan. Please make reference to how you will enable the development of the phase 2 pilot.

ANSWER FEEDBACK

3. TRACK RECORD AND EXPERIENCE (15%)

l) Describe your experience and track record with relevant similar projects, and how you would bring this to bear for this commission.

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ANSWER FEEDBACK

II) Describe your experience with, and awareness and understanding of the skills and jobs requirements for the carbon intensive industry transition towards clean energy and related sectors with particular reference to the identified geography and surrounding areas for the pilot

ANSWER FEEDBACK

4. CREDENTIALS OF PROJECT TEAM (20%)

i). Qualifications, expertise and experience of proposed consultancy team including availability for each personnel. Please include you/your teams stakeholder engagement experience.

ANSWER FEEDBACK

ii). CVs (Max 4 pages)

ANSWER FEEDBACK

5. APPROACH TO PROJECT MANAGEMENT AND QUALITY ASSURANCE (15%)

i). Describe your approach to project and relationship management, and how you will approach quality assurance for this project.

ANSWER FEEDBACK

ii). Please provide your project plan and the timetable for completion of this work

ANSWER FEEDBACK

i). Please indicate any additional outputs or outcomes you anticipate as part of your project/delivery plan or other considerations regarding value for money, including highlighting any social value that will be generated in delivery of the project outputs. For example, social value initiatives could promote equality, diversity, and inclusion within the clean energy sector, accounting for both protected characteristics and broader concerns such as socioeconomic background, rurality, etc.

ANSWER FEEDBACK

APPENDIX 4 – KEY PERFORMANCE INDICATORS (KPI'S)

A – Detail of work

1. Activity 2 (A and B)

Activity 2 will seek to complete the tasks carried out already in Activity 1, investigating further and engaging and consulting with stakeholders where relevant to the region/target area as defined by the Scope of Activity 1, as well as carrying out a data analysis exercise. A report will then be produced by the appointed consultant to complete both Activity 1 and 2.

The consultant will be responsible for setting up appointments, meetings and/or workshops (where applicable) to gather this information.

A) Stakeholder consultation:

- a. Ensuring that engagement takes place with organisations delivering projects, or those currently not participating in the market but which might be captured, and not just current skills providers (see the specification - Annex 1 - for further detail of these groups).
- b. Using tools such as surveys to engage with wider organisations/stakeholders.
- c. Utilising the sample queries to inform consultation, as well as wider considerations (see the specification - Annex 1 - for further detail)

B) Data analysis:

- a. Build on the knowledge already developed by the partners and in activity 1 and 2A, by further developing and compiling their evidence, evaluation and analysis of skills gaps/needs based on data within a summary report that builds on the output from activity 1 including outline recommendations for Activity 3 (action plan).
- b. Data should include analysis of current and expected future job vacancies and expected skills gaps in relevant sectors/industries
- c. It is important for the consultant to note how they will bring together evidence to understand supply & demand gaps and identify business/industry needs.

If further access to software / data is required, it should be outlined in the return tender document methodology.

Therefore, by the end of Activity 2, the consultant should have produced:

1. Stakeholder Analysis/Engagement Plan (submitted prior to consultation beginning)
2. Stakeholder Engagement map & contacts (outlining all relevant stakeholders in the North West and North Wales – including any new contacts to be shared with ECW)
3. Updated evidence base report with clear recommendations for Activity 3

2. Activity 3: Plan Development

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Using the evidence gained in Activity 1 and 2, alongside any useful outputs from other related industrial decarbonisation work, the consultant is to create a Skills Mapping Plan. As a guide, the Plan should provide a narrative of the assessment of key issues in 500 words or less. We expect Plan should be no more than 30 pages. Any additional information, evidence or data can be included as an annex.

Annexes and Briefing Notes which capture background information and methodology should also be provided.

The Plan should seek to (not an exhaustive list):

- a. Undertake an assessment of the current state of the target area carbon intensive and clean energy sectors and employers and future skill needs for clean energy sectors.
- b. Identify target area workforce skills skill challenge(s), barrier(s) and gap(s) in transitioning the workforce to clean energy opportunities and jobs.
- c. Utilise supporting evidence from primary and secondary research and explicitly set out the methodology chosen in developing the Plan.
- d. Propose suggestions for skill or other appropriate interventions based on the evidence of the skills challenges, barriers and gaps for transitioning the workforce into clean energy jobs.
- e. Provide supporting evidence for the arguments made, including evidence of engagement with a wide range of local stakeholders e.g., training providers, local authorities, further education colleges and local employers

