



Tees Valley Combined Authority **Delivery Report 2019/20**

Foreword

Since the pandemic began, the health, wellbeing and safety of local people has been my number one priority, but we also recognise the toll this virus has had on small business owners and workers across the Tees Valley.

Despite the challenges we've faced this year and will continue to face in the months ahead, there is lots to be positive about and we shouldn't ignore all the progress we have made as a region. We won't be defeated by the coronavirus - we will get through this and we will come out the other side.

Take Teesside International Airport. It goes without saying that if we had not bought our amazing local airport and began implementing our 10-year turnaround plan, it would now be closed. But in the period this report covers, we've secured a host of new domestic and international routes, including a London flight for the first time in a decade, making us more connected to the capital than ever before.

I've always said our airport isn't just about holiday flights, it can play a key role in supporting and creating jobs and investment in the Tees Valley. The best example of this was global aviation firm Willis Asset Management Limited choosing Teesside International as its location for a European aircraft maintenance base to carry out maintenance, storage and disassembly of a wide variety of commercial aircraft types.

Our progress at the former Redcar Steelworks, now known as Teesworks, has also accelerated in the past 12 months. I'm pleased that after years of talks, negotiations and false dawns, we finally reached an agreement to take control of the land, allowing us to get on with developing the site, bringing in the investment and creating the thousands of new jobs I've always promised to the former steelworkers and their families. I'm extremely confident that in the next annual report in 12 months' time, the progress we will have made will be striking to everyone.

For everyone to take advantage of the jobs and opportunities we are creating, not just at Teesworks but right across the Tees Valley, we need first-class transport infrastructure. Our work to upgrade Darlington and Middlesbrough Stations will lead to faster, more frequent and better-quality services, whilst our on-demand Tees Flex bus service is making sure no rural communities are left behind.

Of course, without the hard work of many people at the Combined Authority, Teesworks and the Airport, none of this would be possible. I'd like to say thank you for their tireless efforts and dedication, all of which is making our area a better place for everyone.

We've been through tough times before as a region, and we've had setbacks that have been hard on us all, but we have always come back bigger, better and stronger than ever before. I am confident, because of the work we have done and the plans we have in place, as set out in this report, that the people, businesses and organisations of Teesside, Darlington and Hartlepool will do so again.

Introduction

Tees Valley Combined Authority, established in April 2016 following a Devolution Deal with Government, aims to transform the Tees Valley region by driving economic growth and creating jobs.

It is led by Ben Houchen, the region's first elected Mayor, and is a partnership of five Local Authorities — Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland, Stockton-on-Tees. Using powers devolved from Whitehall to work closely with our business community and partners to make local decisions that support the growth of our economy.

The Combined Authority includes a fully integrated Local Enterprise Partnership, making it an exemplar of public in Tees Valley is unique amongst its peers in having a fully integrated Local Enterprise Partnership (LEP). The LEP works side-by-side with the Combined Authority and is equally responsible for the delivery of its objectives and implementation of its core documents to drive growth across the region.

LEP Board members are also Associate Members of the Combined Authority Cabinet and therefore the core documents of the Combined Authority also represent the LEP Delivery Plan for Tees Valley.

These include our Strategic Economic Plan, which aims to create 25,000 new jobs and deliver an additional £2.8billion into the Tees Valley economy by 2026 and our £588million Investment Plan which covers our funding commitments in six key themes - transport; education, employment and skills; business growth; culture and tourism; research, development and innovation; and investment in our towns and communities.

When the coronavirus pandemic hit in March 2020, the Mayor and Combined Authority took a leading role in working with our constituent Local Authorities, Local Resilience Forum and other bodies to react swiftly to the outbreak and put in place measures to support our businesses through this difficult time.

Therefore, while this Annual Report 2019-20 details our progress in meeting our aims over the previous financial year, including a statement of those accounts, the scope of this report has necessarily expanded to include details of how we are continuing to meet the demands of this most unprecedented year.

Tees Valley Combined Authority Group

Since its inception in 2016, Tees Valley Combined Authority has gone through a number of developments and changes in its organisational structure as a result of its Devolution Deal with Government and to take advantage of the opportunities available to help it achieve its aims of growing the economy, creating jobs and transforming the Tees Valley.

Due to acquisitions and expanding powers, this has developed into a group structure. Tees Valley Combined Authority Group encompasses the Combined Authority itself, Teesside International Airport and Teesworks – the trading name for the South Tees Development Corporation and South Tees Site Company.

The Group approach brings with it benefits including:

- Single Group Chief Executive and Group Directors, allowing for strategic oversight of all the group's constituent bodies
- Further integration and cross-body collaboration
- Reduced duplication of efforts and labour
- Alignment of processes and practices
- Ensuring further transparency and democratic accountability

This Timeline Details How We Reached This Point.

