

Cabinet

Annual Meeting

Tuesday, 6 June 2023 at 2.00 pm

Meeting to be held: Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY

www.northoftyne-ca.gov.uk

SUPPLEMENTAL AGENDA

	Page No
8. NTCA Corporate Plan: Working Together	1 - 20

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WORKING TOGETHER: OUR CORPORATE PLAN



2023-2024



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**NORTH
OF TYNE**
~~~~~  
**COMBINED  
AUTHORITY**



# WHY WE CAME TOGETHER... TO IMPROVE THE LIVES OF RESIDENTS

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MAYOR JAMIE DRISCOLL

DEPUTY MAYOR NORMA REDFEARN

# OUR TOP FIVE ACHIEVEMENTS SO FAR...



**5000+**

new jobs in the pipeline  
for growing businesses



**3277**

jobs expected to be saved in  
a tough economic climate



**77 000+**

courses taken  
up by local  
people to get  
good jobs



**2390**

businesses  
supported with  
advice and  
guidance



**207**

schools involved  
in tackling child  
poverty and  
inequality in  
attainment

These statistics meet nationally recognised standards, outlined in our [Outputs Guidance](#). This guidance is followed by all partners and projects we invest in. You can find it on our website.

# INTRODUCTION

## WELCOME TO THE NORTH OF TYNE COMBINED AUTHORITY'S CORPORATE PLAN FOR 2023-2024.

I am delighted to introduce the North of Tyne Corporate Plan for 2023-2024. This is an important document – it provides a clear blueprint for our work, and shows how our team will deliver on the outcomes shaped by our Mayor and Cabinet. The Plan builds on well-established portfolios, clear strategic priorities and a culture of collaboration that is knitted into everything we do.

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CHIEF EXECUTIVE DR HENRY KIPPIN

This is a unique and important year for the North of Tyne Combined Authority. It is the last year of our first term, and the year in which we transition into new arrangements reflecting the signing of the North East Devolution Deal.

The team has much to be proud of already. The approval of our Gateway Review is proof positive of the credibility, impact and quality of our work so far. Achieving 'Great Places to Work' status speaks to the culture of creativity and innovation that we have created. All credit to the brilliant NTCA team and the strong regional and cross-sector partnerships that have enabled this to happen.

As we look ahead to the next year, I will continue to emphasise three things:

- 1 Building a strong legacy and seamless transition – ensuring that new arrangements build on success, learn from experience and create no let-up in delivery for our communities.
- 2 Continuing to support and develop our people – helping the team to manage change, grow our skills and capabilities, and deliver in a way that is integrated across our portfolio areas.
- 3 Maximising impact and strengthening collaboration – continuing to deliver visible, tangible impact that shows the value of devolution and builds a platform for the wider North East.

“ WE HAVE A TRACK RECORD OF DELIVERY, A STRONG SET OF RELATIONSHIPS, AND COLLEAGUES ACROSS THE WIDER NORTH EAST WITH WHOM WE ARE ALREADY WORKING TO CREATE A WHOLE NEW SET OF OPPORTUNITIES.

The next year will be a period of change – no doubt it will feel exciting, daunting and challenging in lots of ways. But we should head into this period with a lot of confidence and hope about what we can achieve for the people of this region. We have a track record of delivery, a strong set of relationships, and colleagues across the wider North East with whom we are already working to create a whole new set of opportunities.

I believe we have shown it is possible for a small Combined Authority to punch far above its weight in terms of innovation, inclusivity and impact. The key to this has been a relentless focus on delivery; deliberate and constant collaboration; and an itchiness for change that characterises the most innovative organisations. Let's keep this going and build a long term legacy that we can really be proud of.



## 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 that we are doing and will do in the future - using the powers and resources from our Devolution Deal - to drive jobs, inclusion, new homes and positive economic change in our region, by building on the rapid progress we have already made.

The Plan outlines how, through strong collaboration and real innovation, we are helping to build an exemplar post-Covid city-region 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 for the next three years – enabling positive change from the Tyne to the Borders.

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.

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## OUR VISION

**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 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 every opportunity.

## NORTH OF TYNE... A SNAPSHOT

### UK ECONOMY CURRENTLY BUFFETED BY ONGOING IMPACT OF HIGH INFLATION AND THE COST OF LIVING CRISIS

The official measure of inflation rose to 11% last year, with the price of energy and the weekly shop increasing even faster than this.

With pay growth lagging inflation, most households have seen a reduction in their spending power.

### THE LATEST ECONOMIC FORECASTS PUBLISHED ALONGSIDE THE GOVERNMENT'S BUDGET POINT TO:

A weak economy this year, before recovery in 2024.

Inflation falling sharply, to around 3% by the end of the year.

A reduction in the level of household saving, as household income continues to be squeezed.

### ACROSS THE NORTH OF TYNE:

Rising costs squeezing household income, and this has a knock-on impact on businesses.

Good news is that the number of people receiving out-of-work benefits is down by 15,000 since the peak of the pandemic...

The headline rate of unemployment has fallen back to below pre-covid levels, but employment remains well below its previous peak...

8,000 more people who are not working due to long-term sickness, in many cases due to the effects of covid.

### LOOKING FURTHER AHEAD, OUR REGION CAN LEAD THE RECOVERY TOWARDS A MORE SUSTAINABLE AND INCLUSIVE ECONOMY:

We are powering the UK's green economy, including investment and new jobs in offshore energy and battery manufacturing.

We are unlocking inclusive innovation in our businesses by strengthening our links to our world-class health, digital, research, Catapult and innovation assets.

