

Cabinet

Annual Meeting

Tuesday, 8 June 2021 at 2.00 pm

SUPPLEMENTAL AGENDA 1

	Page No
6. NTCA Corporate Plan	1 - 12

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

This page is intentionally left blank

JOBS, SKILLS AND A POST-COVID ECONOMY

**NORTH
OF TYNE**

**COMBINED
AUTHORITY**

Page 1



Corporate plan 2021–2022



CONTENTS



Foreword Mayor and Deputy Mayor	3
Our corporate plan	4
Our vision and purpose	4
North of Tyne, a snapshot	4
Delivering together	5
Cabinet led portfolios	5
Cross-cutting themes	6
How we work	7
Our values and ways of working	7
Funding, investment and resources	8
Measuring our impact	9
What we will deliver...	10
Future commitments and transport	11
Plan on a page	12

Page 2



FOREWORDS



Jamie Driscoll

Mayor of North of Tyne

A zero carbon and zero poverty economy

It has been a bit of a whirlwind of work in the 20 months after being elected. Setting up the new Combined Authority, appointing the team, building relationships and kick-starting the programmes to regenerate and reinvigorate the region's economy. Despite Covid-19, lockdowns, staff working from home, home schooling, Zoom, Zoom not working, and "you're on mute", we've accomplished a huge amount.

When I say 'we' this isn't false modesty because there's an engine room of skilled, dedicated people working with me. All of them enthusiastic about championing the region we love.

We've demonstrated the success of the Combined Authority model in the North of Tyne. We have over 4000 new jobs in the pipeline and have safeguarded 2000. We've successfully handled the devolution of the £23 million Adult Education Budget.

Our Green New Deal is rolling out, boosting the offshore wind sector and the low carbon economy. We've set up a £10 million innovation fund to create a digital ecosystem for public services and small businesses in the region and created a pot of £15 million to support local recovery.

This is not a job done but a job well begun. The North of Tyne has a long history of innovation and industry, and of marrying together economic success and social progress. We are home to enterprising and creative people and strong and productive businesses. Technological innovation, globalisation and environmental pressures are changing the way we live and work, as has a long and trying year of Covid-19, but our mission remains the same; a zero carbon and zero poverty economy – and we're on our way!

Page 3



Norma Redfearn

Deputy Mayor of North of Tyne

Changing lives for the better

Creating NTCA has been a journey of partnership, perseverance and now, real progress. I well remember when the leadership of three local authorities, Newcastle, North Tyneside and Northumberland, came together with a simple and clear goal; to change the lives of our residents for the better. No journeys are ever as simple as you hope and to find ourselves in our first year of delivery in a global pandemic has been a challenge, but we have remained undaunted, pushing for projects, programmes and pace – all to make a difference.

From smaller community groups who have benefitted from Spacehive to a huge programme delivering skills for people to find work. From over 40 carers starting to get jobs to working with 53 organisations to create opportunities for young people. From launching

our good work pledge to getting £24 million from government to build over 2,000 homes – working together, we are making a difference.

Our Corporate Plan shows how our partnership will continue our journey of change, with our business community and our Voluntary and Community Sector. We will work together and remain persistent, purposeful but patient in our call for further devolution of powers we need to shape our economic future.

We have proved, in this first year, that progress in whatever circumstances, is possible. We have received more money from government and spent it wisely. We have focussed our attention on those people and communities who need it most. We have, most of all, seen our resident's lives change for the better. I couldn't be more pleased!

OUR TOP FIVE ACHIEVEMENTS



4,000+

new jobs in the pipeline for growing businesses



10,000

courses for people to get good jobs



£24m

secured to regenerate derelict land for 2,000 homes



£15m

of immediate support for businesses and communities to tackle Covid-19



2,600+

young people, residents and families connected online with our digital inclusion scheme

OUR CORPORATE PLAN



We are the North of Tyne Combined Authority – a strong cross-party, cross-regional collaboration led by a Mayor and Cabinet working hard to create inclusive, sustainable growth through devolution. This is our Corporate Plan. It outlines the things we are doing and will do in future – using the powers and resources from our Devolution Deal, and the rapid progress we have made since – to drive jobs, inclusion, new homes and positive economic change in our region

The Plan outlines how, through strong collaboration and real innovation, we are helping to build the exemplar post-Covid city-region – that is net zero for the

climate, net-positive for UKPLC, and that truly delivers on the promise of levelling up. It shows how a true cross-sector collaboration is being built in the region, and sets out the tangible, real-world impact of our work – right now and in the next three years – enabling positive change from the Tyne to the Borders.

We have rapidly built credibility and a track record of delivery – building on the long history of investment, creativity and change within our three Authorities of Northumberland, Newcastle and North Tyneside. We are collectively prepared to do whatever it takes to secure our recovery and help shape the future. The following pages show how we will do this in practice.

Page 4

OUR VISION AND PURPOSE



Our North of Tyne vision is of a dynamic and more inclusive economy, one that brings together people and opportunities to create vibrant communities and a high quality of life, narrowing inequalities and ensuring that all residents have a stake in our region's future.

