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INSPIRING OUR FUTURE

Our 2018-21 plan to build the skills we need for a modern economy

FOREWORD

Mayor Ben Houchen, Councillor Christopher Akers-Belcher, Paul Booth

The Tees Valley Combined Authority has been created to drive economic growth and job creation across the region. With a newly elected Mayor and an ambitious Strategic Economic Plan, we are in the best possible position to take forward a locally-led approach to deliver a step change in the Tees Valley economy.

Raising educational attainment and skill levels is essential for our future success. It will help to attract new businesses, as well as increase the quantity and quality of jobs available. It will also support local people to access these jobs and achieve their full potential.

The number of people in work has risen significantly in recent years and we have lots of great businesses creating new and exciting jobs. However, too many of our residents still struggle to find sustainable employment. We will address this by providing more flexible and joined up support with our partners to ensure everyone has a better chance to gain work and learn new skills.

With powers and resources devolved to us from central government, we have an exciting opportunity to deliver the change that our area needs. We will deliver more flexible training by securing devolved responsibility for training and education for adults and support more long term unemployed people move towards and into work via our Routes to Work Programme.

We will work with our local schools and colleges to help young people achieve their very best, and to make a successful transition from education into good quality jobs.

We will overhaul and expand careers education by creating a Tees Valley Careers and Enterprise Initiative, bringing together schools and colleges with local employers to provide the best possible opportunities for young people entering the world of work. We will also ensure we have high quality infrastructure of modern training facilities that motivate and encourage lifelong learning.

We have a unique opportunity to work in partnership across our region, to design more joined up and co-ordinated opportunities, which can deliver our ambitions for growth and prosperity. The Devolution Deal that we have agreed with government has provided us with new decision making powers and more local control of resources. But we can go much further and will continue to work with government to bring more funding, powers and responsibilities into Tees Valley, so that we can design an education and skills system that fully meets the needs of our people and businesses.

This strategy builds on the interventions and the strong partnership working relationships that exist across Tees Valley. By working even closer together we will create an education and skills system that delivers strong economic growth for the future and establishes Tees Valley as one of the best places in the country to learn and work.



INFLUENCING AND SHAPING THE DIRECTION OF EDUCATION, EMPLOYMENT AND SKILLS IN TEES VALLEY

This strategy reflects the new powers, funding and responsibilities secured by Tees Valley Combined Authority. In total, the Combined Authority has identified investment of over £100 million for the period 2017-21, for investment in Education, Employment and Skills. This is however only a small proportion of the £970 million per year public expenditure devoted to education by schools, colleges and universities in Tees Valley. It is therefore vital that the Combined Authority works in close partnership to ensure that Tees Valley's devolved funding adds value and spurs innovation and transformation, delivering high quality outcomes for local people and addressing long-standing barriers to opportunity.

The areas for intervention have been prioritised based upon consultation and analysis to identify the added value or gaps in the system that the

Combined Authority is best placed to address.

This strategy will be considered a working document, which is regularly reviewed and updated in consultation with our partners. It will also be published on the Combined Authority website www.teesvalley-ca.gov.uk at regular intervals, for wider comment to be received and considered.

This strategy will be an integral part of the Combined Authority's wider budget and Investment Plan.

The Combined Authority will regularly host strategic workshops for partners to engage and inform future policy and delivery for Education, Employment and Skills in Tees Valley. These will be widely publicised and highlighted on our website.

The Combined Authority has established an Education, Employment and Skills Partnership Board to bring together the key institutions responsible for the delivery of this strategy. The Partnership Board will receive regular reports for each of the strands of work, to provide challenge and support, to monitor progress, celebrate success and plan future activity.

"We have a unique opportunity to work in partnership across our region, to design more joined up and co-ordinated opportunities, which can deliver our ambitions for growth and prosperity."

Ben Houchen
Tees Valley Mayor



Ben Houchen, Tees Valley Mayor.



Cllr Christopher Akers-Belcher,
Tees Valley Cabinet Member for Education,
Employment & Skills.



Paul Booth, Chair, Tees Valley Local
Enterprise Partnership



This Education, Employment and Skills strategy directly supports two of the five key 'foundations' in the Industrial Strategy:

- People – good jobs and greater earning power for all
- Places – prosperous communities across the UK

“INSPIRING OUR FUTURE” AND THE INDUSTRIAL STRATEGY

SUPPORTING DELIVERY OF THE UK INDUSTRIAL STRATEGY THROUGH OUR 2018-21 PLAN TO ‘BUILD THE SKILLS WE NEED FOR A MODERN ECONOMY’

The Department of Business, Energy and Industrial Strategy launched the Industrial Strategy White Paper; Building a Britain fit for the future in November 2017. The strategy provides a framework of how Great Britain will begin the development of an ambitious Industrial Strategy that will help businesses create high-quality, well-paid jobs. The strategy provides a plan to build upon the foundations of existing industrial strengths, including the skills of its workers, the quality of the current infrastructure to achieve a fair and predictable business environment.

The Industrial Strategy highlights the challenges we continue to face in meeting our business needs for talent, skills and labour. It states a need to give greater focus to:

- Technical education
- Increasing the number of people trained in Science, Technology, Engineering and Maths
- Narrowing the gap between communities in skills and education
- Removing barriers faced by under-represented groups

- Ensuring that everyone can improve their skills throughout their lives
- Increasing earning power and opportunities for progression to better jobs

Technical education will be developed to equal the academic system, through quality apprenticeships and the introduction of T levels for 16-19 year olds, alongside supporting the teaching in our schools and providing better careers learning to improve young people's life chances.

At the heart of the Industrial Strategy is delivering an increase in productivity. In Tees Valley we have identified priority sectors for growth, where we will focus our interventions. These are high growth sectors that can increase regional and national productivity, with increased demand for higher level skills in technical, science and digital subjects. The priority sectors in Tees Valley include advanced manufacturing; process, chemicals and energy; health and biologics; digital and creative.

Throughout both the Tees Valley Education, Employment and Skills

Strategy and the Industrial Strategy, there is an emphasis on increasing the role of employers to develop the skills that businesses need. We will ensure that local activity fits with the national approach, including: engaging with employers to support the development of T levels; increasing the number of work placement opportunities, developing employers' role in delivering our Careers and Enterprise Initiative and adult skills provision, maximising the access to the national retraining scheme and increasing apprenticeships. We will continue to work with employers to meet their future skills needs and ensure that they play a leading role in shaping workforce skills that can increase growth and productivity.

