

North of Tyne Combined Authority, Cabinet

Annual Meeting

Tuesday, 4 June 2019 at 2.00 pm

Meeting to be held: Committee Room, Civic Centre, Newcastle upon Tyne, NE1 8QH

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AGENDA

Page No

1. **Announcements from the Mayor and/or the Head of Paid Service**
2. **Apologies for Absence**
3. **Declarations of Interest**

Please remember to declare any personal interest where appropriate both verbally and by recording it on the relevant form (to be handed to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.

Note: The Audit and Standards Committee has granted dispensations to Cabinet members so that they may participate in decisions which relate to the constituent authority which appointed them.

4. **Minutes of the Previous Meeting** 1 - 6

5. **Appointments to Cabinet, committees and other bodies**

Members are requested to note the intention to circulate the above report on a supplemental agenda in accordance with the provisions of the Local Government (Access to Information) Act 1985.

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|----|--|----------------|
| 6. | Draft 2018/19 Outturn Statement and Draft 2018/19 Statement of Accounts | 7 - 14 |
| 7. | North of Tyne Adult Education Budget Devolution | 15 - 24 |
| 8. | Investment Fund Update | 25 - 36 |
| 9. | Date and Time of the Next Meeting | |

Tuesday, 30 July 2019 at 2pm at North Tyneside Council.

Contact Officer: Victoria Miller
Tel: 0191 211 5118
Email: Victoria.Miller@northoftyne-ca.gov.uk



North of Tyne Combined Authority, Cabinet

24 April 2019

Meeting held: Mansion House, Fernwood Road, Jesmond, Newcastle upon Tyne, NE2 1TJ

Minutes

Present:

Chair: Mayor N Redfearn

Councillors W Daley, P Earley, N Forbes, P Jackson, J McCarty and B Pickard and Mr M Thompson

38 APOLOGIES FOR ABSENCE

An apology for absence was received from Mr A Hodgson.

39 DECLARATIONS OF INTEREST

Mr M Thompson declared an interest in agenda items 6 (Investment Fund Update and Funding Approvals) and 7 (Operational Update) due to the involvement of Ryder Architecture in the feasibility work on the Campus for Ageing and Vitality and the designing of The Lumen at Newcastle Helix. Mr Thompson remained at the meeting but did not participate in the discussion on the agenda items 6 and 7.

40 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 12 March 2019 were approved as a correct record and signed by the Chair.

41 SCHOOL IMPROVEMENT STRATEGY AND EDUCATION CHALLENGE

Submitted: A report of the Interim Head of Paid Service (previously circulated and copy attached to Official Minutes).

The Cabinet considered the report which provided information on the work of the Authority to lead on education improvement and invited associated approvals. The report was introduced by Councillor W Daley, the Portfolio Holder for Education Improvement.

Members welcomed this important opportunity to work jointly to improve education in the North of Tyne Combined Authority's area.

In discussion, Members also talked about:

- the clarity of the ambition to improve education in the Authority's area;
- the focus of the Education Challenge and the uniqueness of this opportunity;
- the issues of the current education system;
- the importance of transformation of the school system;
- the importance of early years education and support;
- the benefits of working collaboratively with business partners; and
- the importance of a clear action plan.

The Chair noted that the North of Tyne Education Improvement Challenge and Joint School Improvement Strategy were part of the devolution deal for the area, and that it had been a hard journey to achieve the devolution agreement with the government and secure this important opportunity to drive education improvements for the area.

RESOLVED – That:

- i. The priorities for the Joint School Improvement Strategy and the focus for the Education Challenge as set out in the report be approved;
- ii. The approach to developing both of the above, including the proposed governance, as set out in the report be approved; and
- iii. The investment in further resource to develop both of the above, subject to a more detailed application to the Business Case Development Fund be approved, and the final approval be delegated to the Head of Paid Service, in consultation with the Portfolio Holder.

42 **ADULT EDUCATION BUDGET (AEB) DEVOLUTION**

Submitted: A report of the Head of Inclusive Growth (previously circulated and copy attached to Official Minutes).

The Cabinet considered the report which provided an update on the approach being adopted in preparing for Adult Education Budget (AEB) devolution and a summary of the progress to date, timelines and next steps. The report was introduced by Councillor J McCarty, Portfolio Holder for Employability and Inclusion.

Members welcomed the strategic thinking for the North of Tyne area and effective links between the Authority's Cabinet portfolios. A Member raised the issue of the capacity to manage the funding and the cost of that capacity.

The Chair welcomed this important opportunity, which was aimed at helping to deliver adult education that responded better to local needs.

RESOLVED – That:

- i. The approach being adopted to demonstrate to the Government the Combined Authority's readiness for Adult Education Devolution be approved; and
- ii. The Interim Head of Paid Service be authorised, in consultation with the Portfolio Holder, to finalise and provide to the Department for Education (DfE) the Authority's submission to demonstrate its readiness for the devolution of the Adult Education Budget.

43 **INVESTMENT FUND UPDATE AND FUNDING APPROVALS**

Submitted: A report of the Interim Director of Inclusive Growth (previously circulated and copy attached to Official Minutes).

The Cabinet considered the report which provided an update on investment decisions and invited further decisions on the allocation of funding. The report also provided an outline of a proposed Investment Plan for the allocation of Investment Fund resources over the next 5 years. The report was introduced by Councillor B Pickard, Portfolio Holder for Economic Growth.

Members welcomed the progress achieved, the proactive approach, the planning ahead in the current, somewhat uncertain, times and the early start of delivering jointly on the vision for the area and on the promise made to the government, which, amongst other matters, was key to attracting further funding.

The Chair spoke about the hard work that had been undertaken by the three local authorities to achieve the devolution deal, which set out to bring improvements to the area, whilst meeting the area's requirements and addressing its challenges. She thanked everyone involved for their hard work and mentioned that this was only the start of this important journey for the area.

RESOLVED – That:

- i. The award of £400,000 to Northumberland County Council to the costs of organising a stage of the Tour of Britain Cycle Race in September 2019 be noted;
- ii. The progress that had been made with the development of the STEM and Digital Skills call for applications be noted;
- iii. Business Case Development funding of £200,000 to Newcastle University for the North of Tyne: A Campus for Ageing & Vitality be approved;
- iv. The Interim Head of Paid Service be authorised to finalise the conditions to be attached to the above funding awards, and the Interim Monitoring Officer be authorised to complete the necessary documentation; and
- v. The Investment Plan, including the allocation of funding to different themes, be approved.