We work in partnership, we create connections between programmes and our projects and we are inclusive. Devolution has given us the chance to make our own decisions about our own future so we are targeting investment where we know we need it most, making a strong connection between economic growth and providing people with the skills, education and confidence to benefit from the opportunities that follow

NORTH OF TYNE, A SNAPSHOT



The economic impact of Covid continues to be felt by citizens, businesses and places:

- 15,000 more people on unemployment benefits since March 2020 – up by over 60%
- In post-Christmas lockdown, 52,000 people were furloughed (15% of workforce)
- Young particularly vulnerable: 50% more likely to be furloughed
- Retail and leisure footfall currently 25% pre-Covid levels and workplace footfall down 34%

The North of Tyne has specific challenges which will shape the nature of recovery and Levelling Up:

- A lower base-line before Covid: employment, business density, productivity and public and private R&D
- A diverse economy, with some sectoral vulnerabilities and potential for transition
- Experience of long tail of previous recessions, with a fragile economy and labour market
- Rural and coastal communities with specific challenges – including reliance major employers & sectors

BUT...

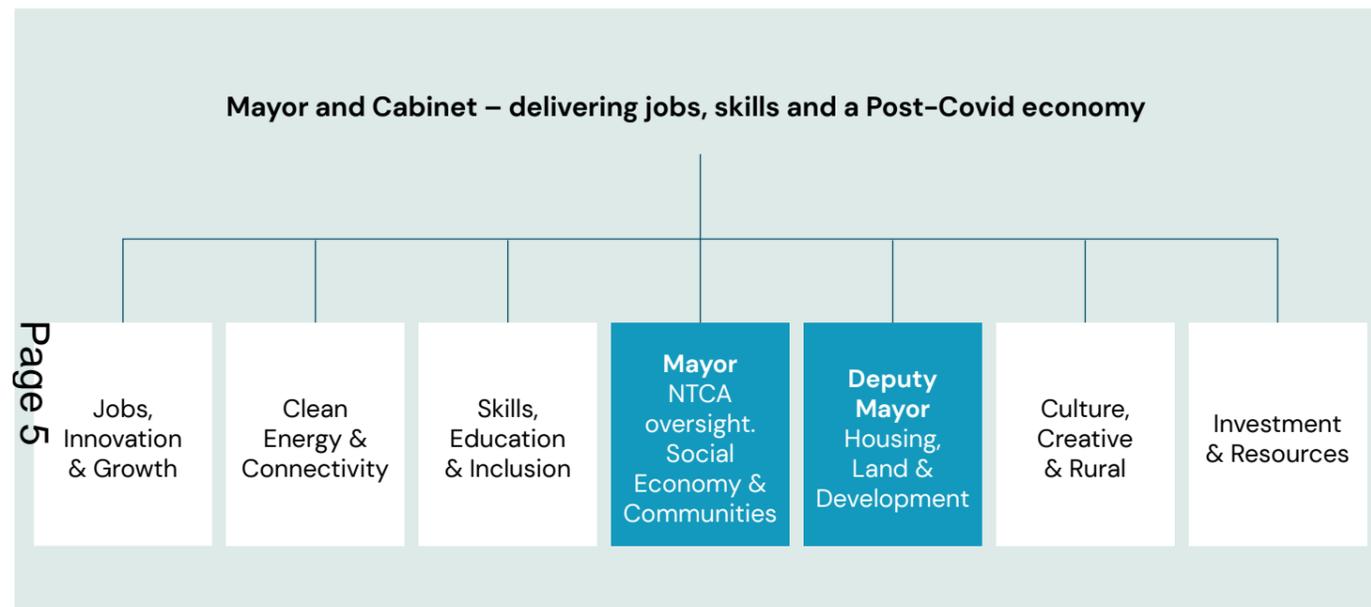
We are confident about our recovery. The basis for us to pivot towards a sustainable and inclusive future economy is here:

- Creating new jobs and encouraging 'good' work' – building on the great work happening in the region
- Leveraging world-leading health, digital, R&D, cultural and knowledge-economy assets
- A unique opportunity for the region to lead the UK's green economy, including in batteries and offshore wind
- Increasing relocation to the region – Northshoring and 'Geordie boomerangs' looking for great quality of life and value

DELIVERING TOGETHER...



We are addressing these regional challenges through a bold programme of investment and reform – which is designed, delivered and governed through collaboration. Our Cabinet has overseen rapid progress through the first year of operation, and works together to ensure that we deliver the biggest social, economic and climate return possible.



Cabinet Members lead specific portfolios, and give collective strategic direction and oversight of our work. This also ensures that local priorities are reflected, and that we maximise the connection between our urban, rural and coastal geographies and our unique local assets and strengths.

The Mayor chairs the Cabinet, provides oversight of the programme, and plays a key role engaging with citizens, businesses, voluntary sector partners and with Government.