Increasing apprenticeships remains a priority at a local and national level, especially those that offer progression to high quality, well paid jobs. We made a case to Government to allow more flexibility in the use of the Apprenticeship Levy, and were therefore pleased to see the announcement that from April 2018, levy-paying employers in England will be able to transfer up to 10% of their funds to other employers. We will work with levy-paying employers to maximise the

use of the levy for the Tees Valley economy. This will include support for smaller, supply chain businesses to increase apprenticeships in areas that can enhance overall business performance, particularly in areas with high growth potential or where there are known skills gaps.

As indicated in the Industrial Strategy the link to the National Careers Strategy (“Making the most of everyone’s skills and talents”) is critical to inspire and support young people to gain from the anticipated quality jobs growth. The priorities and approach in this strategy endorse those in the National Careers Strategy, this includes:

- Increasing the role of employers in shaping and delivering the careers offer
- Co-ordinating careers activities - working across local and national levels to implement a menu of quality assured activities
- Delivering a programme focused on work-ready skills including an enhanced experience of work and entrepreneurial skills
- Making best use of data and technology – using a range of tools that enable people to self-serve their careers research

The need to prioritise new approaches to recruit and retain high-quality teachers in Tees Valley mirrors the national priority to improve teaching, especially in Science, Technology, Engineering and Maths subjects and to also improve teaching of computing. In Tees Valley, we have also prioritised the improvement of high-quality technical education routeways that will enable pupils to make an informed choice between technical or academic education.

Our local priority to enhance the role of higher education in driving economic growth will ensure that Tees Valley is supporting the national priorities to increase productivity and reduce regional inequalities. Our approach will include supporting innovative research and development linked to local economic growth and opportunities for commercialisation; supporting the development of degree level apprenticeships (particularly in Science, Technology, Engineering and Maths subjects) and enhancing the engagement between Tees Valley businesses and relevant universities.



Skills Advisory Panels - the Industrial Strategy introduced Skills Advisory Panels to be rolled out as soon as possible. These will:

- Help areas form a clearer understanding of their skills requirements
- Influence provision of education and training for those over 16
- Work with mayoral combined authorities and LEPs to establish the best way to ensure that influence is effective
- Inform careers advice and guidance

We will:

- Engage with relevant Government Departments to maximise the opportunity the Industrial Strategy provides to Tees Valley
- Implement a Skills Advisory Panel
- Work with the National Careers Enterprise Company to benefit from the Careers Strategy opportunities
- Request flexibilities and influence the approach to reallocating the unspent Apprenticeship Levy
- Maximise the retraining opportunities
- Increase the role of employers in the skills and education agenda
- Implement an approach to recruiting quality teachers

THE CHALLENGE AND THE OPPORTUNITY

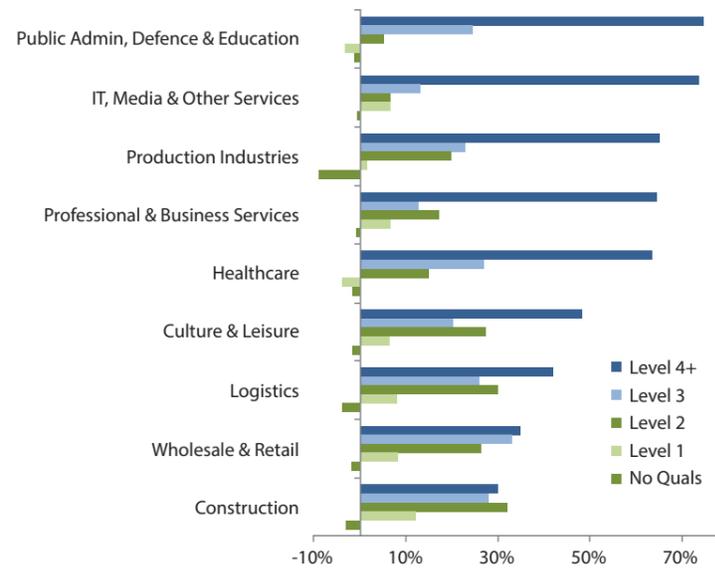
By 2024 -

133,000
jobs available
in Tees Valley

17,000
new jobs

116,000
replacement jobs

% Skills required 2014 - 2024 by sector



SECTORS FOR GROWTH

Over half of the new jobs created will require higher level technical, science and digital skills. 45% of these are considered to be in more senior and managerial roles. High growth is anticipated in:

- Advanced manufacturing
- Process, chemicals and energy
- Logistics
- Health and biologics
- Digital and creative
- Culture and leisure
- Business and professional services

HIGH VOLUME EMPLOYMENT

46% of replacement jobs will be across a range of levels, including entry level jobs offered as part-time opportunities and apprenticeships. High volume replacement is expected in:

- Public administration, defence and education
- IT, media and other service industries
- Production industries
- Professional and business services
- Healthcare

CHALLENGES

- There are skills shortages across most of our key sectors, and employers cite a lack of access to skilled workers as their greatest barrier to growth
- Fewer of our learners choose Science, Technology, Engineering and Maths subjects, and fewer achieve higher grades in these subjects compared to national averages
- Only 69% of our secondary schools are rated as Good or better, compared to 79% nationally
- We have higher levels of unemployment compared to national averages, Tees Valley average 4% compared to 1.9% nationally
- The youth unemployment (age 18-24) rate is also more than double the national average, Tees Valley average 6.7% compared to 2.8% nationally
- There continues to be a problem with under-employment, highlighting a mismatch between the skills that residents have, and those that businesses need

STRENGTHS AND OPPORTUNITIES

- School performance is improving – primary performance is consistently good and there has been a 15% improvement in secondary schools rated as Good or above in the last four years
- Employment levels are rising at a rate higher than the national average
- More people are gaining higher level qualifications
- We have strong partnerships with business

WHAT WILL CHANGE?