44 OPERATIONAL UPDATE

Submitted: A report of the Interim Head of Paid Service (previously circulated and copy attached to Official Minutes).

The Cabinet considered the report which provided an update on the recent business and community and voluntary sector engagement events, staff recruitment and the progress of preparation for the Mayoral Election 2019. The report also sought Cabinet's approval for the location of office accommodation for the Combined Authority.

In discussion, Members made the following suggestions:

- the need for engagement with young people, including Youth Councils;
- the need for continued engagement with the Authority's Overview and Scrutiny Committee to assist its understanding of the Authority's work, including targeted training and the use of a holistic approach; and
- the need for further engagement and regular communication with the Voluntary and Community Sector with the aim of keeping the sector informed about the Authority's activities.

RESOLVED – That:

- i. The latest progress with recruitment and staffing, business and community and voluntary sector engagement and election preparations be noted;
- ii. Approval be given to the permanent location of office accommodation for the Combined Authority at The Lumen, Newcastle Helix;
- iii. Delegated authority be granted to the Head of Paid Service in consultation with the Elected Mayor, the Interim Section 73 Officer and the Interim Monitoring Officer to negotiate lease arrangements for the permanent office accommodation location; and
- iv. Approval be given to the temporary location of Quadrant West, Cobalt Business Park as office accommodation for a short-term period of up to 12 months pending completion of the development of The Lumen.

ANNOUNCEMENTS

Announcements from the Interim Mayor

With the meeting being the last scheduled meeting in the current municipal year and in the light of the forthcoming mayoral election, Mayor Norma Redfearn, the Interim Mayor of the Combined Authority and the Chair of the Cabinet, spoke about the Authority's ambition, welcomed the joint working and thanked everyone for their support during her role as the Interim Mayor.

Thanks to the Interim Mayor

Members expressed their sincere appreciation to Mayor Norma Redfearn for her leadership and asked for this to be recorded.

45 **DATE AND TIME OF THE NEXT MEETING**

Tuesday, 4 June 2019 at 2pm (Annual Meeting).

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Subject: Draft 2018/19 Outturn Statement and Draft 2018/19 Statement of Accounts

Report of: Janice Gillespie, Interim Chief Finance Officer

Report Summary

The purpose of this report is to advise Cabinet of the outturn position for the period ended 31 March 2019. The Draft Statement of Accounts are being finalised and are due to be completed and signed off by the Chief Finance Officer for public inspection and external Audit by Ernst Young by 31 May 2019.

Recommendations

The Cabinet is recommended to:

1. Note the information contained in this report; and
2. Note the intention to present the audited 2018/19 Statement of Accounts to Cabinet on 30 July 2019.

1 Background Information

1.1 Statement on Accounts

The Combined Authority's audited Statement of Accounts (the Accounts) 2018/19 will be presented to Cabinet for discussion and approval on the 30 July 2019. The Accounts are a statutory document which set out the Authority's financial position and performance for the period from 2 November 2018 to 31 March 2019. They are a series of formal accounts prepared according to a specific statutory and regulatory framework.

This report sets out the Authority's financial performance in an outturn report. This reflects the Authority's structure and is presented on a similar basis to the financial management reports that will be presented to Cabinet throughout the forthcoming

year. This report is also the end-point of the Combined Authority’s financial management process for the five month financial period to 31 March 2019.

The figures contained in this report are provisional until the completion of the Accounts. In accordance with legislation the draft Accounts will be “certified” by the Chief Finance Officer by 31 May 2019 and the audited Accounts will be approved by full Cabinet by 30 July 2019.

Budget Setting

The budget for 2018/19 was approved by full Cabinet at its meeting of 4 December 2018. The Corporate Budget was set at a net income of £0.261m covering the costs associated with establishing the Combined Authority and its capacity to deliver. The Investment Fund Budget was set at a net income of £18.567m, reflecting the early costs associated with the development of proposals to be delivered through the Investment Fund.

Outturn and Reserves

The outturn for 2018/19 indicates a breakeven position for the Corporate Budget with a lower call than expected on the Investment fund of £0.387m. This position reflects the planned transfer of £0.200m to a General Reserve. The Investment Fund shows a net income of £19.550m to be transferred to reserve. As a result of some additional grants during 2018/19 the Reserves position at 31 March 2019 total £19.932m. The summary outturn position is set out below in Table 1 and reserves statement in Table 4 on page x

Table 1 2018/19 Summary Outturn position

Summary Outturn 2018-19	Budget 2 November to 31 March 2019	Actual 2 November to 31 March 2019	Variance 2 November to 31 March 2019
	£	£	£
Investment	(18,566,667)	(19,550,577)	(983,910)
Corporate	(261,144)	0	261,144
Total of Service	(18,827,811)	(19,550,577)	(722,766)

Accounting Adjustments

As part of the statutory reporting regulations there is a requirement to ensure there is a clear audit trail between the outturn figures reported to Cabinet and those published in the Statement of Accounts. For 2018/19 there are no specific statutory accounting adjustments that will apply directly to the Combined Authority, however the statutory accounts will include an element of the accounts for the North East

Combined Authority that relate to the transport activities that can be attributed to the North of Tyne Authorities.

Draft Statement of Accounts

Currently a set of draft Statement of Accounts have been produced based on the direct income and expenditure of the NTCA. At the date of writing this update accounting information in respect of the Joint Transport Committee has been received and is currently in the process of being included in the Draft Statement of Accounts.

1.2 Corporate Budget Outturn

A more detailed outturn for 2018/19 Corporate Budget is set out below in Table 2.

Table 2 2018/19 Corporate Budget Outturn

Corporate Budget 2018-19	Budget 2 November to 31 March 2019	Actual 2 November to 31 March 2019	Variance 2 November to 31 March 2019
Expenditure	£	£	£
Staffing / secondments	457,814	417,351	(40,463)
Advisors / set up	85,000	27,365	(57,635)
SLA's	79,375	84,466	5,091
Contribution to reserves	200,000	381,818	181,818
Total Expenditure	822,189	911,000	88,811
Income			
Interest	0	(1,988)	(1,988)
Mayoral candidates	0	(4,500)	(4,500)
AEB Income	0	(26,021)	(26,021)
EU exit grant	0	(90,909)	(90,909)
Veterans housing grant	0	(90,909)	(90,909)
Mayoral Capacity Fund	(250,000)	(250,000)	0
Investment Fund contribution	(833,333)	(446,673)	386,660
Total Income	(1,083,333)	(911,000)	172,333
NET (Income)/Expenditure	(261,144)	0	261,144

Expenditure Variances

The staffing budget covered seconded posts from 2 November and a potential 4 full time employees that were expected to be recruited. At 31 March recruitment was in progress however only one post had commenced employment. Advisors fees were less than budgeted giving rise to the positive variance. The Service Level Agreements(SLAs) covered IT, insurance, communications, payroll, governance, audit and HR. Actual legal fees were higher than budget due to the additional resource requirement during the set up phase of the authority. The £0.200m budgeted contribution to a Strategic Reserve was made.