April 2016 – Tees Valley Combined Authority established. Devolution deal gave the region powers to create democratically controlled Mayoral Development Corporations

May 2017 – Region's first elected Tees Valley Mayor takes office

August 2017 – South Tees Development Corporation (sister organisation to the Combined Authority chaired by the Mayor) is officially launched to remediate land at a 4,500- acre area south of the River Tees. It is hailed as the largest investment opportunity in the UK

January 2019 – Tees Valley Mayor and Combined Authority Cabinet votes to bring Teesside International Airport into public ownership

February 2019 – Teesside International Airport officially brought back into public ownership, with some Combined Authority Directors also taking roles in the airport's organisational structure

April 2019 – Compulsory purchase proceedings begin to acquire the land and assets of the former SSI steelworks within the Development Corporation site

February 2020 – Public inquiry into the Compulsory Purchase of SSI steelworks begins

April 2020 – A public inquiry ruled that the South Tees Development Corporation has been successful in its attempt to bring the former SSI land and assets back into public ownership

July 2020 – South Tees Development Corporation site officially renamed Teesworks, as a significant £393million demolition and land remediation plan is unveiled

September 2020 – Following the transfer of land to the South Tees Development Corporation, the South Tees Site Company, responsible for the keepsafe and security of the site, is also transferred from Government control under the Department for Business, Energy and Industrial Strategy to local control

September 2020 – Tees Valley Combined Authority Group structure established, bringing Teesworks (South Tees Development Corporation and Site Company) and Teesside International Airport into the Combined Authority fold

October 2020 – Outstanding land at the Teesworks site officially brought into public control

Year in highlights

TRANSPORT

- The Tees Valley Strategic Transport Plan 2020 – 2030 was adopted in January 2020 and provides an investment framework to deliver a world-class transport system. A Transport Investment Prospectus has also been developed setting out a statement of ambition to Government for further devolved transport funding
- An Outline Business Case was submitted to the Department for Transport (DfT) in January 2020 for the redevelopment of Darlington station. £8.7million was secured to develop a Full Business Case
- £2.67million of DfT funding and £9.65million from the Getting Building Fund was secured for the upgrade of Middlesbrough Station ensuring the full funding package is in place for delivery
- An Outline Business Case for the new A19 Tees Crossing was submitted to DfT. The Combined Authority continues to work with DfT to secure the funding to deliver the scheme and alongside Highways England to progress the scheme development
- The Tees Flex service was launched in February 2020, providing an on-demand bus service to areas of the region previously not well served by public transport. The service has been well received and seen strong passenger growth despite the impacts of Covid-19
- The first e-scooter trial in the country was launched in Middlesbrough in July 2020
- The Combined Authority has worked closely with bus and train operators to ensure that important services have continued during the Covid-19 pandemic. The Combined Authority has also funded measures to enable walking and cycling and provided funding for additional buses to ensure that young people can travel to school and college safely

CULTURE AND TOURISM

- Invested in a number of high profile and regionally distinctive events and festivals, including The Great North CityGames, Festival of Thrift and Nightfall
- Enabled continued growth of Tees Valley's screen industries through the Tees Valley Screen project
- Supported visitor economy growth of 2%, generating over £1 billion in visitor spend in the region
- Engaged over 9,000 members of the community and employed over 235 artists and SMEs through the Great Place Tees Valley programme

EDUCATION, EMPLOYMENT AND SKILLS

- Over 900 businesses committed to supporting our schools to deliver Careers Education
- Tees Valley Careers Hub received commended award in National Careers Excellence Awards

- £54.5m devolved Adult Education Budget awarded to 33 prime Training Providers across the financial years 2019/20 and 20/21
- More than 2,900 long term unemployed people supported by Routes to Work programme

Secured £3million to date from Government's Kickstart scheme to create job placements for 16-24-year-olds

BUSINESS GROWTH

- Launched a new £35million Business Growth Programme, an ambitious programme of business support and funding measures including a new Business Gateway service, a new £20million flexible fund to provide capital grants and working capital loans to business; the allocation of £11million of funding to future business support programmes; and new £1.7million programme of inward investment support
- Secured and launched a £14.7million ERDF supported grant programme for business growth, the Tees Valley Business Growth Fund. In addition, £1.97million ERDF funding secured for an SME Energy Efficiency Scheme
- Comprehensive package of local to businesses in response to Covid-19
- Launched a business support programme for Tees Valley businesses preparing for EU Exit
- Concluded the delivery of the 2017-2019 Business Compass programme which advised 1,400 businesses, delivered £7million growth funding, leveraging £14million of addition private sector investment and creating 750 jobs

TEESSIDE INTERNATIONAL AIRPORT

- New routes announced with Eastern Airways, including a Heathrow link as well as Belfast, Dublin, Aberdeen
- Global aviation company Willis Asset Management chooses Teesside International Airport as its European aircraft maintenance base, bringing jobs and investment to the airport
- Full refurbishment of airport arrivals and £1million overhaul of security area

INVEST TEES VALLEY

- More than £32million of private sector investment supported
- A pipeline of new private sector investment enquiries of more than £5billion, with the potential to create and safeguard more than 7,500 jobs
- Of this pipeline a number of major investments are already well under way such as Anglo American's Woodsmith Mine connection to Wilton International, with some nearing completion, such as MGT's Tees Renewable Energy Plant
- The Tees Valley Capital Grant Scheme has been launched, funded through the Combined Authority's Investment Plan, with a strong pipeline of private sector projects supported including expansions of customer experience experts Firstsource and software engineering company Causeway