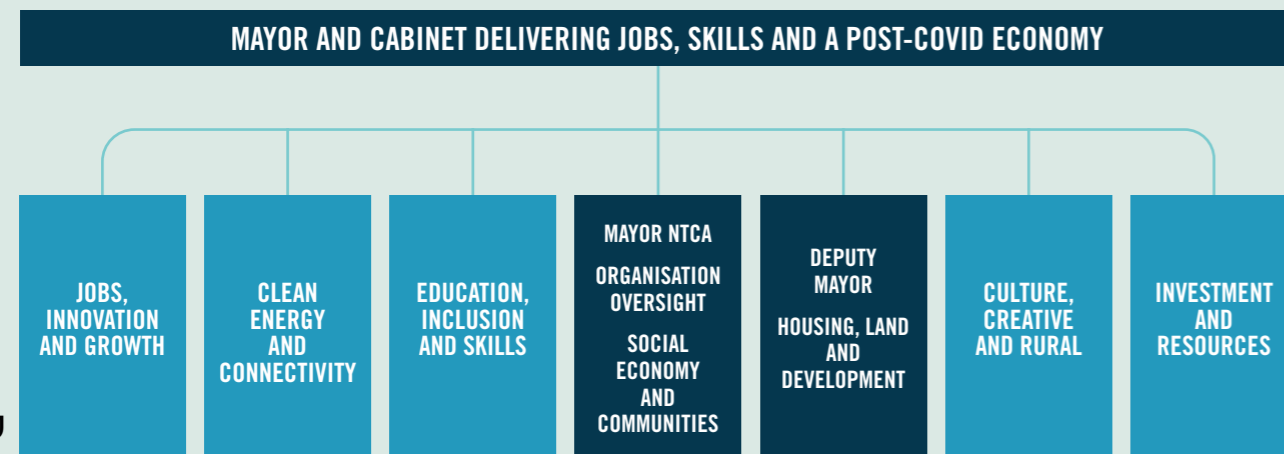
We are seeing an increased commitment to Good Work, which now covers 50,000 employees across more than 100 organisations.

The North East will see the positive benefits from the largest devolution deal in the UK, with £4.2bn of investment.

## 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 AND WORKS TOGETHER TO ENSURE THAT WE DELIVER THE BIGGEST SOCIAL, ECONOMIC AND CLIMATE RETURN POSSIBLE.



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Cabinet Members lead specific portfolios and give collective strategic direction and oversight of our work. Cabinet is made up of representatives from Newcastle City Council, North Tyneside Council and Northumberland County Council, it is led by our Mayor and Deputy Mayor.








Ensuring that local priorities are reflected, 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.