Income Variances

The positive grant variances result from non-budgeted smaller grants such as the EU Exit Grant and the Veterans Housing grant which were awarded late in the financial year. A successful submission was made for the AEB readiness grant and this has been applied to expenditure during 2018/19. Short term investment of surplus cash has resulted in a small amount of interest being received.

1.3

Investment Fund Outturn

Table 3 below sets out the detailed outturn against the budget for the Investment Fund.

Table 3 2018/19 Investment Fund Budget Outturn

Investment Fund 2018-19	Estimate 2 November to 31 March 2019	Actual 2 November to 31 March 2019	Variance 2 November to 31 March 2019
Expenditure	£	£	£
Supporting Business Case development	300,000	0	(300,000)
Workstreams	250,000	0	(250,000)
Technical Support	50,000	2,750	(47,250)
Contribution to Corporate Costs	833,333	446,673	(386,660)
Total Expenditure	1,433,333	449,423	(983,910)
Income			
Investment fund	(20,000,000)	(20,000,000)	0
Total Income	(20,000,000)	(20,000,000)	0
NET (Income)/Expenditure	(18,566,667)	(19,550,577)	(983,910)

Expenditure Variances

Due to the late start- up of the authority in the financial year and the necessary timing of cabinet decisions little actual expenditure has been incurred during 2018/19. An update on progress with the Investment fund is included in another report to Cabinet at this meeting.

1.4 Reserves Statement

Reserves held at 31 March 2019 are set out in Table 4 below.

Table 4 2018/19 Outturn Reserves Statement

Reserves Statement 2018-19	Description
£	
90,909	Homeless Veteran Grant Reserve
90,909	Preparing to Exit Grant
200,000	Strategic Reserve
19,550,552	Investment Fund Reserve
19,932,370	Total

The Authority will work with the three constituent North of Tyne Authorities during 2019/20 to determine the appropriate use of the Homeless Veteran Grant. The Eu Exit Grant will be held to support actions deemed necessary to support the EU exit process. The Investment fund reserve will be used in accordance with developing programme of activity.

1.5 Treasury Management Performance

The first installment of the devolution grant of £20m was received close to the year end, £19.890m of this was invested short term with the Debt Management Office.

1.6 North East Joint Transport Committee (JTC)

Cabinet are aware that as part of the requirements arising from the establishment of this authority that a North East Joint Transport Committee (JTC) was created in order to continue to take decisions on Transport across the previous LA7 area of NECA.

The nature of the JTC is such that the assets and liabilities of the JTC are required to be disclosed in the Statement of Accounts of this authority, and will be allocated on a population basis between the North East Combined Authority (NECA) and the NTCA. The accounts will include a note of the income and expenditure and assets and liabilities relating to transport and how these have been apportioned between the NECA and the NTCA. Outside the statutory audited accounts, information on the transport budget across the whole JTC area will be reported to that committee. For completeness of information the NECA Revenue and Capital Outturn report being reported to the NECA leadership board is included as a background report to this report.

2. Potential Impact on Objectives

- 2.1 The North of Tyne Combined Authority Vision document sets out the strategic objectives of the Authority, detailing the key priorities and the first steps in the journey around the six key pillars. The budget will enable the Authority to properly discharge its functions and assist in delivering the Authority's vision, policies and priorities.

3. Key Risks

- 3.1 A key risk in the production of the Statement of Accounts is the appropriate allocation and accounting for Transport Income, Expenditure, Assets and Liabilities. Early dialogue had been undertaken with both the finance officers at the NECA and the external auditors to both the NECA and the NTCA in order to ensure the approach undertaken is understood and agreed.

A further risk associated with this is in respect of the timeliness of the receipt of the relevant information for disclosure in the NTCA Statement of Accounts which are required to be published by 31 May 2019. At the date of writing this report the required information has been received, reducing this risk. A verbal update will be provided to Cabinet on 4 June regarding the completion and publication of the Draft Statement of Accounts.

4. Financial and Other Resources Implications

- 4.1 The report sets out finance and other resource considerations in detail.

5. Legal Implications

- 5.1 The Authority is required to agree a balanced budget annually and to monitor that budget throughout the year. The Authority must also make provision for an adequate level of un-earmarked reserves. It is also required to ensure that good financial governance arrangements are in place.

The Authority is required under the Accounts and Audit Regulations 2015 and the Chartered Institute of Public Finance and Accountancy's Code to prepare and approve its accounts for the financial year 2018/19 by 31 July 2019.

6. Consultation/Engagement

- 6.1 The creation of the North of Tyne Combined Authority has been subject to significant regional and national engagement. The 2018/19 Budget was based on the early steps taken in creation of the authority required to deliver the devolution deal. The Constituent Authorities have been consulted directly on the production of the outturn statement.

7. Appendices

- 7.1 None

8. Background Papers

- 8.1 8 November Cabinet Report: North Tyneside Combined Authority Vision and Emerging Priorities of Early Investment.
The Combined Authorities (Finance) Order 2017.
Statutory Instrument No 1133 (2018) The Newcastle Upon Tyne, North Tyneside and Northumberland Combined Authority (Establishment and Functions) Order 2018.
8 November Cabinet 2018/19 Budget Report
4 June NECA Leadership Board 2018/19 Revenue and Capital Outturn.

9. Contact Officers

- 9.1 Janice Gillespie, Chief Finance Officer, Janice.gillespie@northoftyne-ca.org.uk
Donna Martin, Principal Accountant, Donna.Martin@northoftyne-ca.org.uk

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Subject: North of Tyne Adult Education Budget Devolution

Report of: Interim Monitoring Officer and Head of Inclusive Growth

Portfolio: Employability and Inclusion

Report Summary

This report seeks Cabinet's approval to consent to the making of the legal order which will enable the Secretary of State for Education (SoS) to devolve the Adult Education Budget (AEB) to NTCA from the academic year 2020/21 onwards

Recommendations

Cabinet is recommended to authorise the Interim Head of Paid Service, in consultation with the portfolio holder, to:

1. provide written confirmation to the SoS that NTCA consents to the making of the order which will devolve the AEB to NTCA as set out in this report; and
2. complete the Memorandum of Understanding between NTCA and the SoS which sets out the agreed ways of working between the parties.