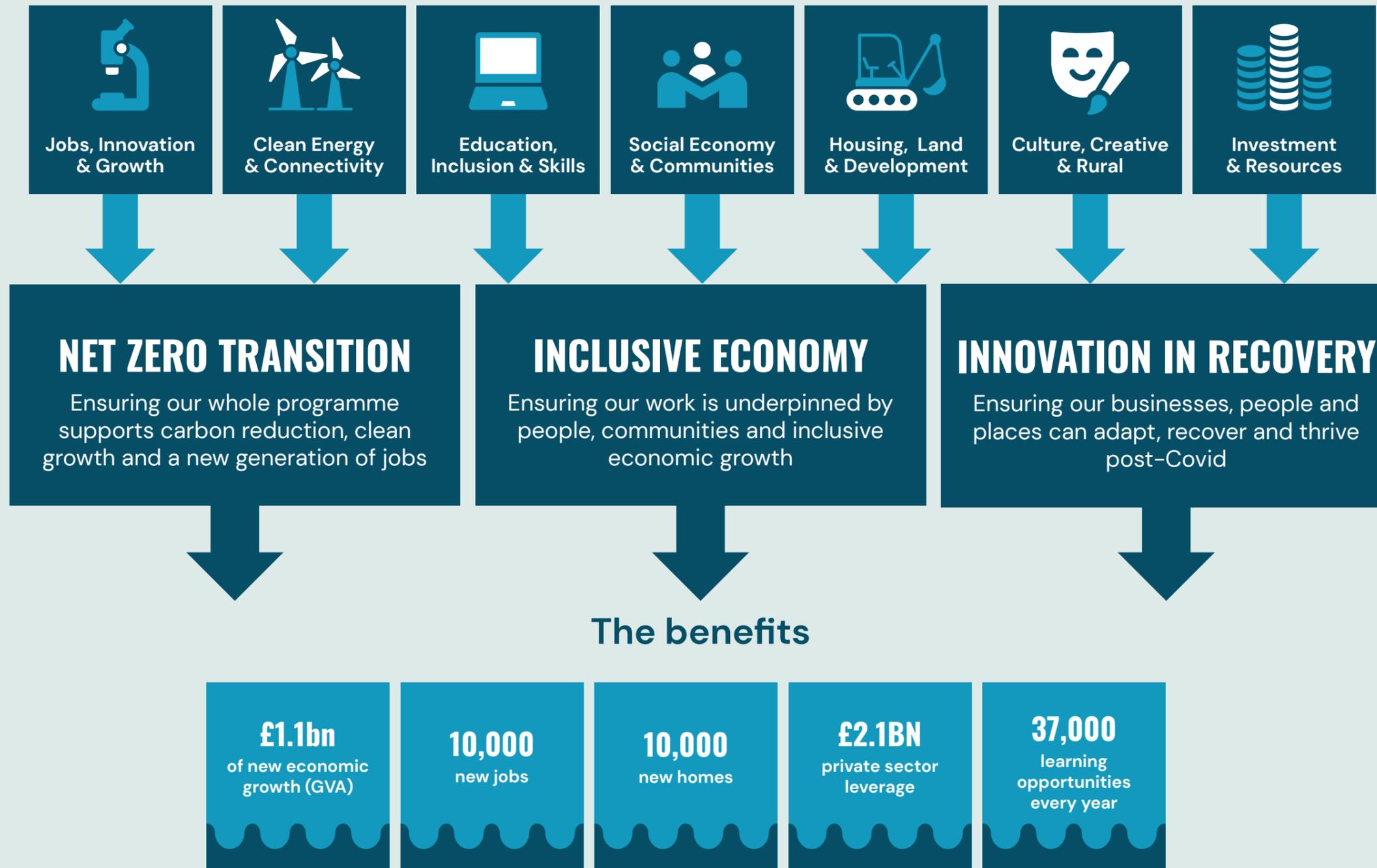
All are supported by an executive team built on close partnership between NTCA and constituent Local Authority officers.

Our Cabinet led portfolios...

	<h3>Jobs, innovation and growth</h3>	<p>Building our capacity to innovate and create future jobs – through major investment in our transition to clean growth, green jobs and a modern, digitally connected economy.</p>
	<h3>Clean energy and connectivity</h3>	<p>Driving our clean energy revolution and connecting the region – leading the national charge through multi-million clean energy partnerships, innovation in offshore wind and bold transport connectivity projects</p>
	<h3>Education, inclusion and skills</h3>	<p>Expanding opportunities through skills, education and inclusion – through our £690m devolved adult education budget, new inclusion, education and employment & skills programmes.</p>
	<h3>Social economy and communities</h3>	<p>Supporting community resilience and readiness for change – through investment, engagement and co-production with communities in our climate assembly, community hubs and anchor institutions programmes.</p>
	<h3>Housing, land and development</h3>	<p>Accelerating new housing and regenerating our places – through bringing new resources to remediate land, and in major place-based schemes like the northumberland line, north shields and newcastle city centre.</p>
	<h3>Culture, creative and rural</h3>	<p>Boosting the productivity of our rural, cultural and creative economies – by investing in innovation, digital connectivity and recovery from the impacts of covid</p>
	<h3>Investment and resources</h3>	<p>Investing in inclusive growth that benefits all of our communities – with a £600m devolved investment fund, and major programmes of investment focused on inclusive growth, skills and innovation.</p>

And cross-cutting themes...

Our portfolios are underpinned by three cross-cutting priorities, which underpin everything we do. They are net zero, an inclusive economy and innovation in recovery. Together these portfolios and priorities form our strategic plan.



HOW WE WORK



Our values and ways of working...

We know that the way we work is just as important as the things we deliver. We have worked with Cabinet and wider partners and stakeholders to develop a clear set of values by which we work:



Driven by our mission – with clear goals, ambitious targets and a restless focus on ensuring long-term impact for our people, businesses and places. The evidence for this is in our investment fund commitments, recovery deal and Cabinet decisions on investment.



Collaborative by design – supporting a system response to complex challenges, and collaborating strongly in everything we do with our local, national and cross-sector partners. The evidence for this is in the number of partnerships we have grown and curated within the region and beyond.