The Plan will need to also consider the following, as per the funders expectations:

1. The ability to see key challenges, gaps and barriers *prioritised* and a *clear narrative* that links the challenges for the target geographical area(s) of focus and the proposed interventions to test through the skills pilots.
2. As this is a pilot, the plan does not need to cover the entire region with the Skills Mapping Plan. It is likely the plan will focus on a particular area/workforce with the intention of rolling the approach out on a wider scale once tested. Data would be complementary to that captured within the Net Zero North West Project Intelligence Platform.
3. Considering funding may continue in FY25/26, the plan should ensure there is the propensity to scale-up implementation measures, *and that data, approaches and recommendations from this exercise can be usefully employed in the NW scale up activity*. The further areas that the plan should be able to scale up to work for include relevant workforces/clean energy jobs as agreed with core NW subregional areas as well as to complementarity of approaches with the wider North Wales area:
 - a. Cheshire & Warrington
 - b. Liverpool City Region
 - c. Cumbria

4. There are no strict format requirements however the report should clearly contain two sections (see the specification - Annex 1 - for further detail) that will be assessed by the funder to determine funding for Phase 2.

Therefore, by the end of Activity 3, the consultant should have produced:

1. A maximum 30 page North West Regional Skills Mapping Plan that would be publishable on gov.uk in discussion with the funder, alongside a 500 word narrative summary of the recommendations.
1. Regional summary dissemination event for relevant officers and key stakeholders (separate budget to be agreed)
2. Organising and attendance at project meetings, every two weeks on average.
3. Attendance / reporting at board meetings where required - ECW and the NZ Hub will set up a board of public and private organisations and skills leaders as required to review the project (once monthly board)
4. Limited additional reporting to stakeholder organisations such as Net Zero North West and the North West Net Zero Hub Board / Regional Leaders Forum

B - Additional KPIs:

1. **Regular meeting attendance with the team managing the contract (e.g. weekly check-ins), and steering group.**
2. **Consultation with key stakeholders**
3. **Delivery of skills plan within agreed timescales.**

ECW contract for the Supply of Services shall form the basis of the main terms and conditions of the contract ([see attached document](#)). The successful bidder must thoroughly read, agree and comply with the Contract Terms & Conditions Agreement.

Contractors Induction Checklist provided in tender documentation will form part of the contract.

ANNEX 1 – SPECIFICATION

DETAILED SCOPE OF SERVICES

ACTIVITY 2 A and B – Completion of activity 1 evidence base, stakeholder consultation and data analysis

2A

To investigate further, the consultant is required to engage with the following stakeholders, where relevant to the region/target area as defined by the scope in Activity 1:

- Local Authorities such as Cheshire West and Chester Council and others relevant to the target areas, especially those that have received funding or are delivering skills interventions relevant to the project e.g., SPF.
 - The successors to Local Enterprise Partnerships, Combined Authorities and Mayoral Combined Authorities including Metro Mayors (across North West with North Wales)
 - Chambers of commerce
 - Industry bodies/representatives
 - Further and higher education colleges, University Technical Colleges
 - Independent training providers
 - Trade associations
 - Employer representative bodies (ERBs)
 - Employers in the carbon intensive and clean energy sectors that are active in the area, including small and medium enterprises / supply chains.
 - DWP/Jobcentres
 - Third sector organisations involved in getting people into work more widely.
 - As well as any other organisations considered to be relevant.
 - Skills England (e.g., linked to employer regional roundtables)
 - Relevant trade unions
-
- The consultant will be responsible for setting up appointments, meetings, and/or workshops (where applicable) to gather this information, supported by the steering group and lead officers.

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- It is important that we gather input and views from organisations delivering projects, or those currently not participating in the market, but which might be captured - not just current skills providers.
- An online survey may be the appropriate format to gather views from a wider range of organisations in addition to the above interviews.