1. Background Information

- 1.1 Further to the report to Cabinet in April (copy attached), preparations for the devolution of the AEB are progressing well. DfE are currently reviewing the readiness self-assessment which NTCA submitted on 26 April. Officers are also liaising with DfE on data-sharing, and engagement is on-going with providers and stakeholders regarding the transition to the new arrangements.
- 1.2 As set out in the April Cabinet report, the process for AEB devolution is dependent on the SoS making a legal order to transfer the necessary statutory functions to NTCA. DfE have now provided a draft of the order. It is in similar terms to orders which have already been made for the transfer of AEB functions to other combined authorities.
- 1.3 Specifically, the draft order provides that the following functions of the SoS under the Apprenticeships, Skills, Children and Learning Act 2009 will be exercisable by NTCA in relation to its area:
 - section 86 (education and training for persons aged 19 or over);
 - section 87 (learning aims for persons aged 19 or over: provision of facilities);
 - section 88 (learning aims for persons aged 19 or over: payment of tuition fees).
- 1.4 The order also provides for the transfer of the SoS's functions under section 90 of the 2009 Act which relates to the encouragement of education and training for persons aged 19 or over, and section 100(1) of the 2009 Act which relates to the provision of financial resources. These functions are to be exercisable by the CA concurrently with the SoS.
- 1.5 The draft order is in keeping with the proposals as to AEB devolution which were set out in the scheme published by the three constituent authorities in December 2017 as part of the statutory process to create NTCA. It does not propose that any of the functions of the constituent authorities are transferred to NTCA.

2. Procedural issues

- 2.1 The order will be made by the SoS under section 105A of the Local Democracy, Economic Development and Construction Act 2009 on the basis that it will improve the exercise of statutory functions in NTCA's area. As such, the making of the order will require the consent of NTCA and each constituent authority.
- 2.2 As set out in the April Cabinet report, the timetable to achieve AEB devolution for 2020/21 is relatively tight. DfE have indicated that they are likely to require NTCA and each constituent authority to provide its consent at some point in June. It is therefore proposed that the Interim HoPS, in consultation with the portfolio holder, be authorised to confirm NTCA's consent, providing that the final draft of the order is satisfactory. Each constituent authority's Cabinet will similarly be asked to authorise its Chief Executive to confirm their consent to the SoS.
- 2.3 In addition to providing its consent to the order, NTCA will be required to enter into a Memorandum of Understanding (MoU) with the SoS regarding the agreed ways of working with the SoS. Again this is a requirement which was placed on the other combined authorities to which AEB has already been devolved and so it is recommended

that the Interim Head of Paid Service is also authorised to complete the MoU on behalf of NTCA.

3. Potential Impact on Objectives

3.1 The progress of AEB Devolution is in line with NCTAs vision and priorities.

4. Key Risks

4.1 As previously indicated, AEB Devolution features as a strategic risk on the Strategic Risk Register. Appropriate risk management processes are in place to identify and mitigate risks as they arise at the project level, with escalation requirements embedded.

5. Financial and Other Resources Implications

5.1 As indicated previously, an implementation funding bid has been approved by the DFE. This provides NTCA with additional financial resources to ensure appropriate capacity and resources are able to be put in place to prepare for the devolution of the AEB. The implementation funding amounts to an estimated £538k against an estimated cost of just over £1.076m. This funding will support additional capacity across finance, procurement and legal support as well as specialist technical advice. In addition, this funding will support the development of appropriate systems to manage the programme once live.

5.2 We are advised that the actual Adult Education Budget is circa £22 million per annum. The AEB is not currently reflected in the authority's financial plan, but it is anticipated that, as the 2020/21 budget and financial plan are developed over the course of the coming months, sufficient information will be available to update and reflect the AEB in budget proposals for future years.

6. Legal Implications

6.1 The comments of the Interim Monitoring Officer have been incorporated in this report.

7. Consultation/Engagement

7.1 All relevant internal and external stakeholders continue to be involved in the process of AEB devolution.

8. Contact Officers

John Softly, Interim Monitoring Officer
John.Softly@northoftyne-ca.gov.uk
0191 2777047

Leigh Mills, Head of Inclusive Growth
Leigh.Mills@northoftyne-ca.gov.uk
07855 100179

9. Background papers

None

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Cabinet
24 April 2019

Subject: Adult Education Budget (AEB) Devolution

Report of: Head of Inclusive Growth

Portfolio: Employability and Inclusion

Report Summary

The purpose of this report is to provide the Cabinet with an update on the approach being adopted in preparing for Adult Education (AEB) Devolution and to provide a summary of the progress to date, timelines and next steps.

Recommendations

The Cabinet is recommended to:

- i. approve the approach being adopted to demonstrate to Government the Combined Authority's readiness for AEB devolution;
- ii. authorise the Interim Head of Paid Service, in consultation with the portfolio holder, to finalise and provide to the Department for Education (DfE) the Authority's submission to demonstrate its readiness for AEB devolution.

1.0 Background Information and Timetable for Implementation

A key element of the North of Tyne Combined Authorities Vision and its devolution deal with Central Government was the devolution of the Adult Education Budget (AEB) for the area – this is likely to be in the region of £22m per annum.

- 1.1 The devolution of this important budget will allow us, over time, to ensure training and skills provision responds to local needs to a much greater extent than is currently the case.

In July 2018, the Government, via the Minister for Skills and Apprenticeships, agreed to the devolution of the AEB in 2020/21. This will involve the Government making a legal order to transfer the relevant statutory functions to the North of Tyne Combined Authority (NTCA). To hit this timetable, NTCA is required to demonstrate assurance to Government that we will be “ready” to take on this responsibility.