Innovative and agile in delivery – a small team, proactively looking for new ways of working, delivering, and ensuring we add value, learn and adapt in a constantly changing context. The evidence for this is in our innovative funding models and the way we have adapted our delivery programme through Covid.



Inclusive and aware – celebrating difference and living by our values, including through ambitious equalities and social value policies and balanced headline investment fund commitments. The evidence for this is in our policies, our team values and behaviours, and in the strong focus on inclusion within our programme.



Showing leadership – being brave and investing early in areas where we can make a difference and leverage additional resource and collaboration. The evidence for this is in the foundational investments we are making in climate, digital, energy, housing and creative sector growth.

Funding, investment and resources

This section explains our investment and resources: where our money comes from, how it is allocated, and the impact that this investment is making. This journey from investment-to-impact is accountable to Cabinet, and overseen by the North of Tyne Investment Panel:

The foundation of our investment is a £600m fully devolved investment fund, which delivers £20m per year over a thirty-year period. The purpose of this fund is clear: to support accelerated, inclusive growth which creates new jobs and skills opportunities, and which helps build the foundation for long term, sustainable growth in the region.

Our Investment Fund is augmented by new funding streams worth almost £700m which have been secured since the original Deal – such as our Adult Education Budget, Brownfield Housing Fund and ERDF Growth Funds.

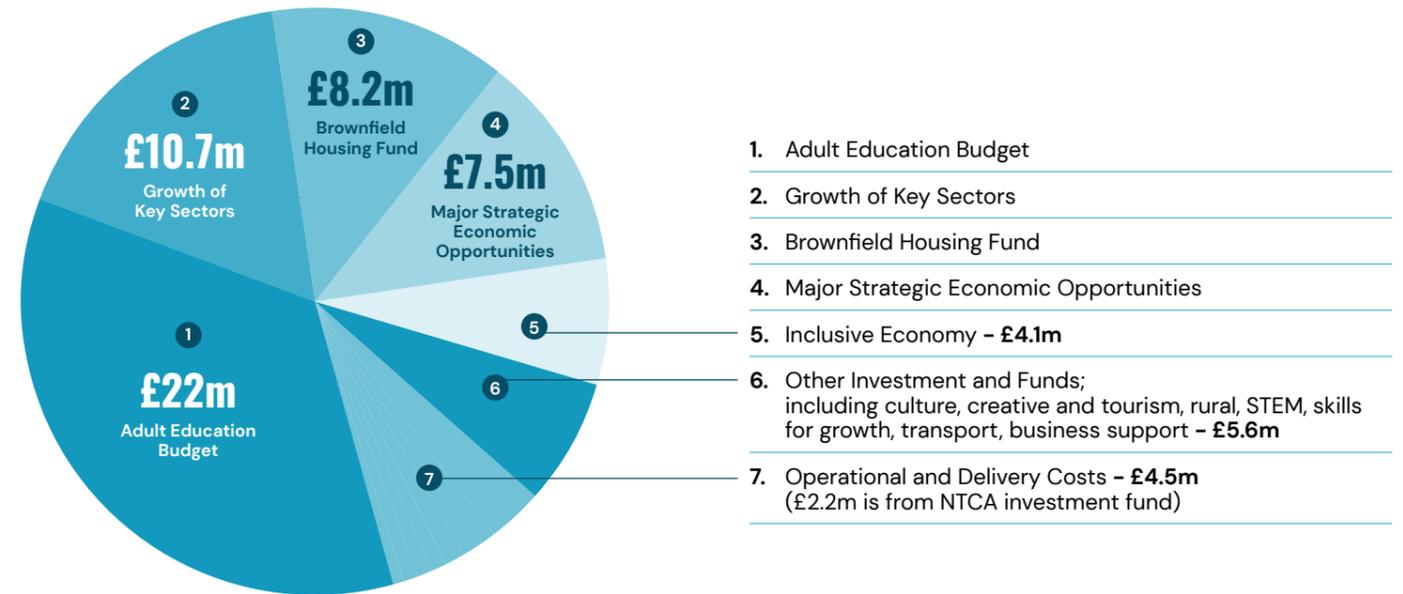
The North of Tyne Cabinet agreed a headline Investment Plan in April 2019 – which set out ambitions for delivery across a five-year period utilising the first £100m of Investment funds. This plan covers ‘business’, ‘people’ and ‘place’ elements as well as providing flexibility for us to pursue strategic opportunities as they arise. In addition, a small proportion is used to enable the Combined Authority to realise and effectively manage project delivery.

Over £70 million of this initial tranche has been allocated, with a significant proportion of this (over £40m) formally – and contractually – committed into tangible project delivery. This is reflected in the delivery plans on the next page.