TEESWORKS

- £124.6million secured from Government, taking total invested so far to more than £200million Successful Compulsory Purchase Order proceeding, bringing the remaining 870 acres of land, formerly owned by SSI, into public ownership
- Renamed site to Teesworks to market the site to potential investors
- Net Zero Teesside welcomed to site, backed by funding from Government
- More than 550 jobs created on site with demolition and land remediation work underway
- Teesworks Skills academy established to help employers get the skills they need

INNOVATION and CLEAN GROWTH

- New Net Zero Innovation centre announced, led by Teesside University, to support the region's ambitions to become a net-zero industrial cluster
- The first at-scale Carbon Capture, Utilisation and Storage project led by BP continues to be progressed
- Teesside partnership wins an Industrial Strategy Challenge Fund bid to develop a full decarbonisation roadmap for the Teesside industrial cluster
- Tees Valley announced as the UK Hydrogen Transport Test Hub

Investment Plan

In January 2019, the Tees Valley Combined Authority agreed a £588.2million Investment Plan 2019-29. An update was published in January 2020 which reiterated the commitment to driving growth in line with the Strategic Economic Plan's ambitions.

The Investment Plan sets out, at a high level, the transformational investments that the Combined Authority will commit resources to. The total impact of delivering the Investment Plan will be in the order of 16,475 direct jobs and a £1.48billion economic boost.

The Combined Authority has significantly accelerated Investment Plan delivery using borrowing powers to stimulate up-front investment, as of quarter two of the financial year 2020/21 £87.12m has been delivered with a further £67.78m forecast to deliver over the remaining two quarters of 2020/21.

Since the production of the Investment Plan, Cabinet has committed to delivering projects and programmes with a total value of £460million, including:

- Funded the £40million purchase of Teesside International Airport and 819 acres of development land
- Purchased 1,420 acres of land on the former SSI site, creating Teesworks, the UK's largest industrial zone
- Approved a £50million scheme to improve town centres and indigenous growth in our boroughs, delivering projects with a local economic impact to improve the lives of Tees Valley residents and contribute to our regional offer
- Completed construction on the National Horizons Centre in Darlington, a centre for excellence led by Teesside University, specialising in training and education for the UK bioscience sector
- Approved £20million each to Hartlepool Waterfront, Darlington Railway Heritage Quarter, Stockton Riverside Northshore Development, Middlesbrough's Boho zone, and Welcome to Redcar and Cleveland, a programme to promote and attract a sustainable visitor economy
- Delivered a new demand responsive bus service pilot to provide better access to jobs and key service centres for rural communities
- Delivered 586 apprenticeships across our apprenticeship support for employers grant schemes
- Fully implemented the DWP Routes to Work pilot, engaging with more than 2,800 residents furthest away from the labour market with complex needs and supporting more than 480 into employment
- Committed £24million towards the New Tees Crossing which will help achieve the vision to provide a high- quality, quick, affordable, reliable and safe transport network for people and freight to move within, to and from Tees Valley
- Set up a £96.2million Business Growth Programme supported by ERDF to attract and support new businesses to Tees Valley, support existing companies to introduce new processes and grow, and launch the new Tees Valley Business Gateway, supported by new grant and business finance programmes

- Approved a £18.98million Innovation Programme, investing in a series of linked projects to support innovation priority areas identified in the SEP
- Provided £4.6million to support research and development on the manufacturing of new speciality alloy metal powders at Liberty Steel hosted in the Materials Processing Institute. The long-term vision is for an advanced manufacturing facility creating 70 direct and 185 indirect jobs
- £1.6million to support the development of FUJIFILM Diosynth's phase 1 Bio-campus at its site in Billingham. The project will see an overall investment of £14.5million, which will deliver 4,000sq m of new premises to accommodate approximately 300 staff with the creation of 50 new jobs

Investment Plan activity has been prioritised across six growth generating themes:

Business Growth: £146.5m

To diversify the economy, support more business start-ups, develop high growth potential businesses and key growth sectors

Culture and Tourism: £60m

To build cultural vibrancy in our communities and change external perceptions of Tees Valley through the arts, cultural and leisure offer while creating places that attract and retain businesses and business leaders and make the area more attractive to investors, workers and visitors.

Transport: £256.7m

To improve connectivity within Tees Valley, across the Northern Powerhouse, the UK and the world.

Education, Employment and Skills: £55m

To increase educational attainment, produce the skilled workforce that businesses need and increase lifetime opportunities for our residents.

Research, Development and Innovation: £20m

To introduce new processes and practices which reduce carbon emissions, increase productivity and the availability of high value jobs

Place: £50m

To create a vibrant, attractive and sustainable Tees Valley. Revitalising our town centres and urban core, bringing forward surplus public and blighted brownfield land for development and strengthening our commercial property offer.