- 1.2 The following timeline has been agreed with DfE

AEB devolution timeline	
April 2019	NTCA submits AEB Strategic Skills Plan and ‘Readiness’ self-assessment to demonstrate its readiness for AEB devolution
May 2019	DfE review submission and present to SoS for approval, if satisfied.
June 2019	NTCA and each constituent authority consent to the making of the order.
Autumn 2019	Parliament debates NTCA AEB Devolution Order. If approved, Order is made and comes into effect.
December 2019	Final deadline for full-devo MoU sign-off which will commence 1 January 2020
January 2020	DfE notifies NTCA of AEB budget amount for 20/21
April 2020	DfE makes AEB budget payment to NTCA
August 2020	Go-live. NTCA makes AEB payments to Providers

This means that NTCA responsibility for the AEB will become operational on 1st August 2020.

- 1.3 The critical date within the timeline above is the laying of the draft Order in Parliament before the summer recess. The Minister requires assurance on the NTCA’s readiness to allow devolution of the funds.
- 1.4 As set out above, the first step in the timetable is for NTCA to submit to DfE an AEB devolution readiness self-assessment. The purpose of this self-assessment is to provide assurance to DfE officials that:
- i. the statutory test for the making of the order will be met (i.e. the making of the order is likely to improve the exercise of statutory functions in the area); and

- ii. NTCA will be operationally ready to take on the devolved AEB functions.
- 1.5 For the purposes of this assessment, NTCA is not expected to have all processes and/or systems fully functional at this point. Where plans/systems are not in place the evidence provided will need to clearly demonstrate and provide assurance of how we plan to be ready to administer the AEB in our area from commencement of the Order.
- 1.6 The readiness self-assessment is a two-part process to reflect the two requirements mentioned above:
- i. The first part is a Strategic Skills Plan for AEB demonstrating how the AEB will be used in alignment with NTCA and national objectives, whilst also considering the impact of decision-making on learners, employers and learning providers.
 - ii. The second part of the review will look at operational readiness to cover the extent to which NTCA has in place or will have in place (demonstrated by credible plans and milestones) operational plans to administer the devolved AEB.
- 1.7 As DfE have requested that the readiness self-assessment is submitted by 26 April, it is proposed that the Interim Head of Paid Service, in consultation with the Portfolio Holder, is authorised to finalise and submit it to DfE.

2.0 Progress update

- 2.1 The Head of Inclusive Growth commenced employment 1 March 2019. The recruitment process for the previously agreed posts of an AEB Policy Officer and an AEB Data Analyst have now commenced. Applications closed on 28 March 2019 and interviews are scheduled mid/late April 2019.
- 2.2 An Implementation Funding bid has now been approved by DfE to partially cover the costs associated with putting in place the necessary processes over the next 18 months. This will help resource further staff posts during this period. Once the AEB funding is devolved, the NTCA will be expected to meet future staffing and associated costs from that devolved budget.
- 2.3 Based on 2017/2018 data, the indicative amount that NTCA will receive in devolved AEB is circa £22 million. This does not include funding for Continuing Learners or 19-24 Traineeships, which will continue to be funded centrally by Government. Ministers agreed that the methodology for calculating Education Skills Funding Agency (ESFA) and Mayoral Combined Authorities (MCAs) and the Mayor of London budgets should be based on historic provider delivery and learner residence in the previous academic year. ESFA will continue to be responsible for funding learners that are resident outside devolved areas.
- 2.4 To inform the NTCA Readiness self-evaluation, the Head of Inclusive Growth is working with relevant colleagues across finance, procurement, legal, risk, data analysis and policy to ensure a robust submission and action plan for implementation is created. Progress is going well and on target for the submission deadline.

- 2.5 Engagement with AEB Providers in North of Tyne has begun and a plan for ongoing provider engagement is in development to ensure a collaborative approach to aligning Adult Skills to the needs of our area and the North of Tyne vision.
- 2.6 The Head of Inclusive Growth has also established a network of Combined Authority contacts with which to share best practices and lessons learned throughout the process of AEB Devolution.

Following submission of the Readiness self-evaluation to the DfE, implementation plans will commence on the expectation of approval from the SoS. This will be required due to the tight timelines for implementation. The Implementation plan will be aligned to the actions set out in the Readiness self-evaluation to ensure NTCA have all systems and processes in place in line with the necessary procurement and commissioning activities which need to be completed ahead of payments being made to providers from 1 August 2020.

3.0 Potential Impact on Objectives

- 3.1 The progress of AEB Devolution is in line with NCTAs vision and priorities.

4.0 Key Risks

- 4.1 The key risk at present is that the SoS does not approve the NTCA Readiness submission. This would mean that AEB Devolution is delayed a further year. The impact of this would be reputational damage with Government and the public. To mitigate this risk the Head of Inclusive Growth is working with internal and external stakeholders to develop a robust submission, with ongoing dialogue with DfE to ensure the evidence and project plans meet their satisfaction, ahead of submission.
- 4.2 AEB Devolution features as a strategic risk on the NTCA Strategic Risk Register.
- 4.3 Appropriate risk management processes are in place to identify and mitigate risks as they arise at the project level, with escalation requirements embedded.

5.0 Financial and Other Resources Implications

As stated previously an implementation funding bid has been approved by the DfE, this provides the NTCA with additional financial resources to ensure appropriate capacity and resources are able to be put in place to prepare for the devolution of the AEB. The additional capacity will include finance, procurement and legal support as well as technical advice with regard to the readiness self-assessment and the production of a skills plan. We are advised that the actual Adult Education budget is circa £22 million per annum. The Adult Education Budget is not currently reflected in the authority's financial plan, but it is anticipated that over the course of the next few months as the 2020/21 budget and financial plan is developed sufficient information will be available to update and reflect the AEB in budget proposals for future years.

6.0 Legal Implications

6.1 The comments of the Interim Monitoring Officer have been incorporated in this report.

7.0 Consultation/Engagement

7.1 All relevant internal and external stakeholders are involved in the compilation of the Readiness submission.

8.0 Contact Officers

Leigh Mills, Head of Inclusive Growth
Leigh.mills@newcastle.gov.uk
07855 100179

9.0 Glossary

NTCA	North of Tyne Combined Authority
DfE	Department for Education
AEB	Adult Education Budget
MCA	Mayoral Combined Authority
ESFA	Education and Skills Funding Agency
SoS	Secretary of State
DSA	Data Sharing Agreement

10.0 Background papers

None

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Subject: Investment Fund Update and Funding Approvals

Report of: Interim Director of Inclusive Growth, North of Tyne Combined Authority

Report Summary

The purpose of the report is to update Cabinet Members on investment decisions and make further decisions on the allocation of the funding.