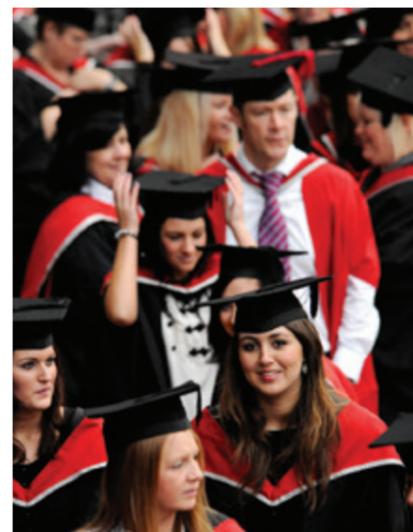


Tees Valley Combined Authority, working with its partners and local businesses, will focus on:

- Creating clear pathways for young people and adults to access good quality jobs
- Creating a skills system that provides businesses with the skills they require to grow

TO ACHIEVE THIS WE WILL:

- Support 1000 businesses to engage with schools
- Establish the £2m Tees Valley Education Collaboration and Innovation Fund
- Assist 2500 long-term unemployed adults to gain work
- Increase the percentage of secondary schools achieving Good or Outstanding to be in line with the national average
- Engage every school and college in the Tees Valley Careers and Enterprise Initiative
- Increase the number of working age residents qualified at L2 and above to 80%
- Double the number of degree apprenticeships



In delivering all of these priorities we will ensure that:

- Business plays a leading role in setting priorities, identifying barriers and delivering better outcomes
- High-quality evaluation and research drives future improvements and helps Tees Valley learn from experience

SUPPORTING EDUCATION INNOVATION AND COLLABORATION

High-quality schools are the core requirement of a successful education and skills system. Tees Valley has made significant improvements in delivering better outcomes from its educational institutions. In 2013, 54% of secondary schools were rated as Good or Outstanding, but by 2017 this has risen to 69%. This is still not good enough.

Tees Valley partners, working with the Regional Schools Commissioner, have now established a Tees Valley School Improvement Board.

The Board will undertake two roles:

1. The Department of Education's Sub Regional School Improvement Board (SRIB) that will identify need for support, oversee place based school improvement and prioritise proposals for national School Improvement Funding

2. Leadership of the Tees Valley approach and local collective action that will include all schools, regardless of form, to raise performance

Responsibility for school improvement rests with schools and academies themselves. Local Authorities continue to have a statutory role to challenge and support schools to review performance.

The Combined Authority recognises that a successful career and business growth starts with an excellent quality education system and therefore will encourage collaboration and innovation between schools to address the challenges they face that will support more pupils to progress into positive destinations when they leave statutory education.

What do we plan to do?

- Improve the recruitment and retention of good teachers
- Develop technical routeways for 14-16 year olds
- Pilot new activities that enhance educational outcomes for our pupils

We will:

- Create an Education Innovation and Collaboration Fund
- Support the Tees Valley Regional Schools Commissioner and Tees Valley School Improvement Board
- Identify national funding gaps and provide investment where appropriate



Subject to Cabinet approval, £2 million has been identified by the Combined Authority to initiate an Education Innovation and Collaboration Fund.

DEVELOPING A SKILLS SYSTEM FOR BUSINESS GROWTH

Why is this a priority?

Businesses continue to tell us that they are unable to fill vacancies, and many unemployed people struggle to access jobs on offer due to a lack of appropriate skills and qualifications. We have identified that activity is required to:

- Increase business intelligence that assists Further Education Colleges, Sixth Forms, Local Authorities and Independent Training Providers to develop training provision that addresses current and future business demand
- Provide re-training opportunities that supports local people to access the changing labour market and take more flexible career paths

- Prepare for the technical vocational reforms and the anticipated demand for increasing work placements
- Increase the number of apprenticeships and enable progression to higher level apprenticeships

Skills provision has historically been complex and fragmented, however devolution presents an opportunity for Tees Valley. The Combined Authority will have the ability to align skills funding streams, for a more effective and joined up system that addresses local challenges and seizes opportunities to improve outcomes for residents and businesses across Tees Valley.

What do we plan to do?

Ensure skills provision is focused on meeting the skills gaps in the local economy by:

- Creating technical training routeways
- Preparing for technical education reform in 2020
- Improving adult training better linked to business demand



ADDRESSING LONG-TERM UNEMPLOYMENT

SUPPORTING PEOPLE MOST DISTANT FROM THE LABOUR MARKET TO SECURE AND RETAIN WORK

Why is this a priority?

Evidence shows us there are stark inequalities across Tees Valley for long-term unemployed people and those facing multiple and complex barriers when accessing work.

This includes:

- Intergenerational cycles of under achievement
- High levels of unemployment and under employment compared to national averages
- Some of the highest unemployment rates in the country for 16-24 year olds

Removing barriers to work through targeted and multi-agency programmes will be a high priority to ensure we enable local people better access to existing jobs and those that will be created in the future.

Our approach will:

- Develop community-led solutions to engage those most distant from the labour market, with an ultimate goal of accessing work-related activities
- Identify existing barriers and identify solutions for individuals, focused on targeted geographies and groups

Whilst there is a plethora of good initiatives in Tees Valley, there is more we can do through joint working to better align support that achieves better and faster employment outcomes. There is also a need to develop a shared, robust evidence base that identifies what works and really makes a difference to the individual and which could contribute to long-term sustainable economic change.

What do we plan to do?

- Increase the support for long-term unemployed residents, especially those most distant from the labour market
- Prevent young people becoming long-term unemployed

We will:

- Implement the Routes to Work pilot
- Develop 16-18 work experience pilot
- Implement 16-18 holistic support
- Develop and implement a new 18-24 support programme

We will:



- Develop a post-16 technical skills offer and curriculum by:
 - Preparing for T levels introduction in 2020
 - Increasing business influence of skills training



- Deliver a devolved adult learning budget that will:
 - Increase access to learning for adults
 - Align training to business needs
 - Reward progression
 - Enable second-chance training offers



- Support apprenticeships
 - Increase the relevancy and quantity of apprenticeship training to economic growth
 - Create progressive apprenticeship routeways
 - Encourage the creation of degree apprenticeships