Tees Valley Business

Business Growth

Businesses are crucial to our economy and it's vital to give them the support they need to set up, grow and succeed. Tees Valley Business, the new business gateway launched in early 2020, provides businesses with a single access point to that support. It has also:

- Launched a £14.7million ERDF-supported grant programme for business growth, the Tees Valley Business Growth Fund. In addition, £1.97million ERDF funding secured for an SME Energy Efficiency Scheme
- Launched a £35million Business Growth Programme of support and funding including:
 - A new £2.3million Business Gateway service, to provide all local businesses with a single point of entry to the range of business support, funding and finance options available. Since launch this has supported 1,441 businesses, with 453 businesses receiving medium and high intensity information, diagnostic and brokerage support
 - A new £20million flexible fund to provide capital grants and working capital loans to business. This has approved funding of £6million to 12 companies, supporting over £41million of capital investment into the region, creating 427.5 new jobs and safeguarding 225 existing jobs
 - The allocation of £11million funding to future business support programmes
 - A new £1.7million programme of inward investment support
- Launched the Collaborative Networks Programme, a £1.4million programme to help Tees Valley SMEs to work collaboratively to develop new products, processes or services
- Launched Contract Catalyst, an innovative loan scheme, with £459,000 of investments made with leverage of more than £5million
- The ERDF funded Digital City is supported by the Combined Authority with match funding of £1.2million. Digital City works with digital businesses with a focus on scale up and innovation. Support is also provided to non-digital businesses to drive innovation through industrial digitalisation, improving productivity
- Businesses participated in the Leap 50 Scale up programme, a six- month course for CEOs who want to gain knowledge, experience and leadership skills to unlock barriers to growth
- Supported 69 businesses on the Tees Valley Business Leadership and Management Programme. Part funded by ERDF and delivered by NEALL, it provides grant funding to projects that can increase leadership and management capabilities and capacity of SMEs
- Supported 32 businesses on the Start-Up to Scale-Up Grant Scheme and 479 pre-starts have been engaged. 79 businesses have received grant support through the Start-Up 2 programme

- Tees Valley Business Summit. Held the annual event at Teesside University in July 2019, attracting 870 visitors, representing 547 businesses. Held an October 2020 event digitally
- During a period of significant economic challenge there has been additional activity including:
 - Coronavirus support comprised of a 24/7 COVID-19 Business Support Helpline, Buy Local Tees Valley website, an impact survey of 1,000 businesses, the Welcome Back Fund that supported 328 SMEs in the leisure, culture and tourism sectors; the Back to Business Fund that supported 226 SMEs access professional support, the Cultural Development and Innovation Fund to help culture businesses adapt, innovate and diversify in the face of coronavirus, the SME Peer to Peer Network programme to help SME leaders develop their organisation for success
 - Launched a business support programme for businesses preparing for EU exit including a support helpline; one-to-one support from EU Exit Adviser; specialist advice, training and events with information on the business gateway website and social media raising awareness

Invest Tees Valley

FujiFilm Diosynth Biotechnologies

FUJIFILM Diosynth Biotechnologies broke ground on its new BioCampus in Billingham, Stockton-on-Tees, in March 2020, signalling the start of construction.

This BioCampus development will include the construction of 42,000sq ft of purpose-built office accommodation and a visitor centre in addition to making ready the land for potential expansion, which could include additional research and development laboratories and new manufacturing facilities.

This £14.5million development will house approximately 250 of FujiFilm's existing staff and support the addition of further 50 positions at the company's UK location to support its growing portfolio of partner programmes.

This latest investment marks the company's continued investment in the area to support its partners in the biopharmaceutical industry with the development and production of their biologics, vaccines and gene therapies.

Energi Coast – Offshore Wind Cluster Development

Energi Coast is a partnership of private and public sector stakeholders who lead the development of the Offshore Wind Supply Chain Cluster across the North East of England.

NOF, with Combined Authority and NELEP support has reconstituted the Energi Coast Offshore Wind Cluster group and secured funding to ensure the work of the cluster is resourced to maximise the opportunities in offshore wind over the coming years.

Working together with an industry group of 35 companies including supply chain firms, wind farm developers, original equipment manufacturers, ports and the region's universities, Energi Coast assists the supply chain in becoming more competitive, encouraging companies to enter the offshore wind sector, supporting innovation and helping develop the skills base of the region.

Critically, Energi Coast will be a channel for Tees Valley to highlight to an international audience the compelling offer of the North East's offshore wind supply chain capabilities, business environment and key infrastructure to support the sector.

High Potential Opportunity – Department for International Trade (DIT)

Working with DIT, we researched the inward investment potential for the composites sector into the UK and created a proposition positioning the area as a preferred location for investment from this sector.

Local partners involved included Sembcorp, CPI and Teesside University, in collaboration with the Combined Authority and DIT's composites specialist.

The proposition focuses on the opportunity to establish precursor and carbon fibre manufacturing plants in the Tees Valley and demonstrates the area has the assets, skills and material chemistry expertise to create activities by DIT posts in overseas markets including Japan, China, Spain, South Korea, Saudi Arabia and mainland Europe.

KD Pharma

In May 2019, German company KD Pharma Group acquired a mothballed pharmaceutical production plant at Seal Sands, Stockton.

With support from the Combined Authority, the company secured a capital investment grant and has invested a further £15million to enhance the site's manufacturing capacity with new technology to produce purified omega 3 for use as an active pharmaceutical ingredient for the export market. The site now employs more than 60 highly skilled staff and will be entering into production in early 2021.