Recommendations

Cabinet is recommended to:

1. Agree the funding requests for the Woodhorn Charitable Trust and Kielder Observatory Astronomical Society proposals as part of the STEM and Digital Skills Programme.
2. Note the outcome of the external appraisal undertaken for the NTCA Inward Investment Fund and authorise the Interim Head of Paid Service to approve individual applications in consultation with the NTCA Investment Panel.
3. Agree a £3m allocation of the Inclusive Economy Innovation Fund to the Employability and Skills (phase 1) programme and authorise the Interim Head of Paid Service, in consultation with the Investment Panel to:
 - finalise and publish the call documentation that will launch the fund in June 2019, given the time critical nature of the approach;
 - approve the assessment criteria for applications; and
 - approve subsequent in-principle offers of match funding to successful applicants in consultation with the Investment Panel.
4. Approve Business Case Development funding of £70,000 for the Transforming North of Tyne's Transport proposal and £52,500 for the Energy Central Hub proposal.
5. Authorise the Interim Head of Paid Service to finalise the conditions to be attached to the above funding awards and authorise the Interim Monitoring Officer to complete the necessary documentation.

1. Background Information, Proposals and Timetable for Implementation

1.1 Background

At the February and March NTCA Cabinet meetings, Members agreed that the Head of Paid Service, in consultation with the Interim Mayor and relevant portfolio holders, should progress the STEM and Digital Skills Programme and the creation of a NTCA Inward Investment Fund. This report provides an update on progress.

This report also sets out a proposal to allocate £3m of the Inclusive Economy Innovation Fund to match against European Social Fund to form an NTCA Employability and Skills Programme which will deliver employment support and / or skills training that will enable local residents to enter or make progression in the labour market.

Finally this report also provides a summary of applications to the Business Case Development Fund for the Transforming North of Tyne's Transport and the Energy Central Learning Hub proposals and sets out the recommendations from the Investment Panel.

1.2 STEM and Digital Skills Programme

The STEM (Science, Technology, Engineering and Maths) and Digital Skills programme will contribute towards more young people choosing a career in STEM post 18, developing the digital skills to meet demand in key areas of the labour market and pursue a career in the digital sector. It will also help embed STEM into a whole school approach. On the 12th March 2019, the NTCA Cabinet approved the programme and a budget of up to £1,250,000 over 3 years to:

- support STEM and Digital skills enrichment activities which explain and demonstrate the benefits and enjoyment of studying science to children and their influencers;
- support activities that break down barriers in studying STEM and Digital subjects for children;
- equip young people with knowledge of the options available to them in STEM related careers, supporting the Good Career Guidance so that they are able to make better informed decisions on their futures.
- support continuous Professional Development for teachers

The first call for projects was published on the 22nd March and closed on the 17th April. Sixteen applications were received through the first call with potential funding asks totalling £5,402,060 which is over 4 times the allocated budget. All applications were appraised by a subgroup of the NTCA Technical Officer's group against strategic fit with the NTCA Vision; quality of the supporting rationale; outcomes and outputs associated with the project; intensity of interaction with schools / pupils / teachers / teachers; status of match funding; deliverability risk; and contribution to an inclusive economy.

Following the appraisal and consideration of options at the Technical Officer's Group on the 9th May and the NTCA Investment Panel 20th May, the following projects are recommended by the Investment Panel for approval.

Applicant	NTCA Funding	Total Project Cost
STEM		
Kielder Observatory Astronomical Society	£240,200	£270,200
Woodhorn Charitable Trust	£395,006	£460,537

These two projects will interact with all the beneficiary groups set out in the programme; cover a wide age range of pupils; will be available across the entire North of Tyne area; and are complementary. A summary of these two projects is included in Appendix A.

Next Steps

The Investment Panel recommends to Cabinet that the funding requests for Woodhorn Charitable Trust and Kielder Observatory Astronomical Society are approved.

The Technical Officers Group also highlighted Digital Skills projects for consideration by the Investment Panel. These projects were considered and Investment Panel put forward a request for further clarification on costings in advance of any decision being made at the July Cabinet meeting. Any remaining resource can then be allocated for a further call, dates for which will be decided in due course.

1.3 **Inward Investment Fund**

The North of Tyne Inward Investment Fund will help to support economic growth in the area by enabling the North of Tyne to compete more effectively with other UK regions seeking to attract inward investment projects. On the 5th February 2019, Cabinet agreed a proposal to create an Inward Investment Grant Fund, with an initial budget of £1m per annum. Cabinet also agreed a delegation to the Head of Paid Service for the approval of the detailed criteria and full business case required for the implementation of the Inward Investment Fund.

The Inward Investment Fund will provide financial incentives to attract and secure inward investment projects, from both foreign and UK-owned businesses (small, medium and large) seeking to invest in the North of Tyne area. The Fund will offer capital grants to businesses of between £250,000 and £1m to support investments with potential to create significant numbers of new jobs, with the level of grant offered being directly linked to the number of new jobs to be created.

The outputs delivered by the proposed Inward Investment Fund will depend on the specific projects funded; however using evidence from similar schemes it is estimated that the £3m budget could support the following outputs:

- 600 new FTE direct jobs created
- 9 major businesses attracted to the NTCA area.

- £17.1m of private sector investment attracted.

Outcome of appraisal

An independent appraisal was undertaken on the proposal and overall the appraisal was positive with a strong strategic, commercial, economic and financial case. Particular points were raised around a detailed project delivery plan, updating the risk register, obtaining independent state aid advice and the specific actions the project will take to deliver the inclusive economy benefits set out in the application. These queries form the basis for the funding conditions.

Recommendation and Proposed Funding Conditions

Cabinet have already agreed a proposal to create an Inward Investment Fund and agreed that approval of the detailed criteria and full business case required for the implementation of the Inward Investment Fund be delegated to the Interim Head of Paid Service. The Investment Panel recommended that the Interim Head of Paid Service should approve the funding for the NTCA Inward Investment Fund subject to the following conditions:

- (i) A detailed project delivery plan to be provided in advance of the Inward Investment Fund launch date
- (ii) An updated risk register
- (iii) Independent state aid legal advice, including confirmation of the approach to making grants to businesses in line with GBER exemptions. This should be provided well in advance of the Inward Investment Fund launch date.

The Investment Panel also considered the decision making process for applications and recommend to Cabinet that they authorise the Interim Head of Paid Service to approve individual applications subject to external appraisal and due diligence and in consultation with the Investment Panel.