TEES VALLEY ROUTES TO WORK

EXAMPLE OF PROGRESS

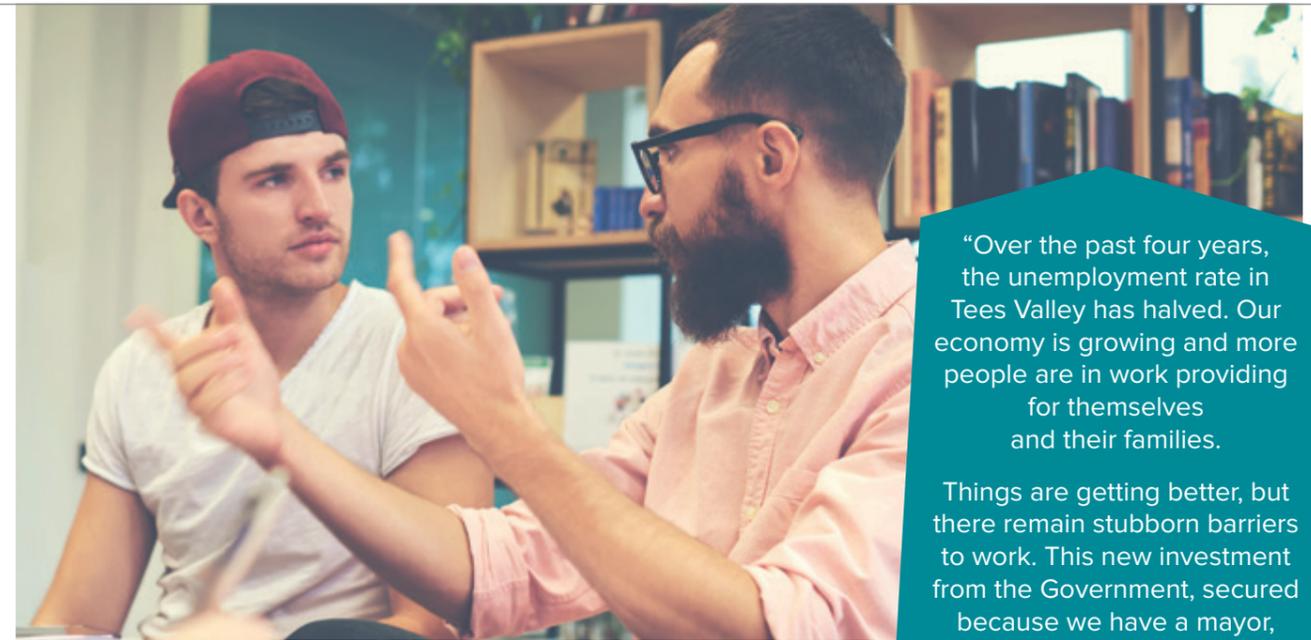
A new and innovative approach will provide multi-agency support to individuals that most need it to progress in their journey to a sustainable job. We will introduce a dynamic key worker to mentor the person and provide holistic, tailored support whilst challenging the support system. We will challenge the support system to share information, provide progressive and joint approaches to removing barriers to work. We will also ensure more direct access to multi-agency complementary services at the timescale required by the person.



Tees Valley Combined Authority secured £7.5m for 3 years to deliver our largest innovative pilot.

“The Routes to Work initiative gives Tees Valley a great opportunity to demonstrate our commitment to work together to find local solutions to address the most complex economic and social challenges. I am confident we will make a real difference to improve the life chances of people across Tees Valley.”

Cllr Christopher Akers-Belcher
Tees Valley Cabinet Member for Education, Employment and Skills

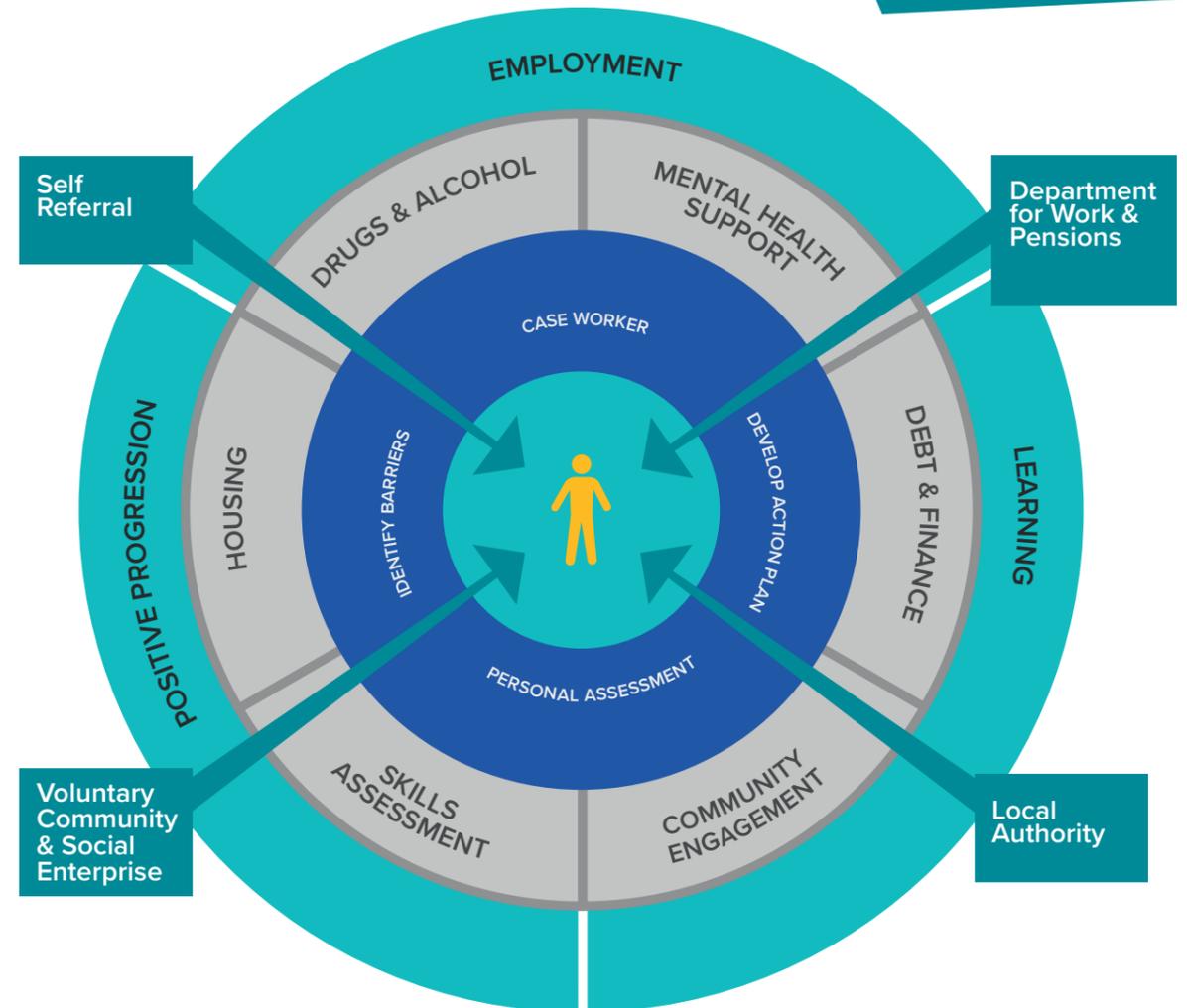


“Over the past four years, the unemployment rate in Tees Valley has halved. Our economy is growing and more people are in work providing for themselves and their families.