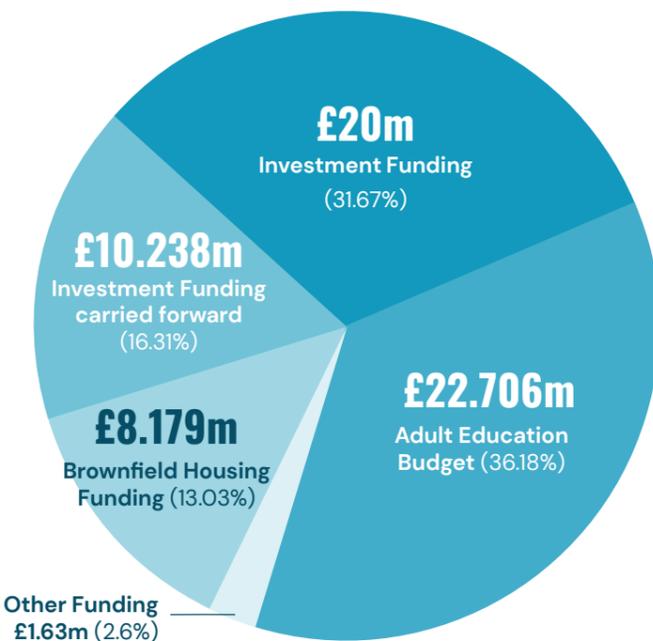
A proportion of our funds will also be recycled through recoverable grants, loans, and equity investments – through new investment and delivery vehicles such as the Green New Deal Fund. This helps to maximise the value against our interventions.

Where our money is going this year...

This diagram shows how we are spending our money in this coming financial year – totalling £62.75m across priorities.



Where our funding comes from...



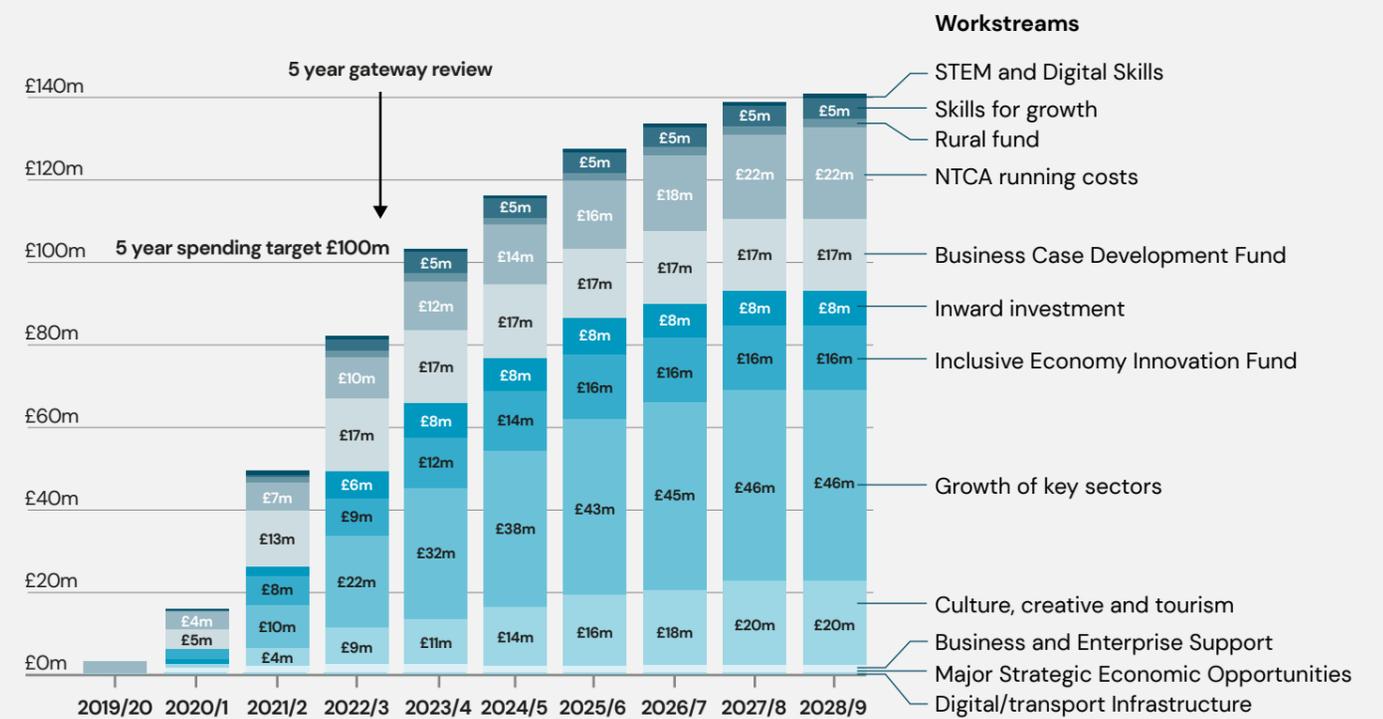
Where our funding comes from in 2021/22... total income £62.5m

...and how our share of funding has grown



Diagram 2 shows how NTCA annual income has grown – from £20m per year in the original Devolution Deal, to £62.5m this year including Adult Education, Housing and Growth Funding.