Proposed queries

- The potential funder has issued a sample set of queries as part of consultation to employer, employees, and training providers, which can be developed further. These are outlined below and are not an exhaustive list and the specific circumstances in the area may suggest several aspects for consideration.
- It would be best to undertake i and ii (where possible) prior to undertaking iii given that i and ii may provide the evidence base for fruitful discussions in C.
 - i. *Working with clean energy employers / representative bodies*
 - What skills/training do they / their employees currently need?
 - How many additional people are needed in future? What training/skills would they require?
 - Are they able to access the training needed and if not why?
 - Are they able to / how do they recruit additional staff if they need them and are those staff already skilled or is training required?
 - ii. *Working with workers*
 - What skills/training do they currently have and need?
 - What are the perceived barriers and challenges and disincentives to transitioning to clean energy sector/employer in the area?
 - Are they able to access training which focuses on clean/green sectors and if not why?
 - iii. *Working with training providers [to be completed following i and ii]*
 - Identifying the main providers that serve the local area.
 - What relevant courses do they offer?
 - What is demand like for these courses?
 - Do they meet the current needs of clean energy employers in the area? Can they meet future needs?
 - Do they have the right expertise and facilities to offer the courses that employers need?
 - Are employers aware of these courses?
 - Are there any barriers/issues that prevent effective responses to need?

2B Data Analysis and Completion of Activity 1 Report

- Building on the knowledge already developed by the partners and in activities 1 and 2A, the consultant should develop and compile their evidence, evaluation and analysis of skills gaps/needs based on data within a summary report that builds on the output from activity 1 including outline recommendations for activity 3 (action plan).
- Data should include analysis of current and expected future job vacancies and expected skills gaps in relevant sectors / industries
- It is important for the consultant to note how they will bring together evidence to understand supply & demand gaps and identify business/industry needs.
- *If further access to software / data is required, it should be outlined in the return tender document methodology.*

Outputs:

1. Stakeholder Analysis/Engagement Plan (submitted prior to consultation beginning)
2. Stakeholder Engagement map & contacts (outlining all relevant stakeholders in the North West and North Wales – including any new contacts to be shared with ECW)
3. Updated evidence base report with clear recommendations for activity 3

Activity 3 – Plan Development

Approach:

- Using the evidence gained in Activity 1, 2 & 3, the consultant is to create a Skills Mapping Plan. As a guide the Plan should provide a narrative of the assessment of key issues in 500 words or less. We expect Plan should be no more than 30 pages. Any additional information, evidence or data can be included as an annex.
- Annexes and Briefing Notes which capture background information and methodology should also be provided.
- The plan should as far as possible:
 - Undertake an assessment of the current state of the target area carbon intensive and clean energy sectors and employers and future skill needs for clean energy sectors.
 - Identify target area workforce skills skill challenge(s), barrier(s) and gap(s) in transitioning the workforce to clean energy opportunities and jobs.

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- Utilise supporting evidence from primary and secondary research and explicitly set out the methodology chosen in developing the Plan.
- Propose suggestions for skill or other appropriate interventions based on the evidence of the skill challenges, barriers and gaps for transitioning the workforce into clean energy jobs.
- Provide supporting evidence for the arguments made, including evidence of engagement with a wide range of local stakeholders e.g., training providers, local authorities, further education colleges and local employers
- The plan may identify several challenges, gaps and barriers for the re/upskilling of workers into clean energy / clean jobs.
- The funder expects to see key challenges, gaps and barriers *prioritised* and a *clear narrative* that links the challenges for the target geographical area(s) of focus and the proposed interventions to evaluate through the skills pilots.
- As this is a pilot, the plan does not need to cover the entire region with the Skills Mapping Plan. It is likely the plan will focus on a particular area/workforce with the intention of rolling the approach out on a wider scale once tested. Data would be complementary to that captured within the Net Zero North West Project Intelligence Platform.
- Considering funding may continue in FY25/26, the plan should ensure there is the propensity to scale-up implementation measures, *and that data, approaches and recommendations from this exercise can be usefully employed in the NW scale up activity*. The further areas that the plan should be able to scale up to work for include relevant workforces/clean energy jobs as agreed with core NW subregional areas as well as to complementarity of approaches with the wider North Wales area:
 - Cheshire & Warrington
 - Liverpool City Region
 - Cumbria
 - Greater Manchester
 - Lancashire
- There are no strict format requirements, however the report should clearly contain two sections with the following content that will be assessed by the funder to determine funding for phase 2.