Things are getting better, but there remain stubborn barriers to work. This new investment from the Government, secured because we have a mayor, gives us a unique opportunity to address long-term unemployment.”

Ben Houchen
Tees Valley Mayor

ROUTES TO WORK DELIVERY MODEL





CREATING A TEES VALLEY CAREERS & ENTERPRISE INITIATIVE - IMPROVE AND EXTEND HIGH-QUALITY CAREERS EDUCATION

Business leaders continue to tell us that our available labour force is too often ill-prepared for work. They highlight that enterprise, demonstrating initiative, entrepreneurial spirit and creativity are often not evident or recognised as critical skills, yet are highly valued by employers.

Young people tell us that their careers education can often be inadequate and does not sufficiently prepare them for the world of work.

Tees Valley has some significant good practice in careers education from which we can build, including pockets of excellence in our schools and further education providers.

The Combined Authority will continue to work closely with the National Careers and Enterprise Company to maximise the national careers funding and opportunities available to Tees Valley.

There needs to be better strategic coordination of careers and enterprise education in schools across Tees Valley, building on good practice and the work done so far to bring this together. The approach will be to work with partners from

a wide range of education providers, employers, voluntary community and social enterprise organisations, and young people to develop a programme that builds upon and extends good practice. We will roll out the 'Tees Valley Careers Framework' providing a minimum set of work-related learning interventions to all young people that are mapped against the Gatsby benchmarks and embedded throughout the school curriculum.

The programme will aim to provide:

- A single point of contact for all learning establishments and employers
- Support to education establishment's Strategic Leadership Teams to create a careers focus across the whole curriculum
- Support schools to identify a designated careers lead role
- Continuation and extension of the Tees Valley Enterprise Adviser Network to develop and implement a consistent and impartial careers strategy in each school/provider

- Development of a menu of activities for learning establishments and employers to engage with
- Co-ordination of national and local careers activities and provision
- Current and projected Labour Market Information that assists young people and adults to plan their future
- A set of easily accessible resources and tools to help young people, parents/guardians and professionals to directly access appropriate self-help information and guidance
- Activities that focus on enterprise and creativity skills
- Careers education for those with special educational needs and disabilities

GUIDANCE FOR EDUCATION PROVIDERS

The Combined Authority will support schools to respond to national requirements and deliver a comprehensive and high-quality careers and enterprise education for all young people in Tees Valley. Guidance provided by the Department of Education includes direction that:

- Education providers must provide a programme of advice and guidance that is stable, structured and delivered by suitable individuals
- The Gatsby benchmarks should be used
- Schools are expected to meet the benchmarks by 2020
- Support will be provided to schools to achieve these benchmarks via the Careers and Enterprise Company
- Schools will be asked to identify a named leader for careers in their school
- Positive destinations of young people will be used by Ofsted to assess the quality of careers provision

NATIONAL CAREERS STRATEGY

The Department for Education launched a National Careers Strategy in December 2017, 'Making the most of everyone's skills and talents'

The new strategy aims for all young people and adults:

- To understand the full range of opportunities available to them, learn from employers about work, and have first-hand experiences of the workplace
- In secondary school and college to get a programme of advice and guidance that is stable, structured and delivered by individuals with the right skills and experience
- To get support tailored to their circumstances
- To be able to access free face-to-face advice with more bespoke support for those who need it most
- To get the information they need to understand the job and career opportunities available

What do we plan to do?

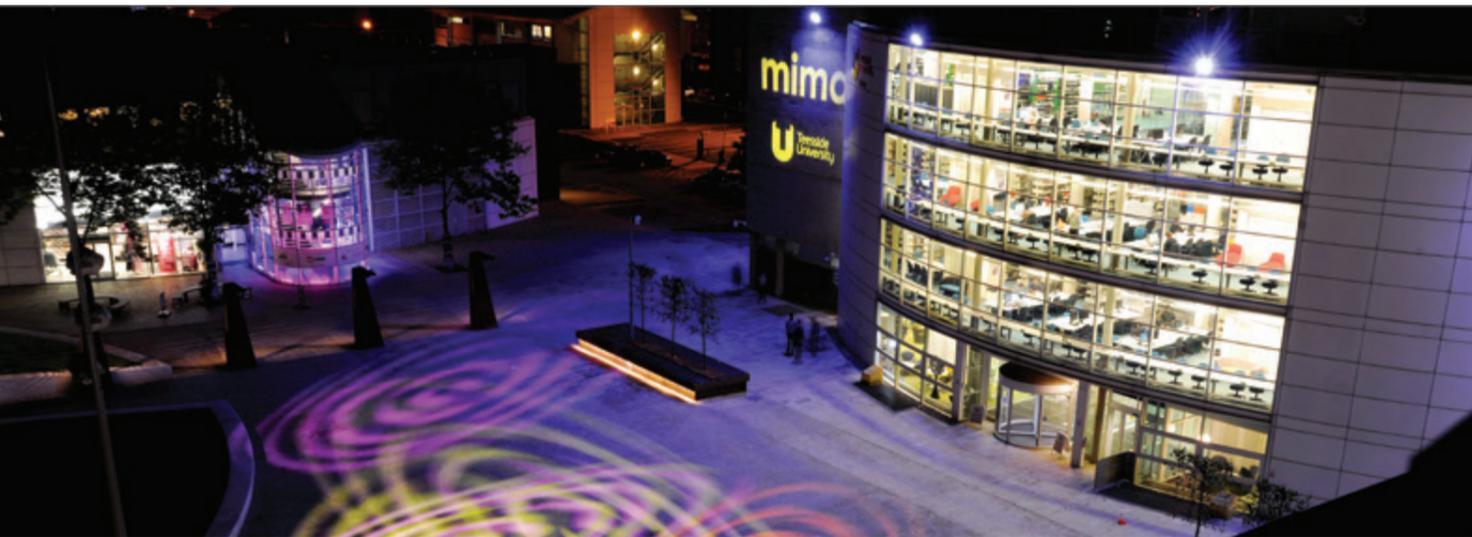
Building upon our experience and learning to date, we will seek to improve co-ordination, and convene a consistent, high-quality all-age careers system across Tees Valley by:

- Better aligning school careers and enterprise education to business needs
- Improving the experiences of our young people to ensure they are better informed and prepared for work
- Increasing the quantity and quality of adult careers education linked to business demand

We will:

- Engage 1000 businesses in schools to shape and deliver careers and enterprise education
- Engage every school and college in the Tees Valley Careers and Enterprise Initiative
- Ensure all 11-18 year olds receive seven meaningful employer engagements





ENHANCE THE HIGHER EDUCATION ROLE IN DRIVING ECONOMIC GROWTH

For Tees Valley to thrive as a productive, innovating, high-skill economy, we must make a coordinated effort to build a strong and dynamic knowledge base. Without it, we cannot sustain the growth of the high-performing sectors that will deliver our economic prosperity. We need to tackle this deficit through a clear and ambitious multi-partner strategy to foster, retain and attract the talent and ideas that are a prerequisite of a high-skill economy. Of the 133,000 jobs that we anticipate will be available by 2024, it is estimated that 56% will be at Level 4 (HNC) and above. These include high-skill managerial, professional or associate professional and technical occupations.

Teesside University is an anchor institution in Tees Valley: a major provider of full-time Higher Education aligned to growth industries, continuing professional development for regional employers, graduate start-ups and scale-up support, and innovation and knowledge exchange for ambitious high-growth companies. Working with the University, Further Education Colleges, business and

wider Higher Education partners, we need to fully exploit the opportunities this brings to our economy.

In the calendar year 2016, 35.2% of the Tees Valley workforce undertook training at Level 4 or above, compared with almost 40% in the previous 2 years. Given that many future high-level skills and roles will need to be delivered by those currently in work, we need to reverse this decline and accelerate the take-up of in-work training. Higher and Degree Apprenticeships and the Apprenticeship Levy offer a major opportunity to build and enhance higher-level workforce skills in key sectors, roles and occupations. We will promote and encourage employer investment in workforce development, particularly through the growth of Higher and Degree Apprenticeships.

In 2015/16, 15% of young people aged 17-30 from Tees Valley entered Higher Education, compared with 19% nationally. Most chose to study at Teesside University, or another university in the North East. This propensity to “stay local” gives us a great opportunity to develop a strong source of relevant local talent.



But at the same time, the figures also signify a relative lack of aspiration and achievement that risks holding us back. Raising the life and career ambitions of our young people, and providing clear progression routes through Further Education to Higher Education to put them on a lifelong education and skills track, is of vital importance. We will work collectively with Higher Education institutes, colleges, schools and business to broaden the horizons and raise the confidence of our young people, to realise key training and education opportunities for high-skill careers.

Attracting students from beyond the region is crucial for a diverse, vibrant ecosystem benefiting from new investment and new talent. We will work to support national and international recruitment to courses aligned to high-skill futures in key sectors such as Advanced Manufacturing, Digital, Culture and Leisure, Logistics and Energy/Low Carbon.

Bringing in new ideas and innovation, from Tees Valley and elsewhere, is fundamental to growing our knowledge base and building high-value businesses that offer worthwhile careers to Tees Valley residents and incomers. Through its leadership of a range of strategic skills and innovation initiatives, our area has an unparalleled opportunity for a step-change in economic growth, particularly through the Mayoral South Tees Development Corporation and its ambitious strategy for growth and investment. We will build on Teesside University’s anchor role, and its networks, to grow collaboration beyond Tees Valley and bring in best practice and experience to drive new knowledge in Tees Valley businesses and develop the skills and talent needed to support successful research, innovation and commercialisation.

We will foster, retain and attract talent, and drive innovation, by:

- i. Strengthening our working relationship with Teesside University to maximise its anchor institution role, optimise alignment of provision to business need, increase Tees Valley HE participation rates and grow the talent pipeline into Tees Valley from outside the area
- ii. Actively supporting the creation and take-up of higher and degree apprenticeships that support our ambitions for a high-skill, productive economy
- iii. Developing and promoting clear progression routes through Further Education to Higher Education
- iv. Working collaboratively with business, Teesside University and other universities and research institutes with links to our economy, to develop greater business-HE engagement, thus driving innovation and the scale-up economy
- v. Aligning this work directly to the Tees Valley Innovation Strategy, and making it central to our local Industrial Strategy, to help ensure the skills and talent are in place to support innovative research and development and commercialisation





RESEARCH, ANALYSIS AND EVALUATION

The Refreshed Strategic Economic Plan: the Industrial Strategy for the Tees Valley and the Education, Employment and Skills Strategy will set the strategic ambition for the region for the next ten years and are both reflective of our existing best forecasts and are sufficiently challenging so as to effect the necessary step-change within the economy.

However, good policy making must be both adaptable and readily attributable: that is reflective of changing economic and political circumstances, focused on outcomes rather than stated outputs and ensuring that innovation tempers all considerations of deliverability.

Our ongoing investment in research, analysis and evaluation supports this need for attributable benefits and adaptability in policy design, through:

- The development of detailed logic models in support of appraisal and evaluation, which not only provide

clear metrics for measuring progress against a scorecard of targets but also a mechanism for assessing value for money

- The use of longitudinal studies and randomised control groups, assess the impact of specific activities and not only correctly attribute outcomes in multi-partner projects, but also enable more routine 'in programme' adjustment to delivery
- The increasing use of open data sources in support of research and analysis, as a means of identifying and developing more applicable interventions sourced from both a wider evidence base and range of partners
- The use of 'bespoke research' based on local need, develop policy goals which influence national policy, rather than simply interpreting national policy locally



BUSINESS CHALLENGE AND WORKFORCE PLANNING

Why is this a priority?

Our future economic success requires an understanding of the new jobs and opportunities that will be created so that our local labour force has the skills that businesses require. To achieve this we need to work much more closely with businesses to identify and articulate their current workforce skills requirements and to plan for business growth in the future.

Businesses repeatedly tell us that they continue to have difficulty recruiting suitably skilled workers. This includes generic work skills and more technical and experienced people. Alongside this it can be challenging for businesses, especially smaller businesses, to identify their future skills needs.

The Combined Authority will work better with businesses to identify their skills requirements, including support to undertake workforce planning and create progressive

opportunities that could in turn release entry level roles for new recruits.

The future reform of Technical Education will include a demand for three-month work placements. We want to ensure that our businesses are supported to engage with this to create a more readily available experienced and skilled local workforce.

What do we plan to do?