Forecast investment fund expenditure from 2019 to 2029



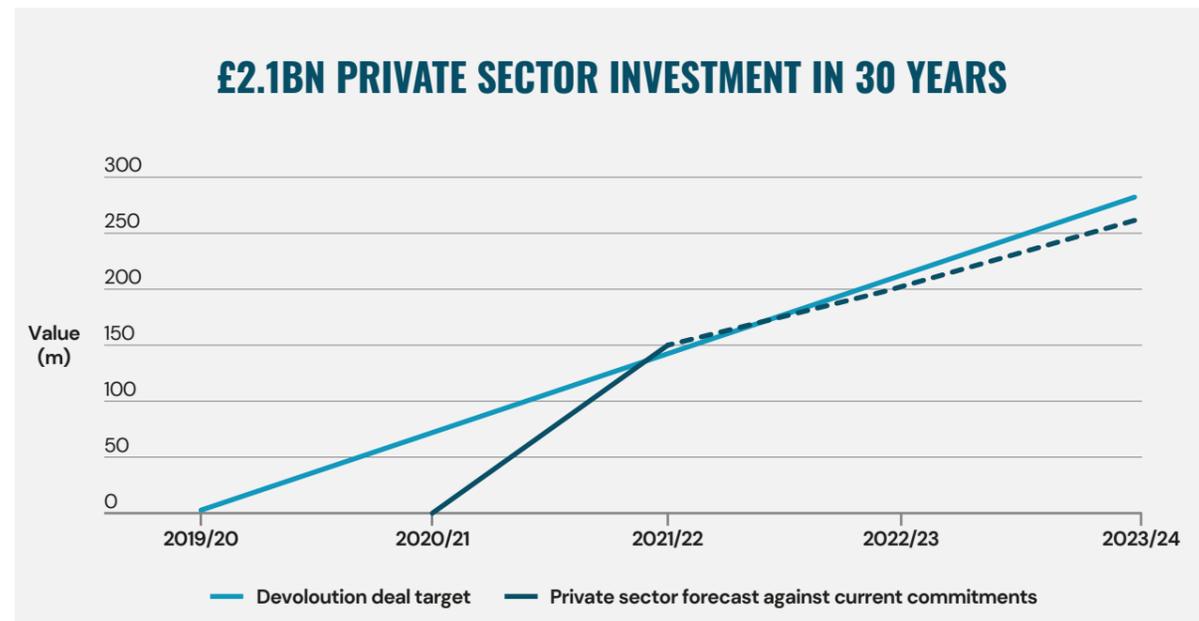
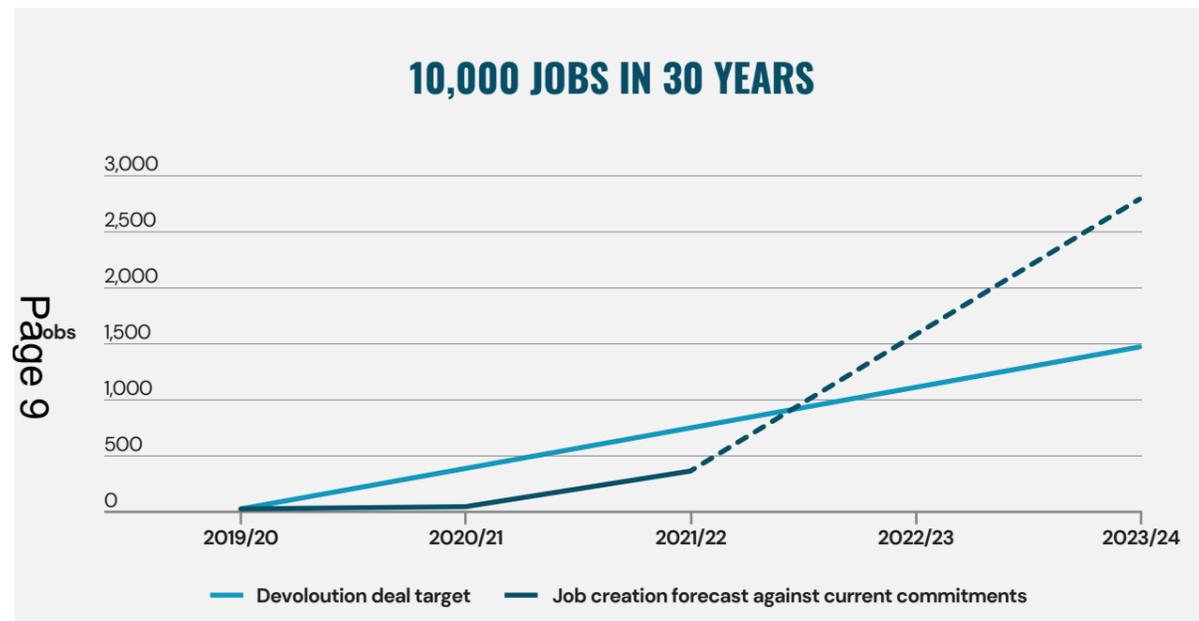
Note: Does not include AEB or Brownfield Housing money

MEASURING OUR IMPACT



Our targets

The devolution deal committed us to: adding an additional £1.1bn GVA to the economy, delivering 10,000 new jobs and leveraging over £2.1bn in private sector investment. This is a 'job a day' through the lifetime of the deal, with every £1 invested generating a further minimum of £3.50 of private sector investment. We are on track to meet and exceed these targets, with over 4,000 projected new jobs already in the pipeline which we will work hard to turn into real, sustainable careers for our citizens.



Understanding impact

We know that impact is everything. This is why we have established a robust Monitoring and Evaluation Framework that shows:

- How our priorities, mission and values translate into mechanisms for delivery
- How these mechanisms create value; and
- How we understand, measure and learn from the impact that we are making.

This journey from issue-to-impact is outlined in the diagram below. It is used to evaluate the delivery priorities set out within this corporate plan, and help us account for the impact we make to partners in the region and within Government.

Our policy priorities are drawn from NTCA's Devolution Deal, the Mayor's Manifesto, and the strategic direction shaped by our Cabinet.