SEQENS

SEQENS Custom Specialities, a global leader in pharmaceutical synthesis and speciality ingredients, entered 2020 with exciting developments as construction of the new plant at Billingham made significant progress.

December 2019 saw the installation of the new duplex stainless steel reactor and distillation column. The new plant will support the growth of cosmetic ingredients and the continued investment in the custom specialty business in Stockton.

Culture & Tourism

A vibrant and enriching cultural and leisure offer is key to ensuring that the Tees Valley is an attractive and rewarding place to live, work, visit and invest. A dynamic creative sector is essential to the region's competitiveness, with the creative industries being one of the fastest growing parts of the UK economy prior to the pandemic.

In 2019/20 our destination marketing and visitor economy service, Enjoy Tees Valley, continued to strengthen its profile.

The Combined Authority invested in and supported major events, including BBC Radio 1's Big Weekend, Take That at the Riverside Stadium and the Great North CityGames. We also continued to invest in homegrown festivals and events powered by local cultural businesses, including the Festival of Thrift, Middlesbrough Art Weekender and Nightfall.

STEAM data for 2019/20 shows a 2% growth in visitors to the region with 20.24 million people 'enjoying' Tees Valley last year, with visitor expenditure up 3% to £1.018 billion. Our investment in culture supported business development and growth; helped to leverage inward investment from national bodies; powered highly impactful community programmes and supported the continued development of key assets and attractions. Highlights include:

- Tees Valley Screen: Secured a range of production shoots generating £1.4m in local spend and created 16,086 days of work for people in the region (equivalent to 94 full time jobs). Supported 257 professionals at an early stage in their career development
- Youthquake by Zest Theatre: Over 500 young people from the region participated a national touring production with 15 young people from each of the five boroughs performing alongside the professional cast in the Tees Valley leg of the tour
- Borderlands - Creative People & Places: Our investment helped to secure £1.3million of Arts Council funding for the delivery of a four- year programme of cultural activity and development for people in Redcar & Cleveland and Middlesbrough

ENJOY TEES VALLEY

- The Tees Valley will host the Cook Islands during the 2021 Rugby League World Cup, spending several weeks in the region ahead of their November 2021 fixture against Tonga
- Our bid to host the annual Tourism Management Institute (TMI) Conference was successful, with a digital event for 500 delegates ahead of a physical conference in Darlington in autumn 2021
- The area continues to attract large-scale music events, with The Killers, Tom Jones and Olly Murs playing in 2021.

STOCKTON & DARLINGTON RAILWAY HERITAGE

2025 will mark the 200th anniversary of the Stockton and Darlington Railway. The partnership has completed key pieces of work including the grand narrative and access audit as well as the masterplan for the Darlington Railway Heritage Quarter project, supported by £20million of Combined Authority funding.

GREAT PLACE TEES VALLEY

The £1.56million Great Place Tees Valley is a partnership of the five Local Authorities, Combined Authority and local cultural organisations, aiming to use culture to create a shared, positive sense of place and identity.

Successful 2019/2020 projects include Heritage on Track, The Black Path and Spirits of the Sea. As a result:

- 235 local artists and SMEs have been employed
- Projects have engaged more than 6,500 adults and 3,000 children and young people
- Over 100 artists have attended training programmes, with 125 mentoring opportunities, 30 placements and 15 community training events

RESPONSE TO THE PANDEMIC

In response to Covid-19 we have worked alongside hospitality, retail and visitor economy industry partners to adapt and understand challenges facing the sector and identify opportunities for support. In June, we confirmed a £1million recovery programme for the cultural industries and visitor economy sectors. Mayor Ben Houchen established an independent sector Taskforce, led by LEP Board Member Annabel Turpin, to advise on the detail and delivery of the programme.

The programme launched with a Welcome Back grant fund which provided support to over 300 hospitality businesses as they sought to re-open following the first lockdown.

Transport

Transport is a critical enabler for the success of the area. As the Combined Authority looks to create jobs and drive economic growth, our residents and businesses need a world-class transport system.

The Strategic Transport Plan 2020-2030 sets out the vision for transport in the Tees Valley:

“To provide a high quality, quick, affordable, reliable, low carbon and safe transport network for people and freight to move within, to and from Tees Valley.”

It outlines a ten-year plan for investment to ensure that everyone in the Tees Valley can work, study, enjoy and fully participate in our ambitious plans for the future.

IMPROVING RAIL PROVISION

We are continuing to work with the rail industry, DfT and Local Authority partners on proposals to enable improved links within the Tees Valley and with the rest of the country, ensuring existing rail networks are able to cater for future freight and passenger demands.