We will ensure we are better informed by gaining robust evidence from businesses:

- Increase businesses that identify and plan for future workforce demand and predict future skills gaps
- Increase our knowledge of priority high-demand sectors' skills needs

We will:

- Provide business support to carry out workforce planning, to identify current and future skills needs
- Support businesses to create more jobs, apprenticeships, work experience and volunteering
- Support employers to maximise the potential of their Apprenticeship Levy

PRIORITY WORK

Tees Valley now has devolved responsibility to deliver the Routes to Work programme and will soon have local control of the Adult Education Budget in 2019. As part of our emerging research, analysis and evaluation framework we will utilise the logic model approach to develop interventions which are truly reflective of local need in Tees Valley and also demonstrate the added value of devolution to Government. Our approach will focus on the following common research questions for both programmes:

1. Rationale for intervention:

- Justification of the proposed activities to the target groups
- Assess disconnect between providers, employers and potential workforce
- Identify what success will look like

2. Inputs:

- Assessment of timeliness
- Value for money assessment

3. Outputs:

- Assess changes in delivery programmes
- Measure performance against targets

4. Outcomes:

- Measure changing behaviours
- Assess increase in sustainable employment, business productivity and satisfaction
- Influence future provision

In June 2017 we published a strategic analysis of Education Performance 0-19 and the Employment and Skills analysis. These are available at www.teesvalley-ca.gov.uk

The Combined Authority will continue to publish twice a year a detailed data analysis of the Education, Employment and Skills in Tees Valley, this will be widely publicised and available on our website.

INVESTMENT PLAN

Capital funding for Skills - Ensuring local communities have access to high-quality college and training facilities.

Revenue Funding - Sustaining delivery of Education, Employment and Skills support

The Combined Authority's Investment Plan includes £118m revenue and capital funding for Education, Employment and Skills. Over £50m has been committed to a range of projects and programmes. There remains significant opportunity to continue this investment and to influence new funding opportunities.

In Tees Valley we are fortunate to have high-quality Further Education facilities, following significant capital investment in recent times. Therefore, in future, the Skills

Capital Investment will be directed towards projects that support the aim to ensure high-quality facilities are available in each of our major towns to provide easily accessible general further education. These facilities will support skills training that create pathways for our local people to access work, particularly in our growth and high-demand sectors. This capital investment could also support niche training provision and refurbishment for specialisation or development that supports sustainable adult skills provision.

FUNDED PROJECTS

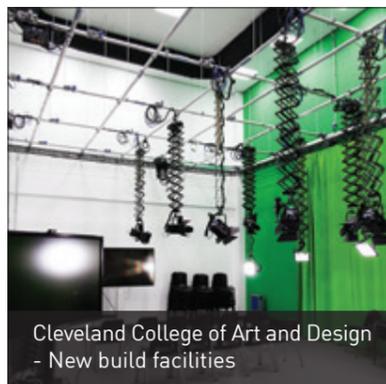
To date we have invested capital in the following skills infrastructure projects:



Redcar and Cleveland Council - Kirkleatham Catering Academy



Hartlepool College - Electric vehicle and telecare



Cleveland College of Art and Design - New build facilities



Stockton Riverside's NETA Training Group - High tech welding kit

Additional requests for funding that will contribute to the skills capital infrastructure in Tees Valley are in the Combined Authority's pipeline of potential projects.

INVESTMENT IN EDUCATION EMPLOYMENT AND SKILLS 2017-21*

	Aim	Activities	Budget		
			Inv. Fund	ESF	Other
1.	Supporting education innovation and collaboration	Education Workforce Challenge	£2m	£1m	
		14-16 Technical routeways			
		Pilot Activity			
2.	Developing a skills system for business growth	Adult Education Budget		£8m	£30m (tbc)
		Develop post-16 technical business led routeways	£2m		DfE (tbc)
3.	Addressing long-term unemployment	Deliver the Routes to Work programme	£1.5m		£6m
		25+ employability programmes		£4m	
		Implement a targeted 15-18 programme of holistic support	£1m	£2.4m	
		Pilot a work experience programme for 16-18 year olds	£1m	£1m	
		Fully evaluate the impact of the current YEI programme to inform a future 18-24 programme		£4m	
4.	Creating a Tees Valley Careers and Enterprise Initiative	Tees Valley careers education framework	£3m		CEC (tbc)
		Careers pledge to all pupils			
		CEC Enterprise Adviser Network - employer engagement			
		Experience of work			
		Adult careers			
		Resources development, including self-serve social media solutions			
5.	Business challenge and workforce planning	Priority and high-demand sector workforce development programme		£15m	ESFA (tbc)
		Workforce planning support to businesses	£1.5m	£1.7m	ESFA (tbc)
		Skills support for redundancy		£1m	ESFA (tbc)

In order to sustain, improve and continue to provide high quality training facilities across Tees Valley we will continue to consider the funding requirements for post 16 training facilities and any requirements for contribution to activities that will support Higher Education outcomes for Tees Valley residents.