This framework ensures that the NTCA is accountable for the investments that we make; but also that we can learn, adapt and improve the way that we work in a changing environment.

Summary of our approach:

1. DIRECTION SETTING:

Cross-cutting and delivery themes. Politically led portfolios giving direction on priorities. Taking into account devo deal and manifesto.

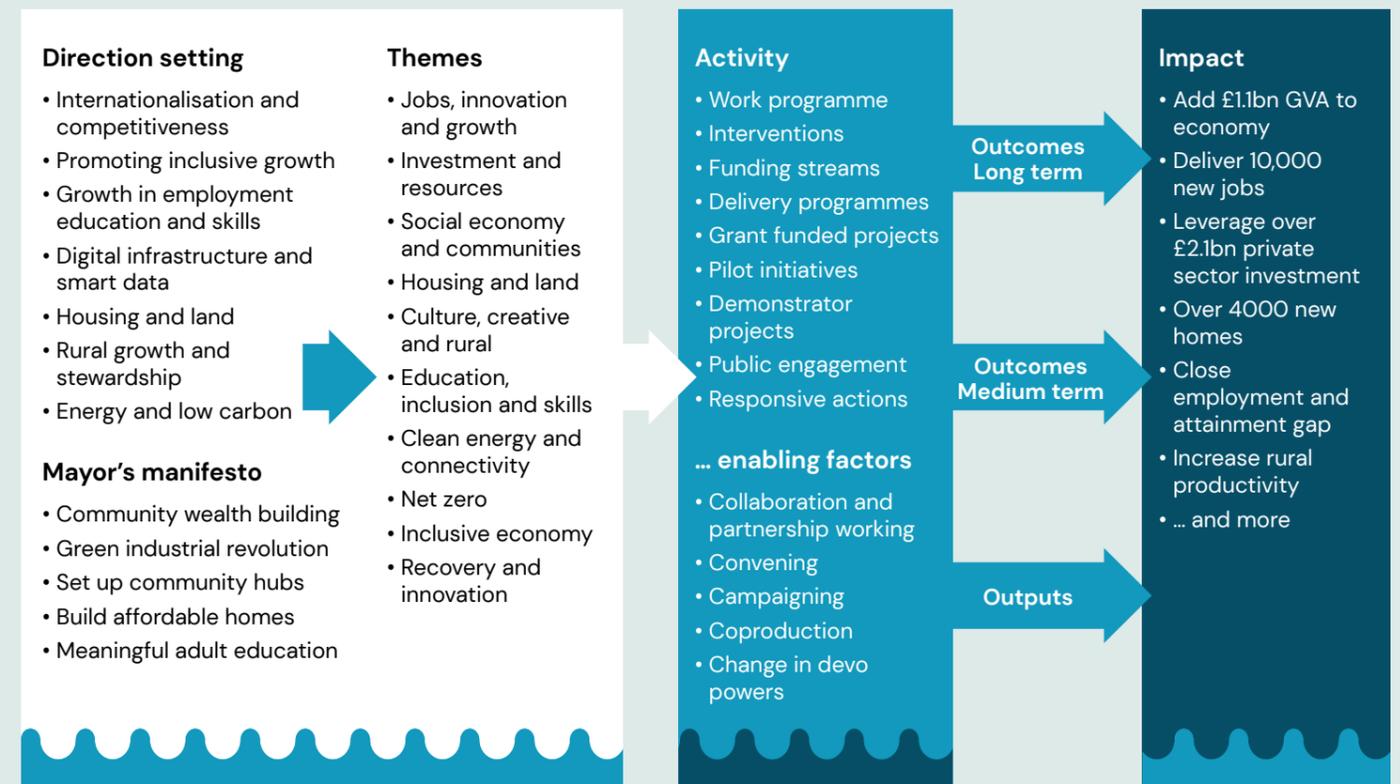
2. ACTIVITY:

Work programme, delivery programmes, projects and outputs linked to our short, medium and long terms outcomes.

3. IMPACT:

Evaluating what we do, and reporting back on our delivery.

Evaluation model...



Context – Government agendas / National covid crisis / Exit from Europe / Political change
Our values – Inclusive community / Collaboration / Curiosity / Empathy / Respect / Ownership

WHAT WE WILL DELIVER...



The delivery activity outlined here is an evolution of our programme, from the original devolution deal through to our post-Covid renewal plans. It shows a journey from past to present and future – giving confidence about our direction of travel, and the political direction that our Cabinet has given.