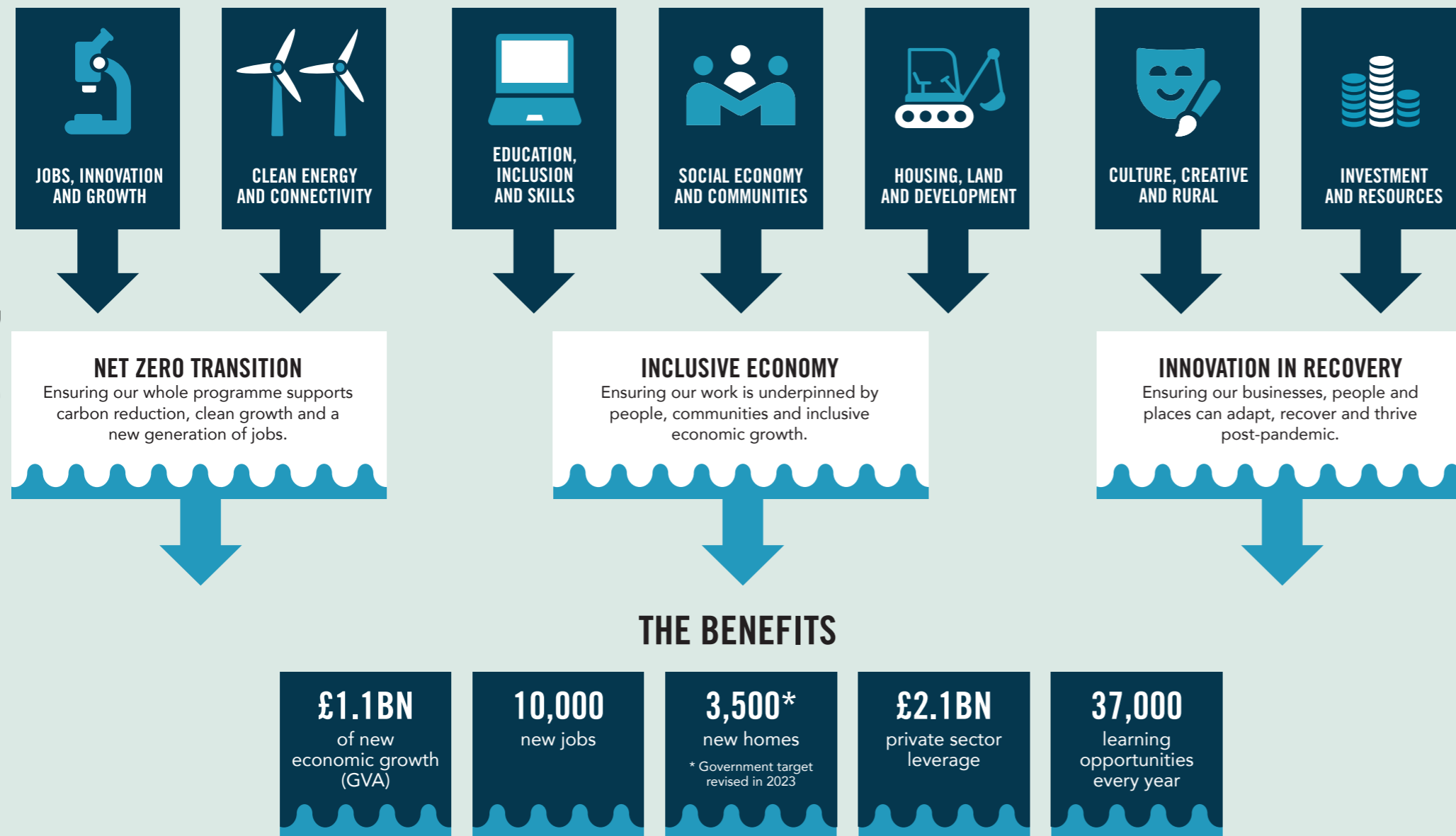
## OUR CABINET LED PORTFOLIOS...



|                                                                                                                                    |                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>JOBS, INNOVATION AND GROWTH</b></p>      | <p><b>Building our capacity to innovate and create future jobs</b> – through major investment in our transition to clean growth, green jobs and a modern, digitally connected economy.</p>                                       |
|  <p><b>CLEAN ENERGY AND CONNECTIVITY</b></p>    | <p><b>Driving our clean energy revolution and connecting the region</b> – leading the national charge through multi-million clean energy partnerships, innovation in offshore wind and bold transport connectivity projects.</p> |
|  <p><b>EDUCATION, INCLUSION AND SKILLS</b></p>  | <p><b>Expanding opportunities through skills, education and inclusion</b> – through our devolved adult education budget, new inclusion, education and employment and skills programmes.</p>                                      |
|  <p><b>SOCIAL ECONOMY AND COMMUNITIES</b></p> | <p><b>Supporting community resilience and readiness for change</b> – through investment, engagement and co-production with communities in our climate assembly, social economy incubator and anchor institutions programme.</p>  |
|  <p><b>HOUSING, LAND AND DEVELOPMENT</b></p>  | <p><b>Accelerating new housing and regenerating our places</b> – through bringing new resources to re-mediate land, and in major place-based schemes like the Northumberland line, North Shields and Newcastle city centre.</p>  |
|  <p><b>CULTURE, CREATIVE AND RURAL</b></p>    | <p><b>Boosting the productivity of our rural, cultural and creative economies</b> – by investing in innovation, digital connectivity and recovery from the impacts of Covid.</p>                                                 |
|  <p><b>INVESTMENT AND RESOURCES</b></p>       | <p><b>Investing in inclusive growth that benefits all of our communities</b> – with our devolved investment fund, and major programmes of investment focused on inclusive growth, skills and innovation.</p>                     |

## OUR CROSS-CUTTING THEMES

Our portfolios and programmes of work are underpinned by three cross-cutting themes. They are net zero, an inclusive economy and innovation in recovery. Together these portfolios and themes form our strategic plan.



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# MAYOR AND CABINET



## OVERSEEING POLICY AND INVESTMENT PRIORITIES

**JOBS, INNOVATION AND GROWTH**

**CLEAN ENERGY AND CONNECTIVITY**

**EDUCATION, INCLUSION AND SKILLS**

**MAYOR**  
NTCA oversight.  
Social Economy & Communities

**DEPUTY MAYOR**  
Housing, Land & Development

**CULTURE, CREATIVE AND RURAL**

**INVESTMENT AND RESOURCES**

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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



## HOW WE WORK



WE KNOW THAT THE WAY WE WORK IS JUST AS IMPORTANT AS WHAT WE DELIVER.



**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 WHERE OUR MONEY COMES FROM AND HOW IT IS ALLOCATED. THE CABINET ARE ACCOUNTABLE FOR OUR INVESTMENT DECISIONS AND FOR ENSURING THAT THIS HAS IMPACT. THE PROCESS IS 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 £800m which have been secured since the original devolution deal – supporting adult skills, the remediation of brownfield sites, community renewal and SME growth.

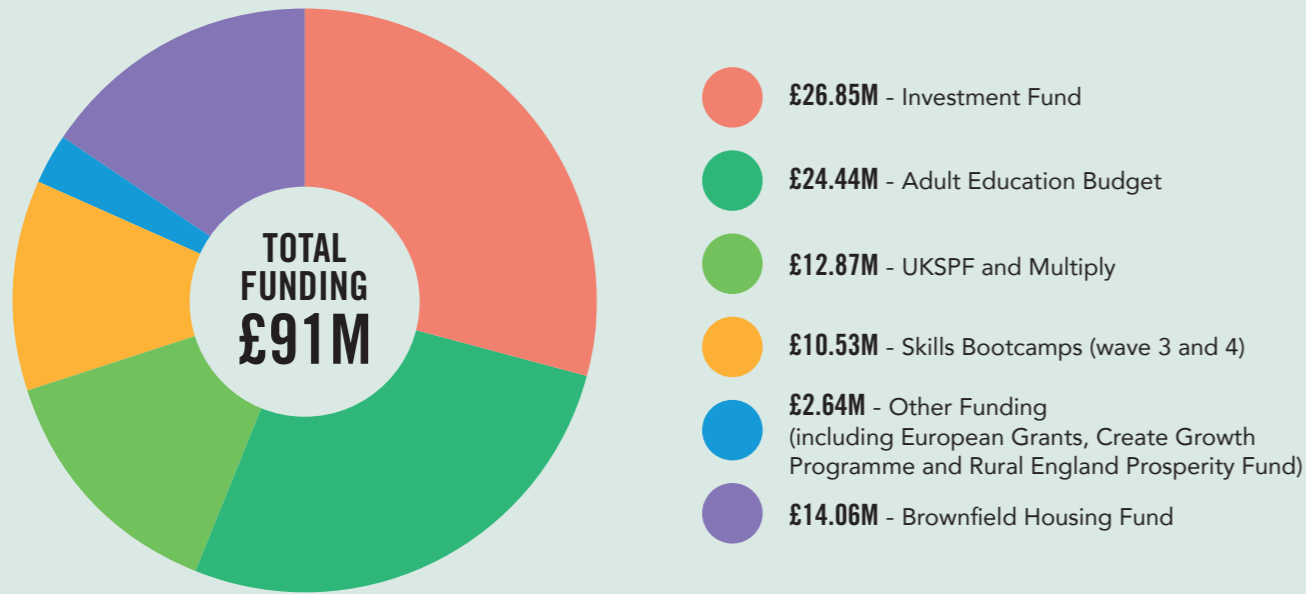
The North of Tyne Cabinet agreed a headline Investment Plan in April 2019 – which set out ambitions for delivery across a five-year period. This plan covers ‘business’, ‘people’ and ‘place’ elements as well as providing flexibility for us to pursue strategic opportunities as they arise. In addition, a small proportion is used to enable the Combined Authority to realise and effectively manage project delivery. Towards the end of 2020/21 legislation was put in place to secure borrowing powers that allow the Combined Authority to consider appropriate opportunities to increase the level of investment.

Over £152 million of this initial tranche has been committed and invested into tangible projects. This has helped attract a further £292m of private sector investment. 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 and the Culture and Creative Recovery Fund. This helps to maximise the value of our interventions.