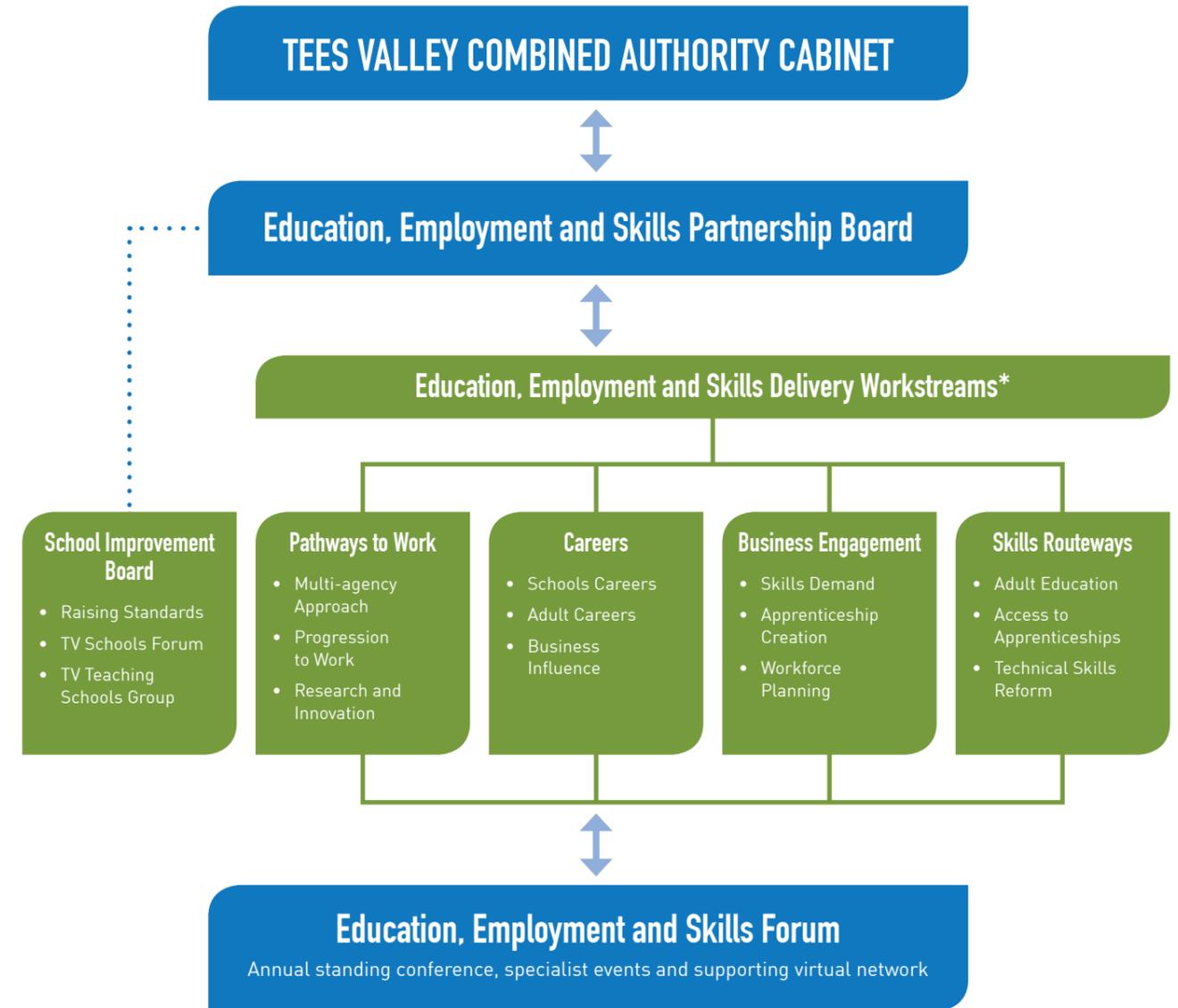
* The information presented is indicative, subject to processes for allocation and so may change.

STRATEGIC SUMMARY TABLE

The Tees Valley Strategy for Education, Employment and Skills is summarised within the framework below.

	Objectives ("why?")	Properties ("what?")	Routes to Delivery ("how?")
Support innovation and collaboration in education	To add value to the education of our young people to ensure they achieve the best they can and have good progression outcomes once they leave statutory education. This will contribute to improve attainment levels of our pupils and school performance.	<ul style="list-style-type: none"> Improve the recruitment and retention of good teachers Develop technical routeways for 14-16 year olds Pilot new activities that enhance educational outcomes for our pupils. 	<ul style="list-style-type: none"> Create an Educational Innovation and Collaboration Fund Support the Tees Valley Regional Schools Commissioner and Tees Valley School Improvement Board Identify national funding gaps and provide investment where appropriate.
Develop a skills system for Business Growth	To provide better training routeways directly linked to businesses' skills demand that support Tees Valley residents to access progressive jobs.	<ul style="list-style-type: none"> Create technical training routeways Prepare for technical education reform in 2020 Improve adult training better linked to business demand. 	<ul style="list-style-type: none"> Devolve Adult Education Budget Engage with DfE to implement T levels for technical education Engage with more businesses to inform skills provision Support the creation of apprenticeship training.
Addressing long-term unemployment	To reduce long-term unemployment and the numbers of young people that continue to be out of work. Businesses continue to tell us they find it difficult to recruit locally. Levels of disengagement within our most deprived communities is a concern that results in residents not fulfilling their potential and continuing to be reliant on the welfare state.	<ul style="list-style-type: none"> Increase the support for long term unemployed residents, especially those most distant from the labour market Prevent young people becoming long-term unemployed. 	<ul style="list-style-type: none"> Implement the Routes to Work pilot Develop 16-18 work experience pilot Implement 16-18 holistic support Develop and implement a new 18-24 support programme.
Create a Careers and Enterprise Initiative	To improve and simplify the career information and education available to residents of Tees Valley. The level of information available is confusing and lacks co-ordination. Businesses continue to feedback that too many applicants for jobs lack the basic knowledge of the work place and what skills are expected by employers.	<ul style="list-style-type: none"> Better align school careers education to business needs Increase the quantity and quality of adult careers education linked to business demand Improve the experiences of our young people to ensure they are better informed and prepared for work. 	<ul style="list-style-type: none"> Engage and partner more businesses in schools to shape and deliver careers education and information Produce a careers toolkit for schools and young people, including developing more digital and social media tools Implement a programme of events and activities that schools can access on a call off basis Work with the provider of the National Careers Service to enhance this service in line with Tees Valley requirements.
Business challenge and workforce planning	To challenge and support businesses to create more jobs, apprenticeships and opportunities that residents can access.	<ul style="list-style-type: none"> Increase businesses that carry out workforce planning to identify growth and skills needs. Increase the knowledge of priority and high demand sectors skills needs. 	<ul style="list-style-type: none"> Provide business brokerage and support for workforce planning Provide incentives and support to businesses to create more opportunities including jobs, apprenticeships, work experience and volunteering Support businesses to maximise access to the Apprenticeship Levy by creating more apprenticeships.
Enhance the Higher Education role in driving economic growth	To ensure higher education institutions are fully integrated to influence and provide support to achieve economic growth.	<ul style="list-style-type: none"> Increase innovative research and development linked to support the growth of Tees Valley businesses Increase engagement between higher education institutions and businesses Increase degree level apprenticeship training. 	<ul style="list-style-type: none"> Strengthen our working relationship with Teesside University to maximise its anchor institution role Actively support the creation and take-up of higher and degree apprenticeships that support our ambitions for a high-skill, productive economy Develop and promote clear progression routes through Further Education to Higher Education Work collaboratively with business, Teesside University and other higher education providers and research institutes with links to our economy Align this work directly to the Tees Valley Innovation Strategy.

TEES VALLEY COMBINED AUTHORITY EDUCATION, EMPLOYMENT AND SKILLS INFRASTRUCTURE



*Workstreams will change to respond to key priorities and may need task and finish groups to meet as required for the duration of the activity.