Page 10

 <p>Jobs, innovation & growth</p>	<ul style="list-style-type: none"> • A Green New Deal Fund which will deliver game-changing investment in green jobs • Bold investment in our digital economy, supporting jobs, growth and inclusion • Investment to secure our recovery from Covid through economic and public service innovation
 <p>Clean energy & connectivity</p>	<ul style="list-style-type: none"> • Multi-million pound investments into offshore wind infrastructure and supply chains • Connecting rural communities to super-fast broadband • Ensuring the Northumberland train line investment creates a corridor of jobs, skills and prosperity
 <p>Education, inclusion & skills</p>	<ul style="list-style-type: none"> • Delivering great adult education that supports learners back into work and opportunity • Shaping the skills of the future in partnership with our employers, colleges and providers • Delivering targeted, bespoke interventions to help young and vulnerable people into work
 <p>Social economy & communities</p>	<ul style="list-style-type: none"> • Creating real opportunities for citizens to influence policy and shape our net zero goals • Helping more employers to create opportunities for 'Good Work' • Becoming the exemplar Combined Authority in support of new zero investment and transition to a green economy
 <p>Housing, land & development</p>	<ul style="list-style-type: none"> • Delivering more new homes through investing in brownfield sites • Delivering a sustainable housing and infrastructure plan to underpin our places • Investing in critical regeneration priorities and our capacity to reduce carbon from housing
 <p>Culture, creative & rural</p>	<ul style="list-style-type: none"> • Investing in the future of our creative sector through our Culture and Creative Innovation Fund • Delivering a pipeline of major events to bring people together and help our places recover • Investing in innovation and connectivity to support our rural SMEs
 <p>Investment & resources</p>	<ul style="list-style-type: none"> • Delivering an Investment Programme that creates jobs, skills and growth in the region • Bringing real new jobs in to the region through our Inward Investment Fund • Ensuring our investment and operations are robust, best in class, and continually adding value

FUTURE COMMITMENTS AND TRANSPORT



Future commitments

Clear investment and delivery plans for these issues will be brought through Cabinet during the next year:

Northumberland Line Economic Corridor Investment – a bold joint NTCA-Govt package supporting Northumberland Line economic corridor strategic sites – with clear investment priorities within each Authority and potential to accelerate housing and skills progress.

Clean Energy ‘Arc of Innovation’ Funding Package – an investment package securing growth and skills gains from Blyth, BV and Tyne Corridor – ensuring we are ready to take advantage of the investment potential of our clean energy sector and supply chain.

Expansion of our North of Tyne Digital fund – including NTCA 5G – expansion of our £20m digital programme – securing further rural connectivity, 5G, digital business growth and strong public sector digital collaboration to drive recovery, inclusion and growth.

Investment Vehicle for new jobs through Health Innovation – creating strong incentives for health and public service innovation, start-up, job and cluster creation – building on our National Innovation Centres and strong health R&D base.

City, Towns, High Streets and Rural Recovery – expansion of recovery and innovation support augmenting Govt schemes and supporting our places, sectors and specific housing sites. This may include a future high streets and city centre funding component.

Skills for Growth and Inclusive Economy Innovation Fund – expanding our funding to tackle unemployment, augment AEB & education improvement programmes, and leverage large-scale social investment.

‘Reawakening the Tyne’ investment plan – including flagship investments building on our ‘North Bank of the Tyne’ prospectus and North Shields Masterplan area.

Investment in Climate Action – following through on our citizens assembly, green economy summit, and collaborative working to support net zero transition in key industries and sectors

Building our Small Business Base – exploring ways of supporting SMEs, social enterprise and community-owned enterprise and support local supply chain innovation

Our role in regional transport

The NTCA exercises shared transport powers through the North East’s Joint Transport Committee, and delivers these priorities through strong cross-regional and cross-sector collaboration. Cabinet’s priorities include:



Maximising investment in our network

– including through access to the Intra-City Transport Fund, augmented bus partnership funding, future Metro revenue and capital, and through securing the remaining funding component of the Northumberland Line



Supporting major cross-regional priorities

– such as East Coast Mainline upgrade, Leamside Line, Metro extension programme and sustainable rural bus networks.



Prioritising active travel and efforts to reduce CO2 emissions across the network

– including through cycling and walking programmes, smart travel and future mobility initiatives.



Creating strong incentives to augment digital connectivity

– both through NTCA’s investment programmes, and across the North East more widely.

The NTCA team continue to work closely with the Transport North East team to realise these priorities.

OUR VISION FOR A DYNAMIC AND INCLUSIVE ECONOMY

What success looks like



INCLUSIVE ECONOMY • NET ZERO TRANSITION • INNOVATION IN RECOVERY

What we are doing

 Jobs, Innovation & Growth	 Clean Energy & Connectivity	 Education, Inclusion & Skills	 Social Economy & Communities	 Housing, Land & Development	 Culture, Creative & Rural	 Investment & Resources
Digital Growth & Innovation	Clean Energy	Adult Education & Skills	Citizen Engagement & Corporate Affairs	Brownfield Land	Culture & Creative	Investment Fund Management
Green New Deal	Transport & Mobility	Education Improvement	Social Value / Community Wealth	Strategic Sites	Events & Tourism	Inward Investment
Health & Urban Recovery	Rural Digital Connectivity	Inclusive Economy	Climate Policy	Infrastructure Planning	Rural Initiatives	Corporate & Financial Planning

Our values

INCLUSIVE COMMUNITY • COLLABORATE • CURIOUS • EMPATHETIC • RESPECT • TAKE OWNERSHIP

Underpinning all we do

Context

A strong digital and health economy, with the potential to improve productivity	A diverse economy with some sectoral vulnerabilities – but with significant potential to change and renew	A great quality of life – which is driving businesses and people to relocate to North of Tyne	An opportunity for the North of Tyne area to lead the green economy, for example in offshore energy and battery tech
Young people economically vulnerable post Covid-19, and 50% more likely to be furloughed	Covid-19's economic impact and legacy is unevenly spread	A low 'base-line' of many economic indicators, even before Covid-19, such as in employment, productivity, and R&D	Specific challenges in rural and coastal communities, such as over reliance on major employers or sectors