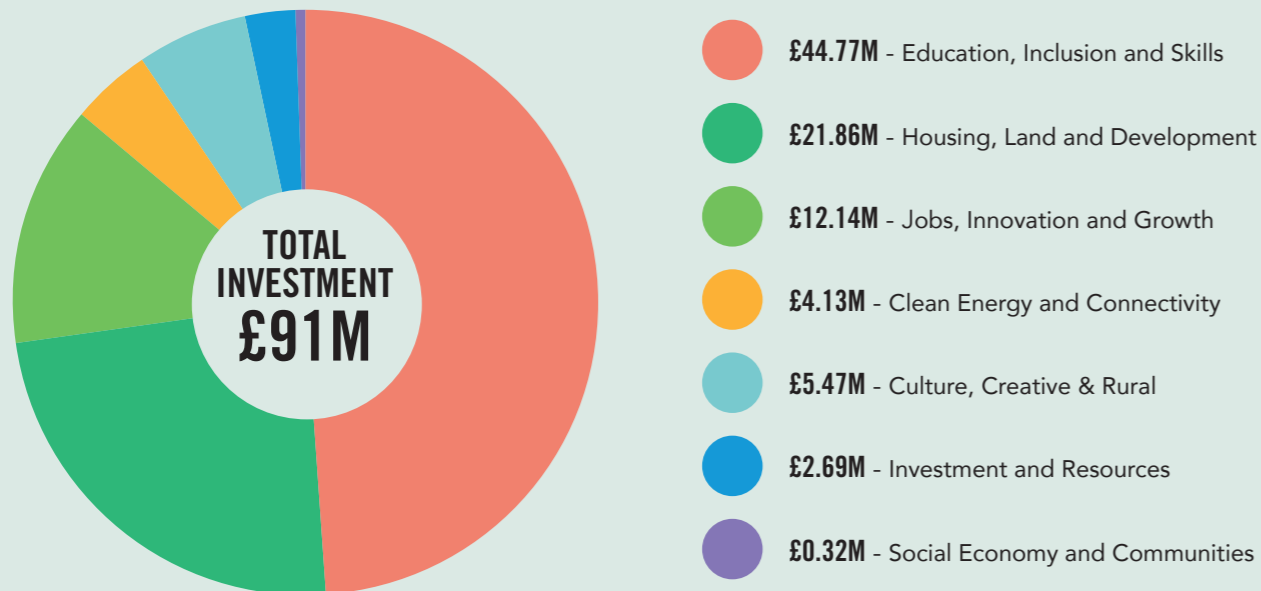


## WHERE OUR FUNDING COMES FROM IN 2023-2024



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## WHERE OUR MONEY IS GOING IN 2023-2024

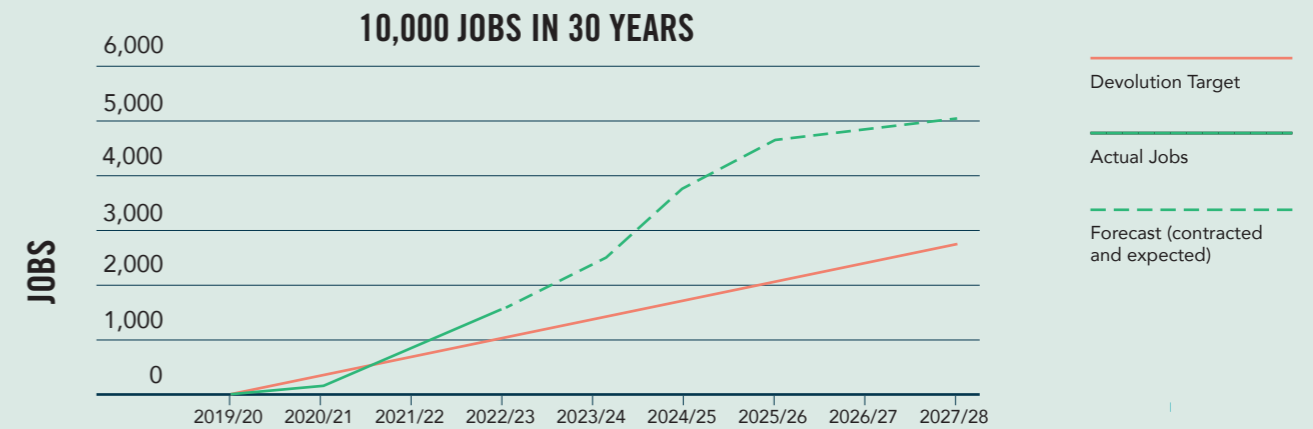


## MEASURING OUR IMPACT



### 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 4,500 projected new jobs already in the pipeline which we will work hard to turn into real, sustainable careers for our citizens.



## FORECASTS



| FORECASTS TO HELP MEASURE IMPACT (CUMULATIVE)                            | 2023-2024 |
|--------------------------------------------------------------------------|-----------|
| Jobs created (contracted)                                                | 6,000     |
| Jobs safeguarded (contracted)                                            | 3,500     |
| Amount of additional private sector money leveraged (contracted)         | £325m     |
| Number of residents accessing employability support                      | 16,000    |
| Number of courses enrolled on by residents to develop their skills (AEB) | 137,000   |
| Businesses supported (actual)                                            | 2,200*    |
| Employers committed to the Good Work Pledge                              | 250       |
| Schools supported                                                        | 200       |
| Children living in poverty supported                                     | 3,700     |
| Housing units enabled, and available for new homes                       | 2,100**   |

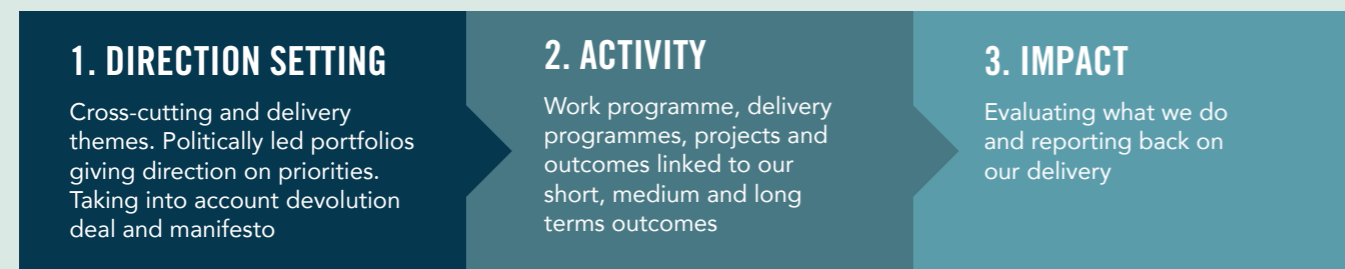
\* Target currently exceeded \*\* Government programme to be delivered by 2025

## 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
- How we understand, measure and learn from the impact that we are making.