- Major improvement projects are being developed for Darlington, Middlesbrough and Hartlepool stations which will provide additional capacity to enable enhanced service frequency
- Projects at Billingham, Eaglescliffe and Teesside International Airport stations are being developed to improve facilities and station accessibility
- Infrastructure improvements are being proposed to improve the efficiency of the Tees Valley freight and logistics sector and enable the ports to grow and expand

ENHANCING THE ROAD NETWORK

We are working with Highways England, DfT and the local authorities to deliver and maintain a safe, resilient and reliable road network, including proposals for:

- Construction of a new A19 Tees Viaduct and a Portrack Relief Road to increase road network capacity
- A series of improvements on the A689 corridor from the A1(M) to Hartlepool town centre
- A new Darlington Northern Link Road connecting Tees Valley to the A1(M)
- Providing an A19 grade separated junction, Elwick bypass and Hartlepool western link

IMPROVING BUS PROVISION

We are working with bus operators and Local Authorities to deliver and maintain a frequent, high quality, reliable and integrated public transport network. Our key focus is on:

- Implementing a series of measures to make it easier for buses to travel & improve passenger experience on strategic bus corridors
- Working in partnership with the bus operators to implement measures to improve the customer offer

DELIVERING SOCIAL EQUITY

We are working to improve equality of opportunity for remote and deprived communities. This includes:

- Providing the Tees Flex on-demand bus service in areas with very limited commercial services
- Providing an affordable means of transport through Wheels 2 Work to help those without their own vehicle or access to public transport get to work or training

ENHANCING THE CYCLING & WALKING NETWORK

We are seeking to deliver a step change in the provision of cycling and walking infrastructure that links residential areas to key destinations and transport interchanges. The first phase of investment will see improvements on priority corridors in Darlington, Hartlepool, Middlesbrough and Stockton town centres and connecting Guisborough and Nunthorpe.

PROTECTING THE ENVIRONMENT

We are working to reduce carbon emissions and deliver measures to improve local air quality, by seeking to secure investment in:

- Smart technology to enhance traffic management and information provision
- The provision of electric vehicle infrastructure to facilitate the uptake of electric vehicles
- The roll-out of projects as part of the establishment of Tees Valley as the UK's first Hydrogen Transport Hub.

Teesside International Airport

Since the Combined Authority agreed to bring Teesside International Airport back into public control in January 2019, and acquired the airport in March of that year, significant work has continued to ensure it is on course to meet the ambitions laid out in its ten-year turnaround plan.

From March 2020, the airport reacted to the outbreak of the coronavirus pandemic with an operational shutdown for passengers, however it continued to be open for businesses located on-site. During this time, as well as working to secure new routes and improve the customer experience, it put in place further measures for a safe reopening.

BUSINESS ENGAGEMENT AND DEVELOPMENT

- Broke ground on the £200million Southside development. The major logistics, manufacturing and commercial park will cover 34million sq ft across 270 acres of airport land and, once complete, has the potential to create 4,400 jobs and deliver £3million per year to reinvest into the airport
- Signed a deal with Willis Asset Management Limited for the firm to lease Hangar 1 and Hangar 1A for their European aircraft maintenance base. It houses aircraft and parts while carrying out maintenance, storage and disassembly. Phase 1 could see the creation of approximately 20 highly skilled engineering and management roles, with further opportunity for expansion
- Held successful engagement events with travel agents, local stakeholders, businesses and Government departments, promoting the advantages of using the hub as it expands its domestic and international links
- Employed local businesses to provide their services for IT, security, waste management, professional financial support and renovation works ensuring any money spent stays in the area and benefits the Tees Valley

IMPROVING THE CUSTOMER EXPERIENCE

- Began work on a £1million redevelopment of the security area including state-of-the-art body and bag scanners to make security smoother and quicker than ever, aligning the airport's processes with connecting hub airports, London Heathrow and Amsterdam Schiphol
- Started renovation work in the arrivals hall, including new walls, signage, flooring and paint to make the airport more welcoming and easier to navigate
- Signed up for the Hidden Disabilities Sunflower Scheme to help support those passengers whose disability may not be immediately obvious
- Launched a new mobile-based food ordering system at the departures café to make socially distanced food and drink ordering possible

ROUTE AND COMMERCIAL DEVELOPMENTS

- Announced a new partnership with Eastern Airways with flights to Belfast City, Cardiff, Dublin, Southampton and Newquay
- Launched the first route to London Heathrow for more than a decade, connecting people with more than 180 destinations in 84 countries
- Agreed a new five-year deal with the airport's long-standing partner KLM Royal Dutch Airlines to continue its service to Amsterdam Schiphol. The connection to the worldwide hub serves more than 100 destinations across the globe
- Announced the start of an expanded summer 2021 schedule, including JetsGo Holidays to Majorca and Balkan Holidays' expanded offer to Bourgas, Bulgaria

COVID-19 RESPONSE

In response to the increased Government orders to avoid non-essential travel due to the health and safety risks posed by the outbreak of the Covid-19 pandemic, the decision was taken to close the terminal building to passengers and non-essential staff from 24 March 2020.

Both KLM and Eastern Airways suspended all their scheduled services, and the airport team took the decision to close the Jet Centre during this period. A strategic decision was made to not close the airport completely, to ensure the continued support of key businesses on site such as Cobham Aviation, IAS medical and the Local Airspace Radar Service.

The airport began a phased reopening of the airport to passengers on 22 June 2020, introducing enhanced safety and security measures including hand sanitiser stations, social distancing, and the requirement to wear face masks with "six steps to staying safe" messaging.