Section 1

- **Section one where possible should cover the following:**

• Skills Mapping Section 1	
• Requirement(s)	• Further Information

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<ul style="list-style-type: none"> Assessment and mapping of sectors and jobs in the target area in carbon intensive and clean energy sectors. 	<ul style="list-style-type: none"> The assessment should where possible include: Projected timelines for carbon intensive employer decline and clean energy sector/employers in the targeted area. Assessment of number of jobs at risk of the transition to Net Zero. Assessment of number of jobs in clean energy sectors. Identification of skills required for roles in for clean energy jobs.
<ul style="list-style-type: none"> Assessment and mapping of current skills of workforce. 	<ul style="list-style-type: none"> Evaluation of skills and qualifications of workers.
<ul style="list-style-type: none"> Assessment and mapping of skill gaps and challenges of workforce 	<ul style="list-style-type: none"> Gap Analysis: Comparison of current skills with future needs to identify skill gap(s). Assessment of skill challenge(s)
<ul style="list-style-type: none"> Assessment of disincentives/barriers 	<ul style="list-style-type: none"> Assessment of perceived and or actual disincentives blocking workers from transitioning into clean energy sectors/jobs. Local workforce engagement to understand barriers to transitioning to clean energy jobs.
<ul style="list-style-type: none"> Assessment of impact on protected groups 	<ul style="list-style-type: none"> Assessment of impact of transition on protected groups, as identified in the Equality Act.

Table 2 Outline of Section 1 Skills Mapping Plan

Section 2

- Section two should where possible cover the following:**

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• Skills Mapping Section 2	
• Requirement(s)	• Further Information
<ul style="list-style-type: none"> Assessment of intervention(s) to support the workforce into clean energy jobs. 	<ul style="list-style-type: none"> The assessment should where possible include: Suggested Intervention(s) including outline of how the intervention can be delivered and potentially scaled up. Detailed cost of proposed interventions and consider how they can leverage in other sources of co/match funding for skills interventions. Please note interventions including resource cannot exceed £900,000. Expected impact of the suggested interventions, including on those from protected groups under the Equality Act. Outline of how the proposed intervention(s) will address/overcome identified barriers, disincentives, challenges identified in Section 1 of the plan. Where possible interventions should be innovative and targeted to support the workforce in transitioning to clean energy opportunities. Consideration of skill interventions and funding being delivered in the target area with rationale as to why funding for interventions aligns with other UKG and devolved

	funding and does not duplicate existing interventions.
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Table 3 Outline of Section 2 Skills Mapping Plan

- The government may wish to publish the final approved plan on gov.uk and will engage with the Net Zero Hub accordingly in relation to publication.
- Attention must be given in developing the plan to the delivery timetables of relevant local and regional skills providers e.g., for colleges based around design and mobilisation April-May, planning, programming and recruitment over summer recess May-September, and autumn intervention delivery/teaching.
- Attention should also be given to how to encourage a collaborative rather than competitive approach to skills intervention delivery and consideration of existing/planned specialisms.
- Consideration should be given to the prioritisation of interventions identified in Section 2 of the plan in terms of impact and delivery order, and overall plan deliverability.
- The consultant should be able to describe ways in which the plan can embed social value outcomes and priorities including:
 - Promoting Skills and Employment
 - Supporting the Growth of Responsible Local Businesses:
 - Creating Healthier, Safer and More Resilient Communities
 - Protecting and Improving our Environment
 - Promoting Social Innovation

Outputs:

2. A (maximum) 30-page Skills Mapping Plan that would be publishable on gov.uk in discussion with the funder, alongside a 500 word narrative summary of the recommendations.
3. Regional summary dissemination event for relevant officers and key stakeholders (separate budget to be agreed)
4. Organising and attendance at project meetings, every two weeks on average.
5. Attendance / reporting at board meetings where required - ECW and the NZ Hub will set up a board of public and private organisations and skills leaders as required to review the project (once monthly board)
6. Limited additional reporting to stakeholder organisations such as Cheshire West and Chester Council, Net Zero North West and the North West Net Zero Hub Board / Regional Leaders Forum

NOT INCLUDED WITHIN TENDER (for info)

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ACTIVITY 1

Partners are aware of a range of resources about the industrial cluster's skills needs, however these do not form a comprehensive approach and have not been coordinated. The list below includes the known reports, data, initiatives, suppliers and skills programmes but should not be seen as exhaustive and should be developed further as required by the consultant.

Example of compiled evidence includes:

- Potentially, clean energy targeting data from DESNZ if available TBC
- Data sources for appropriate sectors and geographies, such as:
 - Data from Horsefly Analytics centred on main NW and N Wales population centres with appropriate mile radius. Horsefly can test the market for construction contracts using keywords (managed by LCRCA)
 - ONS data
 - Analysis of current vacancy data (Lightcast) [available for NW/NWales via ECW]
- Local data relevant to the target / wider areas such as:
 - Access to info on current relevant skills training centres/providers in local area e.g. Skills Academies, education colleges
 - Local Skill Improvement Plans
 - Local Skill Improvement Funding for skills and Clean Energy
 - Freeport Skill Plans
 - Local Growth Plans in development by Combined Authorities/others.
 - Planning application data from relevant industry projects
 - ECW and Cheshire West and Chester Council skills data and intelligence e.g. C&W Low Carbon Skills and Jobs Report
 - Stakeholder lists (to be further developed by the consultant)
- NW Industrial Cluster Plan including Skills Overview and related partner materials including:
 - Net Zero North West Cluster Plan documentation
 - [Net Zero North West Economic Prospectus](#)
 - [Summary of cluster plan skills position – University of Chester](#)
 - The Net Zero Skills Challenge – Manchester Metropolitan University (2021)
 - HyNet UK North West Mace/ University of Chester (July 2021) Socioeconomic Impact Assessment
 - HyNet UK North West Mace/ University of Chester (July 2021) Workforce Development Study
 - Net Zero North West Business Plan
 - Net Zero North West forthcoming Project Intelligence Platform

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- Data from sector / industry organisations
 - e.g. ECITB, CITB and Cogent, and Opergy Energy Skills data platform (DESNZ partnered)
 - Summaries of existing Training Needs Analysis exercises where available from industry / industry representatives
- Wider national reports from similar bodies e.g.:
 - Clean Power 2030 Action Plan: Assessment of the clean energy skills challenge – Gov.uk
 - Towards Net Zero: The implications of the transition to net zero emissions for the Engineering Construction Industry – ECITB and Element Energy (March 2020)
 - Supply Chain Excellence for CCUS – CCSA (July 2021)
 - [Net Zero in the North East of England: Regional Transition Impacts](#)
 - Humber Industrial Cluster Skills Analysis [Talkbook portrait template](#)
 - Just transition activity in Scotland
 - National Nuclear Taskforce and Skills Plan
 - [Green Jobs Taskforce report - GOV.UK](#)
 - Hydrogen UK [Jobs & Skills - Hydrogen UK](#)
 - Skills England e.g. regional employer roundtable outputs - North

Outputs:

- Review of material provided with clear summary reflections. This should include summary of current evidence (with areas of alignment/contradiction/gaps) on the following:
 - The existing fossil fuels related skills and workforce base
 - The existing clean energy jobs vacancies and skills base
 - The expected shrinkage / growth / pivoting of these industries and vacancies/projected vacancies identified, linked as far as possible to decarbonisation timescales to 2030 and 2040
 - Quantum of roles required vs labour and potential workforce identified
 - Intelligence about split across primes and supply chains
 - Data / intelligence on economic impact
 - Data / intelligence on equality, diversity and inclusion and social mobility
 - Training providers active in the region for in-scope sectors/areas and any areas of specialisation etc
 - Relevant definitions worked with and clarification of the scope of the pilot focus area (sector/geography etc) for activities 2 and 3

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- A baseline analysis with relevant data cuts at NW regional and subregional level for future activity
- Provide feedback to the client and partners on gaps / areas for further development and recommendations for completion as part of activity 2 and 3
- This may be in the format of open access meeting & slide presentations, GIS Mapping, spreadsheets, and will include a draft report.

Activity 4: Training Needs Analysis

- ☐ Substantive work is required to examine the training needs of existing carbon intensive industry in Cheshire and Warrington.
- ☐ This will provide more granular detail and further insights into current skills base, current skills gap, and emerging skills requirements.
- ☐ This work will be conducted in conjunction with private sector stakeholders to best assess their requirements
- ☐ Outputs from this work would feed in to activity 3.

Phase 2 - NOT INCLUDED WITHIN TENDER (for info):

- The intent of the Plan creation is to then implement the pilot initiatives in financial year 25/26 with additional funding. This funding is TBC during the scope of this consultancy therefore is not part of this scope. However, should the funding be confirmed, the Plan development will need to feed into the pilot programme.
- However, the consultant should aim to deliver a Plan that proposes practical solutions to the skills needs / gaps that can be delivered in subsequent years. It is expected that the plan would be reviewed against the guidance by the funder to see whether they are eligible / priority for phase 2 funding.
- Pilots at Phase 2 should where possible be supported by *co-investment for workforce interventions in the local area provided by a local partner* which could include but is not limited to the company carrying out any redundancies and or local companies/businesses. Co-investment or match funding skills intervention will be determined on a case-by-case basis.
- Potential skills interventions could cover things such as increasing training capacity, funding targeted hubs and project teams to transition workers, fund further college courses, facilitating knowledge transfer within industry and financial support for employers who wish to co-deliver bespoke training programmes.