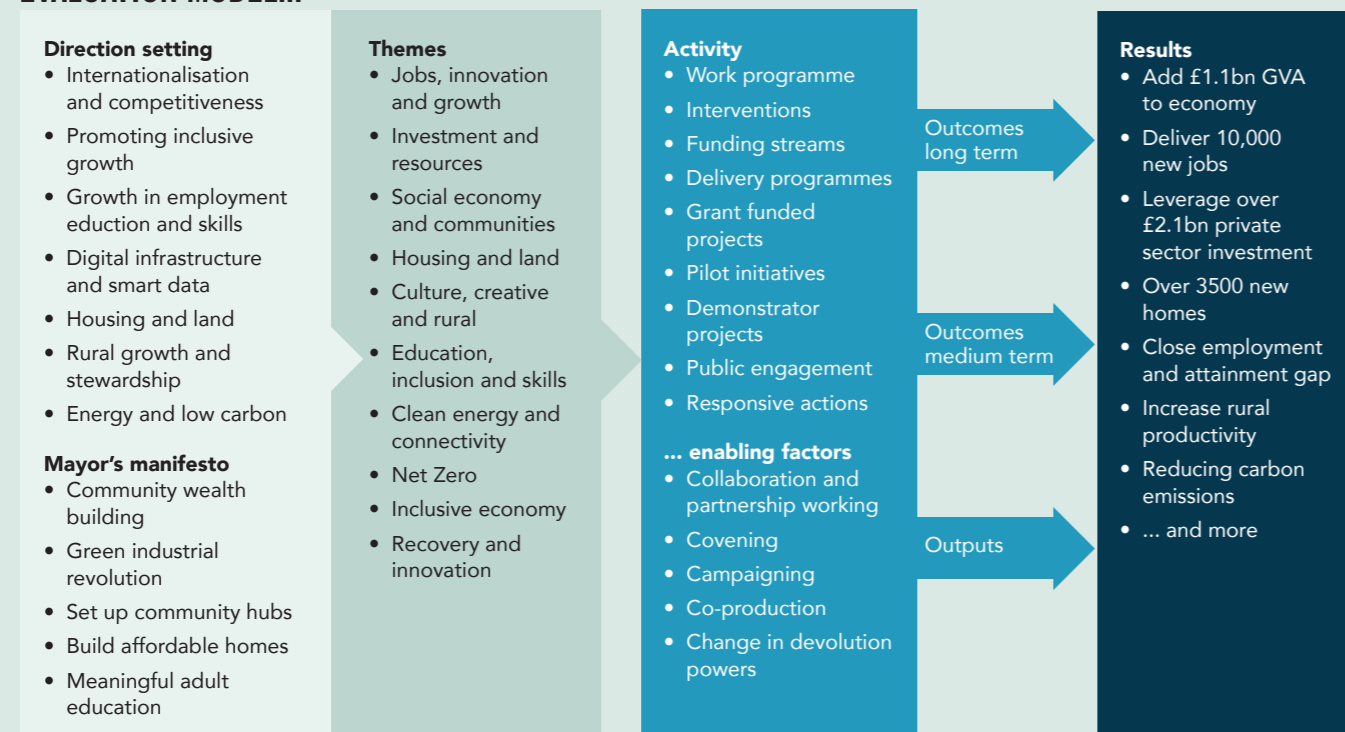
### SUMMARY OF OUR APPROACH:



This journey from issue-to-impact is outlined in the evaluation model below. It is used to evaluate the delivery priorities set out within this corporate plan, and helps 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 NTCA is accountable for the investments that we make, and that we can learn, adapt and improve the way that we work in a changing environment.

### EVALUATION MODEL...



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# DELIVERY PLAN



Corporate plan 2023-2024

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## 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 of our Mayor and Cabinet.



### JOBS, INNOVATION AND GROWTH

- 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



### CLEAN ENERGY AND CONNECTIVITY

- 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



### EDUCATION, INCLUSION AND SKILLS

- 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
- Working towards an inclusive economy by supporting schools, children and their families



### SOCIAL ECONOMY AND COMMUNITIES

- 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



### HOUSING, LAND AND DEVELOPMENT

- 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



### CULTURE, CREATIVE AND RURAL

- Investing in the future of our creative sector through our Culture and Creative Programme and zones
- Delivering a pipeline of major events to bring people together and help our places recover
- Investing in rural innovation, SMEs and communities



### INVESTMENT AND RESOURCES

- 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



## JOBS, INNOVATION AND GROWTH



### THIS PORTFOLIO DELIVERS ACTIVITIES TO SUPPORT JOB CREATION, PRODUCTIVITY GROWTH AND BUILDS OUR CAPACITY FOR INNOVATION.

It does this through major investment into future growth sectors and economic opportunities – such as our digital economy, low-carbon jobs, healthy ageing, and economic innovation and recovery.

The three workstreams within this portfolio are: digital growth and innovation, Green New Deal, and health economy.

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### OUR ROLE

- NTCA and cross-North East activities to secure our recovery from covid and weak growth.
- Attract investment to directly provide additional job and growth opportunities.
- Create sectoral growth and innovation programmes, including 'readiness' of businesses to transition to digital.
- These sectoral programmes include digital growth, innovation, and healthy ageing economy.
- Unlock economic opportunities associated with 5G and future technologies.
- Invest in collaborative open innovation approaches to industrial research, and accelerating commercialization, including:
  - the development and delivery of Insights North East – a cross-sector collaboration to support better decision making
  - development of a cross-sector inclusive innovation narrative with partners
- Supporting green jobs in sectors through our energy, green growth and climate change programme, which includes our Green New Deal Fund.
- Creating support eco-system for SMEs to grow and decarbonise, resulting in locally anchored job opportunities for all, at all skill levels.

### AMBITION

- Create 10,000 new jobs over 30 years.