Education, Employment & Skills

CAREERS

- The Tees Valley Careers Hub was named as one of the best performing Hubs nationally as stated in the recent Careers Enterprise Company annual State of the Nation report for careers and enterprise provision
- The Hub also received a commended award for Careers Hub of the Year in the Careers Excellence Awards 2019
- The £3million UK-first Tees Valley Careers service aims to give children aged 11-18 seven direct and meaningful employer engagements, with 964 firms in the region now signed up to the scheme
- This includes 79 employees acting as Enterprise Advisers from more than 60 businesses who are matched to work strategically with education establishments, to support them to develop practical careers plans for students
- Every school across the Tees Valley is now covered by the Careers Hub
- £1.35million of additional funding was provided to deliver meaningful engagements and top-quality careers education to spread-out to every Tees Valley secondary school
- The Authority's careers information website, TeesValleyCareers. com, was entirely redeveloped in response to the coronavirus pandemic and now offers valuable resources on next steps for careers, apprenticeships and further education and practical advice on CVs, interviews and university applications. The website also now offers a greater depth of information broken down into new areas for students, parents and teachers
- Following the scheme's success a new funding allocation of £750,000 has been committed to provide a careers and enterprise education programme to all 204 primary schools in Tees Valley. The programme is a pilot and will be delivered over a two-year period

APPRENTICESHIPS

- In a bid to reverse the decline of apprenticeship creation as a result of the coronavirus pandemic a new £1million Emergency Apprenticeship Scheme fund to support the wages of more than 100 apprentices was launched
- A survey for TVCA found 69% of businesses who responded stated that they had furloughed apprentices and 35% said they could no longer commit to employing an apprentice
- In February the Combined Authority widened the eligibility of businesses to secure an Apprenticeship Support Grant, which continues to be available. Additional sectors including; Education, Construction and Health and Social care. Grants available range from £500 to £3,000

ROUTES TO WORK

- The £7.5million scheme, which helps those at risk of long-term unemployment overcome multiple barriers to find work, has engaged with 2,900 people and helped almost 600 unemployed over-30s get back into jobs and on the path to a successful career
- Following its success, it has now been expanded to cover anyone aged 16 and above
- The pilot was due to begin winding down from September 2021, but an additional £900,000 worth of funding will keep the scheme fully operational until March 2022

ADULT EDUCATION BUDGET

- Government increased the devolved AEB budget for 2020/2021 to £31.9million, up from £29.5million the previous year
- 33 Tees Valley Training Providers (83 subcontractors) have now been allocated £54.5million to date, across financial years 2019/20 and 20/21
- 17,000 Tees Valley learners have participated in Adult Learning with a further 42,267 planned enrolments to be supported in 2020/21
- We continue to focus on the top five growth sectors providing enhanced support within Health, Public Services and Care, Engineering and Manufacturing Technologies, Retail and Commercial Enterprise, Business, Administration and Law and Information and Communication Technology
- Devolution of the AEB funding enabled the Combined Authority flexibility to rapidly respond to the impact of COVID-19 by committing funding to move most of the learning online

KICKSTART

- TVCA acted as a Gateway Organisation to support Tees Valley Businesses access the national £2billion Kickstart job placement scheme.
- It is designed to create high-quality six-month work placements to those aged 16 to 24 who are on Universal Credit and are deemed to be at risk of long-term unemployment
- Secured £3million to date under the programme
- 354 placements for young people have been approved in 110 businesses, this remains open for more businesses to come onboard Research, Development and Innovation

Place

Brownfield Housing Fund

The Brownfield Housing Fund (BHF) is a five-year land enabling programme, which supports activity to remediate land and enable residential development to be delivered, where without the intervention of BHF the scheme would otherwise stall or remain undeveloped.

In July 2020, The Ministry of Housing, Communities and Local Government (MHCLG) confirmed an allocation of £19.3m to support the development and delivery of new homes on Brownfield sites in Tees Valley up to 2025.

With the agreement of the Local Authorities, we have committed to delivering at least 1,000 and up to 1,800 new homes.

There are currently five housing schemes identified in year 1 that fit both the eligibility criteria and can deliver in the required timescales. These schemes can deliver 943 homes and will commit £14.3m of the overall programme budget, attracting £122m of public and private sector funding.

These are:

1. Lynn Street & Whitby Street, Hartlepool
2. Gresham, Middlesbrough
3. Middlehaven, Middlesbrough
4. South Bank, Redcar
5. Elm House, Stockton

The BHF programme will contribute to the levelling up agenda, targeting funding to help ease the viability issues that brownfield projects face, alongside supporting wider economic development interventions.