1.4 Employability and Skills Programme phase 1

The promotion of an inclusive economy is at the heart of the NTCA's approach and is embedded within its vision and investment plan. At the Cabinet meeting of 24th April, Members agreed an outline Investment Plan that identified an allocation of between £10m to £12m for an Inclusive Economy Innovation Fund (IEIF) up to the end of 2022/2023 with the purpose of contributing to the fulfilment of the NTCA's commitment to interventions that support inclusive economic growth in the North of Tyne area. Part of the rationale behind the Inclusive Economy Innovation fund was that it provided NTCA with the opportunity to seek sources of match funding.

The proposal for the Employability and Skills Programme (phase 1) is to set aside £3m of the Inclusive Economy Innovation Fund, to provide a source of match funding for projects that qualify for ESF to deliver employment support and / or skills training that will enable local residents to enter or make progression in the labour market. This approach has the effect of doubling the impact of NTCA funding, as projects would use the NTCA funding to draw down ESF too. Investment of NTCA resources will directly catalyse the NTCAs ambition to be the

'home of ambition' and will make support available for an estimated 3,500 residents of the NTCA area.

A significant proportion (up to £54m in total) of the ESF resource notionally allocated to the NELEP area remains unallocated. The DWP, as the Managing Authority for ESF in England, have announced a series of funding calls with the purpose of allocating the available funds to qualifying projects. ESF funding needs to be matched by funds that represent at least 50% of the total project cost and this can act as a constraint on some worthwhile proposals. Any ESF funds not committed to projects by December 2019 risk being re-allocated into a 'National Reserve Pot' by DWP and potentially lost to the NTCA area and wider region.

In providing the match funding NTCA has an opportunity to lever additional funding into the North of Tyne Area and influence the types of projects to be delivered through ESF, prioritising those which have a strong fit with our vision and the objectives of IEIF. Individual applications for funding will be assessed separately for the NTCA and DWP funds.

Delivery will be managed by NTCA as a distinct programme of activity with an agreed assessment and approval process providing Cabinet with assurance that the desired outputs are delivered and value for money objectives met.

Investment Panel discussed the approach and agreed the £3m allocation of the Inclusive Economy Innovation Fund for the Employability and Skills Programme (phase 1) should be recommended to Cabinet for approval subject to further work to develop the application, assessment and monitoring processes that will be needed to operationalise the proposal.

To ensure opportunities for attracting high quality innovative projects and maximum leverage it is essential that outline and full applications are processed in line with ESF timeline with calls due to be launched for 16 weeks imminently.

Investment Panel therefore recommend that Cabinet authorise the Interim Head of Paid Service, in consultation with the Investment Panel to:

- finalise and publish the call documentation that will launch the fund in June 2019, given the time critical nature of the approach;
- approve the assessment criteria for applications; and
- approve subsequent in-principle offers of match funding to successful applicants in consultation with the Investment Panel.

Cabinet approval will be sought before formal funding agreements are entered and regular updates will be provided to the portfolio holder for Employment and Inclusion.

1.5 Business Case Development Fund

This section of the report summarises applications for funding from the Business Case Development Fund outlining the key points from the appraisal process and sets out recommendations and associated funding conditions suggested by the NTCA Investment Panel. The applications were considered by the TOG on the 9th May and the Investment Panel on the 20th May.

Transforming North of Tyne's Transport

Programme:	Business Case Development Fund
Project	Transforming North of Tyne's Transport
Applicant Organisation	Newcastle City Council on behalf of NTCA LAs
Legal Status of the Applicant	Local Authority
Location:	North of Tyne

The application relates to Business Case Development Funding for work that will be used to support the development of key North of Tyne schemes to take advantage of funding, including but not limited to, the Transforming Cities Fund. The work will also support bids into other DfT funding streams, whilst at the same time preparing schemes for delivery.

Funding is being sought for work that will provide the evidence considered necessary to support proposals in the North of Tyne area and develop them into strong investable propositions. The schemes currently being considered as part of the Transforming Cities bid include:

- The Northumberland to Newcastle Rail Line;
- New and refurbished metro stations in North Tyneside;
- New cycling infrastructure across the North of Tyne area;
- Transport improvements in Newcastle city centre.

BCDF is requested to:

- Produce a Strategic Case and associated appraisal to inform overall North of Tyne Transport investment priorities.
- Produce an Economic Narrative and Economic Impacts report for the North of Tyne project submission into the Transforming Cities bid;

Estimated Total Cost - £100,000

NTCA Funding Requested - £70,000 (intervention rate – 70%).

Outcome of the Appraisal

The project has a strong fit with the NTCA's Vision, the schemes being developed by the proposal are designed to deliver better more effective transport solutions in the area and so support the NTCA's vision. The supporting rationale demonstrates a clear case for the proposals and overall the application achieved a high score.

Recommendation and Proposed Funding Conditions

It is recommended that this application for Business Case Development funding is approved subject to funding conditions outlined below:

1. Applicants to confirm the availability of the additional match funding;
2. Applicants to provide a detailed delivery plan for the work;
3. Applicants to report the outcome of the Transforming Cities and other relevant funding bids to the NTCA Cabinet.

Energy Central Learning Hub

Programme:	Business Case Development Fund
Project	Energy Central Learning Hub
Applicant Organisation	Advance Northumberland
Legal Status of the Applicant	Private Limited Company wholly owned by Northumberland County Council.
Location:	Port of Blyth

The application relates to Business Case Development Funding to progress phase two of a process to develop a new skills and STEM subject learning facility with the aim of promoting the opportunities in the offshore, renewables, subsea and energy sectors and inspiring young people to pursue careers in those sectors.

Advance Northumberland, working with the Port of Blyth, the Offshore Renewable Catapult and Northumberland County Council intend to develop a building that will accommodate industrial training and workshop facilities, a visitor centre, a STEM learning and training facility and additional meeting, office and event space.

The proposed investment is expected to build on the existing Port Training Centre which acts as the location for the Port Training Services activities and those of other training providers. The new facility is considered necessary as the current facilities are operating at full capacity and are no longer able to accommodate the demands of training providers and employers. In addition, the new facility will provide dedicated space for a STEM learning facility and visitor centre.

A feasibility study for the proposal was produced by AECOM in February 2019. The study considered evidence of demand for the proposed facility and developed an initial full business case.