- Build the basis of long term investment plans for key sectors in the North of Tyne that are ambitious but grounded in the reality of our economic assets and market opportunities.
- Position the North of Tyne as a innovative forward-thinking test bed for the future economy and an exemplar of levelling up in action.
- Raise levels of private and public sector R&D and innovation activity to national average (outside 'golden triangle'), leveraging the government's levelling-up white paper targets.
- Take a real lead in enabling green growth that will be fundamental to future growth, recovery, and the achievement of net zero.

### METRICS TO INFLUENCE

#### NTCA Outputs:

- Direct jobs created.
- Direct jobs safeguarded.
- Indirect jobs created.
- Indirect jobs safeguarded.
- Enterprises receiving support.
- Enterprises introducing new to market products.
- Creation, or safeguarding, of space for business activities.
- Open workspace created or safeguarded for SMEs.

#### Wider outcomes/results:

- Start-up and business survival/growth rates.
- Private sector investment including inward investment from outside of the region.
- Increase in GVA.
- Reduced carbon emission.



## CLEAN ENERGY, AND CONNECTIVITY



**THIS PORTFOLIO DELIVERS ACTIVITIES TO BOOST THE INVESTMENT READINESS, INNOVATION POTENTIAL AND REGION-WIDE CONNECTEDNESS OF OUR WORLD-LEADING CLEAN ENERGY SECTOR.**

It does this through major investment in river and port infrastructure, supply chain innovation, digital connectivity and flagship transport projects like the Northumberland Line.

The three workstreams within this portfolio are: clean energy, transport and mobility, and digital connectivity.

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### OUR ROLE

- Accelerate the development of low carbon energy – including offshore wind and battery technologies – bringing forward a pipeline of key sites, infrastructure and innovation.
- Develop our transport and digital infrastructure and connectivity vision statements – accelerating the roll out of broadband and mobile connectivity across our communities.
- Co-design 5G and future connectivity proposals with partners and build the business case for catalytic investment to support industry adoption.
- Through the Digital Connectivity Infrastructure Accelerator programme work with infrastructure providers to speed up the deployment of 5G and mobile connectivity.
- Develop and co-ordinate proposals for an economic corridor along the Northumberland Line and secure investment for implementation.
- Convene the Tyne Taskforce, helping maximise economic and social potential.

### AMBITION

- North of Tyne area secures significant numbers of jobs in low-carbon energy production – including in offshore wind and battery manufacturing supply chain.
- The area is recognised as one of the leading centres for offshore wind manufacturing, servicing and innovation.
- Economic future of the Tyne and Blyth assured, with investment in sites, infrastructure.
- Northumberland Line successfully introduced, radically transforming connectivity to south east Northumberland, and with associated economic and social benefits.
- Greener transport options help reduce carbon emissions.
- Radical improvement to broadband, as part of a world-class digital infrastructure offer - including 5G and future connectivity, fibre connection to Europe, data centres and urban broadband.

### METRICS TO INFLUENCE

#### NTCA Outputs:

- Direct jobs created.
- Direct jobs safeguarded.
- Indirect jobs created.
- Indirect jobs safeguarded.
- Enterprises receiving support.
- Enterprises introducing new to market products.
- Creation or safeguarding of space for business activities.
- Open workspace created or safeguarded for SMEs.

#### Wider outcomes/results:

- Start-up and business survival and growth rates.
- Private sector investment in the region.
- Increase in GVA.
- Reduced carbon emissions.
- Access and take-up of fibre Connectivity, 5G and other new technologies.
- Increased number of premises with access to Superfast and full fibre connectivity.
- Reduction in number of residents who are digitally excluded by lack of technology, connectivity or confidence.
- Improved journey times to work and study in south east Northumberland.





## EDUCATION, INCLUSION AND SKILLS



**THIS PORTFOLIO DELIVERS ACTIVITIES THAT WIDENS OPPORTUNITIES, CREATES NEW TRAINING AND JOB OPENINGS, CLOSES GAPS AND PROVIDES THE SKILLS PIPELINE FOR OUR FUTURE INDUSTRIES AND SECTORS.**

It does this through major investments in adult education, employability and inclusion, and through innovation in employment support in partnership with DWP. A joint school improvement programme across North of Tyne maximises DfE investment to best support all children, with a focus on our most vulnerable.

The three workstreams within this portfolio are adult education and skills, inclusive economy and education improvement.

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### OUR ROLE

- Work collaboratively with national and local stakeholders to ensure that skills investment is driven by local employer needs and the current/future profile of labour market opportunities, as set out in the NTCA Strategic Skills Plan, are achieved.
- Develop our strategic approach to an inclusive economy in collaboration with members of the NTCA Inclusive Economy Board, in line with our policy statement.
- Work collaboratively to deliver our Employability Plan to raise local aspirations and support individuals into good employment.
- Collaborate across our education system to add value, supporting schools to raise the standard of education and the improve life chances for the young people we serve.
- Work with local partners and residents to be proactive in understanding and addressing inequality and poverty, putting them at the heart of designing our response.

### AMBITION

- Address inequality, by recognising its fundamental role in perpetuating poverty and economic disadvantage. This will enable residents to access opportunities, at every stage of their life.
- Drive the better coordination of education, skills, employment and health services across the North of Tyne area to increase the number of residents moving into work and progressing in work.
- Address digital inequality, driving down digital exclusion for our residents.
- Support our schools to improve outcomes, close gaps and prepare all children North of Tyne for a successful future.
- Address childhood poverty by addressing its symptoms and root causes.
- Use the Wellbeing Framework to position social, economic, environmental and democratic wellbeing at the heart of our inclusive economy work.
- Promote area-wide adoption of the Good Work Pledge.
- Co-design activity with DWP through our joint Employment Framework Agreement.

### METRICS TO INFLUENCE

- Participants in education/training or employment (including self-employment) upon leaving school.
- Unemployed participants supported into employment (including self-employment).
- Participants gaining their first level 2 qualification.
- Participants gaining their first level 3 and above qualification.
- Economically inactive participants engaged in job searching.
- Residents supported into volunteering.
- Number of apprenticeship/traineeship opportunities.
- Employed participants, including self employed receiving support.
- Progress against NTCA Equalities objectives.