BCDF is requested to carry out the work necessary to:

- Validate the initial business case and produce a business plan that will include the commercial arrangements for delivering the proposed facility;
- Produce a final design concept to RIBA Stage 2 specifications including costings;
- Develop a fundraising plan and strategy.

Estimated Total Cost - £75,000

NTCA Funding Requested - £52,500

Outcome of Appraisal

The project has a strong fit with the NTCA's Vision, the North East Local Enterprise Partnership's Strategic Economic Plan and the Government's Industrial Strategy. The supporting rationale demonstrates a clear case for the proposed project using the outcome a recent feasibility study. Overall the application achieved a high score.

The Investment Panel highlighted that there was is no commitment from the NTCA to support the capital costs of the project and that any decision to approve Business Case Development Funding would in no way constitute an invitation to bid for NTCA funds in the future. Advance Northumberland has confirmed that this position was clear and that the basis for including the funding strategy into proposal is to validate and confirm all potential funding sources.

Recommendation and Proposed Funding Conditions

It is recommended that this application for Business Case Development funding is approved subject to funding conditions outlined below:

1. Advance Northumberland to provide NTCA with a detailed statement which clearly demonstrates a satisfactory state aid solution for this proposal and share the external state advice relating to the wider project with NTCA;
2. Advance Northumberland to provide NTCA with access to the outcome of the proposed work.

2. Potential Impact on Objectives

- 2.1 The projects identified in the report are consistent with the priorities set out in the NTCA Vision.

3. Key Risks

- 3.1 Risks associated with each funding application have been considered as part of the application and appraisal process. The conditions associated with funding approvals relate to the mitigation of risks.
- 3.2 Risks associated with the other proposed activities set out in the report are being considered as an essential element of the project development process

4. Financial and Other Resources Implications

- 4.1 The financial implications of the funding approvals recommended in this report are as outlined overleaf:

Financial Implications Associated with the funding approvals proposed in this Report

	2019/20	2020/21	2021/22	2022/23	Total
STEM and Digital Skills	£350,000	£400,000	£400,000	100,000	£1,250,000
Kielder Observatory	£95,100	£71,500	£73,600	£0	£240,200
Woodhorn Charitable Trust	£118,455	£120,299	£113,855	£42,399	£395,006
Budget still to be allocated	£136,445	£208,201	£212,545	£57,601	£614,794
Inward Investment Fund	£1,000,000	£1,000,000	£1,000,000		£3,000,000
Employability and Skills Programme	£500,000	£1,000,000	£1,500,000		£3,000,000
Transforming North of Tyne Transport	£70,000				£70,000
Energy Central Learning Hub	£52,500				£52,500
Total	1,972,500	2,400,000	2,900,000	100,000	£7,372,500

4.2 Resources are available in the NTCA budget to cover the proposed expenditure.

5. Legal Implications

5.1 The Interim Monitoring Officer's comments have been included in this report.

6. Consultation/Engagement

6.1 Applicants and stakeholders have been fully engaged in the development of funding applications and project proposals.

7. Appendices

7.1 Appendix A – Summary of STEM and Digital Skills Projects

8. Background Papers

8.1 The background papers to this report are confidential because they contain business/financial information.

9. Contact Officers

9.1 **Tom Warburton**, Interim Director of Inclusive Growth,
tom.warburton@newcastle.gov.uk

10. Glossary

10.1 None

Appendix A – Summary of projects

Kielder Observatory Astronomical Society

The Kielder Observatory project will inspire primary and secondary aged children with science by using the charity's state-of-the-art astronomy equipment. This project will stimulate school children across the NTCA area to develop greater interest in STEM subjects and science-based careers, by providing access to appropriately graded curriculum content delivered on school premises by inspiring science communicators with the support of a mobile planetarium. Pupils' interest will be supported by post-visit access to astronomy-themed support materials on a dedicated website hosted by Kielder Observatory.

Over the next three years, the project will deliver 20 science weeks per annum and will enable up to 10,000 children and young people each year to take part in school-based science week experiences when they'll be taught by members of the observatory's inspiring young science team and have the opportunity to experience their portable planetarium. In addition:

- staff, students and their families will be offered an invitation to visit the observatory and to attend specialist events and mentoring sessions;
- each participating host school will be provided with an astronomy kit (including a telescope) for use within the local partnership;
- each partnership area will benefit from follow-through visits from the science team, to equip staff and pupils with the skills to operate the equipment and to support the development of curriculum materials so that individual schools can build on what has been learnt and make best use of the materials provided;
- all staff and pupils can gain secure access to a dedicated KOAS/NTCA website where they can continue their science studies

The project will

- play a key role in engaging and enthusing pupils in all phases of education to the opportunities afforded by a science-based education and career.
- directly support improvements in the quality of science education and student outcomes in primary, secondary and special schools in the NTCA area.
- work with targeted teachers (Science Ambassadors) so they can become science mentors to existing and new entrants to the profession.

Woodhorn Charitable Trust with NUSTEM and Historic England

The Our Past, Your Future project will work with 15-20 first and primary schools in the NTCA area. The school-based activities (teacher CPD, workshops on NTCA key sectors, loan boxes of key sectors, STEM person of the week showcasing STEM jobs; STEM Family storytime; STEM heritage assembly; STEM family workshop) will be complemented by an online co-created STEM heritage map of the NTCA area. This resource, co-created with schools, colleges, universities, families, companies and communities and heritage and digital professionals will allow teachers, pupils and families to explore virtually and in real-life some

of the key aspects of the area's STEM heritage. During the 2021 school summer holidays, a STEM Club for up to 20 children, aged 7-11, will also be hosted by Woodhorn Museum.

The project will also deliver three short programmes for secondary schools in the area which will invite professional practitioners to work directly with students through a project inspired by the interactive STEM map. This will bring together careers guidance and experience of a digital design process. A three-day intensive programme bookended with Q&As will be offered to three secondary schools, one from each Local Authority area. Four sessions over two days will be led by a professional practitioner who will give a presentation on their practice/career path and then deliver a related workshop which connects to their particular expertise.

The project will:

- Promote the integration of careers ideas into the primary curriculum and build children's long-term STEM career aspirations.
- Build aspects of science capital in families and communities in the area.
- Raise parental awareness of STEM careers.
- Increase the confidence of first and primary school teachers to teach STEM subjects.
- Encourage more and a wider range of people to explore the rich heritage of the NTCA area.
- Introduce students to professional working in the digital sector and give them opportunities to visit STEM employers and Further/Higher Education establishments.

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