- Progress against NTCA Wellbeing Framework and its ten Outcomes.



## SOCIAL ECONOMY AND COMMUNITIES



**THIS PORTFOLIO DELIVERS ACTIVITIES AIMED AT BUILDING THE LONG-TERM CAPACITY, AGENCY AND COMMUNITY WEALTH OF OUR COMMUNITIES, AND ENABLE OUR TRANSITION TO NET ZERO CARBON.**

It does this through Investment, engagement and co-production - such as via our community hubs programme, our Climate Change Citizens' Assembly, and our approach to social value and community asset building.

The three workstreams within this portfolio are citizen engagement, social value and community wealth, and climate change policy.

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### OUR ROLE

- Supporting improvements in the foundational economy (including productivity/working conditions and through promoting alternative business models).
- Driving up the quality of employment by encouraging adoption of the Good Work Pledge.
- Developing initiatives that tackle poverty and inequality – including specific promotion of equalities with our programme, informed by our Poverty Truth Commission and underpinned with our Inclusive Economy Policy Statement.
- Convening partnerships to advance social value and stronger place-based investment across key anchor institutions and via our community hubs investment.
- Increasing the use of community engagement platforms and civic crowdfunding as tools to improve reach and consultation with business and communities.
- Exploring potential for regional wealth building and improved access to finance - amplifying partner and LA work on social value and inclusive procurement in support of recovery.
- Promoting innovative and cohesive responses to carbon reduction and climate change that maximise social and economic benefits and achieve a just transition.

### AMBITION

- Create a more social and inclusive economy by keeping more wealth in the local economy which will create good local jobs for all and embed a culture of exceptional local procurement.
- Support the development of Community Partnerships to restore a sense of community, local pride and belonging.
- A clear approach to building community assets and wealth – through investment and supporting collaboration.
- A network of community hubs through which long term social innovation can be strengthened.
- Strengthened local supply chains and community involvement within our recovery innovation programmes.
- A strong network of community engagement – in particular around climate change and inclusion challenges, including schools, children and young people.
- Address regional access to finance and investment – in support of longer term progress towards a people's bank.

### METRICS TO INFLUENCE

#### NTCA Outputs:

- Residents supported into volunteering.
- Creation or safeguarding of space for shared community and/or business activities.
- Jobs and learning opportunities - including for those marginalised from the labour market.
- Enterprises supported.
- Community Partnerships established in each Local Authority.

#### Wider outcomes/results:

- Increased engagement with residents and businesses.
- Providing leadership to help address local priorities.
- Making a substantive contribution to regional carbon reduction goals.
- Citizen and young people awareness and engagement in climate change, green growth opportunities and inclusive economy issues.
- Increasing prevalence of 'good work' agenda across the business sector.
- Make progress in-line with NTCA's Equality Objectives 2022-25.



## HOUSING, LAND AND DEVELOPMENT



**THIS PORTFOLIO DELIVERS ACTIVITIES TO ACCELERATE THE DELIVERY OF NEW HOMES IN OUR REGION, SUPPORTS THE REGENERATION OF OUR PLACES, AND MAXIMISES THE OPPORTUNITY OF NEW INFRASTRUCTURE INVESTMENT.**

It does this through major investments in brownfield land remediation and the creation of a strategic pipeline of development sites and growth corridors.

The three workstreams within this portfolio are brownfield land programme, joint infrastructure planning, and town and high street innovation.

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### OUR ROLE

- Establish a strategic housing and place investment strategy in collaboration with our partners.
- Accelerate the pace of delivery through enabling access to NTCA and wider government funding.
- Lead the Tyne Taskforce; working with business, port and local authorities to unlock investment.
- Develop collaborative design principles to influence future delivery models.
- Complement and augment capacity within our Local Authorities.
- Use our convening power to better effect a range of partnership working.
- Co-ordinate the development of a business case for an at-scale housing retrofit programme.
- Develop delivery models to unlock and maximise private sector investment.
- Develop the town and high streets innovation programme focused on three high streets.

### AMBITION

- Accelerate delivery of new homes in the region above and beyond our devolution deal commitments.
- Accelerate development of strategic place/corridor developments along the Northumberland Line, Arch of Energy Innovation and the City Centre.
- Better coordinate infrastructure investment to ensure broad-based growth across the area.
- Bring forward an at-scale retrofit programme across the North of Tyne area.
- Position North of Tyne as a leading region in the development of age-ready models of housing.
- Unlock transformative strategic development opportunities in the area.
- Build and expand on our reputation as a trusted delivery partner.
- Develop new delivery models and approaches to transform high streets.

### METRICS TO INFLUENCE

#### NTCA Outputs:

- Area of site reclaimed, (re)developed or assembled.
- Area of brownfield land remediated.
- Number of new homes bought forward.
- Jobs created and safeguarded.
- Businesses supported.

#### Wider outcomes/results:

- Private sector investment including investment from outside of the region.
- Increased sustainability of new and existing homes (EPC/SAP ratings).
- Improved affordability of housing and different types and tenures.
- Growth of existing and new SMEs.
- Increased wellbeing of residents.
- Increase in GVA.
- Reduced carbon emissions.



## CULTURE, CREATIVE AND RURAL

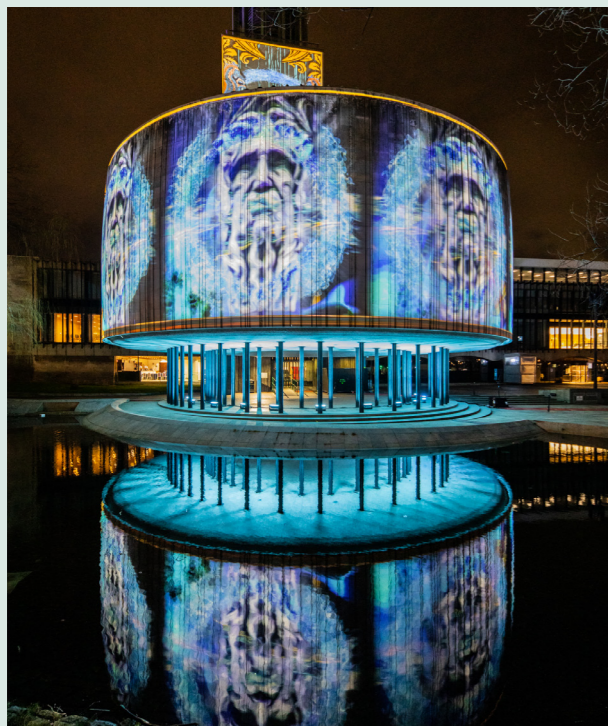


**THIS PORTFOLIO DELIVERS ACTIVITIES TO BOOST THE ECONOMIC POTENTIAL OF OUR CULTURE, CREATIVE, EVENTS AND TOURISM SECTORS, AND DELIVERS OPPORTUNITIES FOR RURAL PLACES AND BUSINESSES.**

It does this through major investments and programmes of work on cultural and creative sector recovery, region-wide events, and through specific funding mechanisms to support rural enterprise.

The three workstreams within this portfolio are culture and creative, events and tourism; and rural place-based Initiatives.

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### OUR ROLE

- Shape long term strategy and deliver key programmes of investment in collaboration with partners.
- Stimulate recovery of the culture and creative sector post-pandemic.
- Support the delivery of our Culture and Creative Zones programme in collaboration with our Local Authorities and stakeholders.
- Support the development of the visitor economy within a regional approach.
- Develop, deliver and promote an events and tourism programme in collaboration with our LA partners.
- Support delivery of the Stewardship and Rural Growth investment plan.
- Stimulate rural enterprise - including through a rural business support programme and rural catalyst.
- Maintain strong collaboration with the National Innovation Centre for Rural Enterprise.
- Support rural communities through a place-based investment programme to improve local infrastructure and services, creating stronger and more sustainable places.

### AMBITION

- Promote the growth of culture and creative sectors, and the skills pipeline to meet future demand.
- Support the culture and creative industries in North of Tyne to develop the businesses, skills and services to grow the sector.
- Attract more visitors who stay longer and do more.
- Create a tourism industry with expanded season, niche product offering and high-quality employment opportunities.
- Establish year-round events programme of high-quality cultural and sporting events capable of achieving regional, national and international profile.
- Increase levels of rural productivity and employment.
- Integrate stewardship and rural growth activity, putting our natural capital and assets at the heart of our rural growth agenda.

### METRICS TO INFLUENCE

#### NTCA Outputs:

- Number of cultural and tourism events taking place.
- Number of attendees participating in a cultural tourism event.
- Direct jobs created.
- Direct jobs safeguarded.
- Indirect jobs created.
- Indirect jobs safeguarded.
- Enterprises receiving support.
- Creation or safeguarding of space for business activities.
- Open workspace created or safeguarded for SMEs.

#### Wider outcomes/results:

- Culture and creative start-up and business growth and survival rates.
- Increased visitor numbers, spend per visit, and length of stay.
- Increased employment opportunities.
- Improved employment and wage levels in rural areas.
- Becoming carbon negative and biodiversity positive.
- Private sector investment including inward investment from outside of the region.
- Increase in GVA.



## INVESTMENT AND RESOURCES



**THIS PORTFOLIO OVERSEES OUR FINANCIAL PROCESSES AND IS ALSO RESPONSIBLE FOR THE ATTRACTION OF NEW COMPANIES TO THE REGION THROUGH INWARD INVESTMENT.**

Working closely with the Mayor and other Cabinet members this includes: oversight of our Investment Fund, our financial processes and progress with our Inward Investment Fund.

These functions are core to our work, providing the underlying basis for investment, programme development, corporate coherence and attracting new jobs to the region.

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## OUR ROLE

- Ensure that our investment fund is well managed, accountable, and clearly adds value across the region.
- Create long term alignment between our investment and the strategic goals of the region – putting the building blocks in place for future growth.
- Ensure that new funding and responsibilities are integrated effectively within the investment programme and Assurance Framework.
- Provide leadership and support for the Mayor and team in corporate business planning – supporting a coherent programme which is clearly understood and endorsed by Cabinet.
- Ensure that we are proactive in securing inward investment opportunities that deliver new jobs.
- Oversee and add value to the business support landscape.

## AMBITION

- Position the area as a prime inward investment location – maximizing new investment into the region using our Inward Investment Fund to create new jobs.
- Fully utilise all resources available to support inclusive economic growth, including the newly acquired borrowing powers to maximise investment opportunities.
- Deliver through a strong corporate core, ensuring consistent collaboration and integrity; and appropriate staff base aligned to purpose and delivery.
- Become the exemplar Combined Authority – ensuring our processes are robust and stand up to scrutiny, meeting a significant level of assurance as part of our audit processes.
- Securing funding for North of Tyne and the region more widely.

## METRICS TO INFLUENCE

- All investments will support the delivery of our outputs in addition to realising the wider ambitions and outcomes associated with our delivery themes.

# OUR VISION FOR A DYNAMIC AND INCLUSIVE ECONOMY



**WHAT SUCCESS LOOKS LIKE**

- £1.1BN** of new economic growth (GVA)
- 10,000** new jobs
- 10,000** new homes
- £2.1BN** private sector leverage
- 37,000** learning opportunities every year

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**WHAT WE ARE DOING**

|                                    | INCLUSIVE ECONOMY                    |                                        | NET ZERO TRANSITION                    | INNOVATION IN RECOVERY               |                                    |                                 |
|------------------------------------|--------------------------------------|----------------------------------------|----------------------------------------|--------------------------------------|------------------------------------|---------------------------------|
|                                    |                                      |                                        |                                        |                                      |                                    |                                 |
| <b>JOBS, INNOVATION AND GROWTH</b> | <b>CLEAN ENERGY AND CONNECTIVITY</b> | <b>EDUCATION, INCLUSION AND SKILLS</b> | <b>SOCIAL ECONOMY AND COMMUNITIES</b>  | <b>HOUSING, LAND AND DEVELOPMENT</b> | <b>CULTURE, CREATIVE AND RURAL</b> | <b>INVESTMENT AND RESOURCES</b> |
| 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 |
| Households with income stretched through the cost-of-living                     | Ongoing impact of covid, including on economic inactivity                                                 | Relatively low levels of employment, productivity and R&D compared with the national average  | Specific challenges in rural and coastal communities, such as over reliance on major employers or sectors            |