Timeline & Media Highlights

AUGUST 2019

£29.5million Adult Education Budget Officially Devolved To The Region

AUGUST 2019

Tees Valley Mayor Hails “Game Changing Opportunity” After Government Free Port Announcement

AUGUST 2019

Mayor Signs Off Funds To Kick-Start
£45Million of Transport Improvements

SEPTEMBER 2019

Mayor Pledges
£65,000 To
Successful Wheels 2 Work Scheme

OCTOBER 2019

Mayors Launch
£250Million Digital City Development

OCTOBER 2019

Northern School of Art awarded £14.5million for redevelopment

NOVEMBER 2019

Amsterdam flights at Teesside International hit record month as KLM celebrates 100 years

DECEMBER 2019

£23.6Million Agreed To Kick-Start Teesside International Airport Business Park

JANUARY 2020

Treasury Pledges
£71Million To Boost Redevelopment Of Former SSI Site

JANUARY 2020

£60Million Funding For Major Transport And Innovation Projects Signed Off

JANUARY 2020

Direct Flights To London Return To Teesside International As New Flights Are Launched

FEBRUARY 2020

New On-Demand Tees Flex Bus Service Is Unveiled

FEBRUARY 2020

Flights To Alicante Return To Teesside International Airport

FEBRUARY 2020

Compulsory Purchase Order proceedings commence with SSI

FEBRUARY 2020

Mayor Joined By Energy Giants to Launch UK-First Clean Energy Project

MARCH 2020

Mayor Breaks Ground On £200Million Teesside Airport Business Park

MARCH 2020

Coronavirus Pandemic hits

MARCH 2020

Coronavirus Business Support Call Centre set up within 36 hours

APRIL 2020

Compulsory Purchase Success A “Fantastic Result” For Tees Valley

APRIL 2020

Digital Platform Launched To Highlight Local Firms During Coronavirus Outbreak

MAY 2020

Global Aviation Company Chooses Teesside International Airport For New European Aircraft Maintenance Base

JUNE 2020

Tees Valley To Host Cook Islands For Rugby League World Cup 2021

JUNE 2020

Tees Valley Mayor Launches Fund For Employers To Help 100 Apprentices Get Back To Work

JUNE 2020

Coronavirus Recovery: Tees Valley Mayor Backing Restaurant And Pub Jobs With £1Million Scheme

JUNE 2020

Tees Valley Stations Boosted By £11million Government Backing

JUNE 2020

Teesside Airport Agrees Five Year Deal With KLM As Date To Resume Amsterdam Flights Revealed

JULY 2020

First London Service In A Decade Leaves Teesside International As Airport Relaunch Continues

JULY 2020

UK's First Ever E-Scooter Trial Gets Rolling In The Tees Valley

JULY 2020

Mayor Launches Back To Business Fund

JULY 2020

Mayor Unveils 12 Month Jobs Plan for Former SSI Site at Newly-Named Teesworks

Teesworks

Teesworks is the UK's largest and most connected industrial zone, a 4,500-acre site for investment opportunities in sustainable, low-carbon and clean energy sectors.

Teesworks is the trade name of the South Tees Development Corporation, the Mayoral Development Corporation which is part of the Tees Valley Combined Authority Group and chaired by the Tees Valley Mayor.

The past year has been another busy one on the former Redcar steelworks site, not least with the renaming of the site to Teesworks in July 2020. It also saw the start, and completion, of a successful compulsory purchase order proceeding that now means the site lies under the ownership of the Tees Valley Combined Authority.

Teesworks is now undergoing a period of transformational change, driving forward its redevelopment to create jobs, grow the economy and transform the region. An additional £124.6million has been secured from Government to redevelop the site, taking the total amount of investment from Government to more than £200million. Work is already under way on to ensure the site has the infrastructure to support investment, with the completion of a roundabout unlocking 550 acres of development opportunity, including 1.3km of river frontage, land which is primed for the first wave of investors.

Since Mayor Houchen announced a £393million programme of demolition, land remediation and preparation work in June 2020, 557 good-quality, well paid jobs have been created on site. In total 775 jobs will be created throughout the programme of work.

In September 2020 the Teesworks Heritage Taskforce was established to capture and celebrate the history of the former Redcar steelworks. The independent Taskforce, co-chaired by Redcar MP Jacob Young and Kate Willard OBE, has been set up to examine ways to commemorate the site. Former steelworkers and people living across the Tees Valley have been invited to submit their ideas on how they want to recognise Teesside's long and rich iron and steelmaking heritage before demolition work begins.

A new skills academy has also been established to give local people the skills they need to take advantage of the new jobs and opportunities being created at the Teesworks site. When established, the Teesworks Skills Academy will link investors, employment hubs, skills providers, jobseekers and apprentices to create a world-class workforce for the future, equipped with the expertise businesses at the site will need to grow and succeed.

NET ZERO TEESSIDE

Net Zero Teesside is the UK's most developed and deliverable carbon capture, utilisation and storage project that aims to make the Tees Valley the world's first decarbonised industrial centre. The multibillion-pound project is being delivered by a consortium of the world's largest oil companies, BP, Equinor, Shell, Total and ENI. Led by BP, the project will be operational by 2030.

The process removes CO₂ from heavy industry and powerplants and transports it by pipeline to storage sites located several miles under the North Sea. The scheme plans to capture up to 10million tonnes of CO₂ emissions each year, equivalent to the emissions associated with the annual energy use of up to three million UK homes, meaning it will play a huge role in the UK's ambition to be net zero by 2050.

The multibillion-pound investment, which has received government backing, will support up to 5,500 jobs during construction alone, and deliver £450million of gross benefit annually for the region.

FREEPORT STATUS

Teesworks is ahead of the game when it comes to getting Freeport status. A policy paper, submitted to the Government in 2019 by Mayor Houchen found that a Freeport on the River Tees could create up to 32,000 jobs and add £2billion to the regional economy.

In May 2020 a submission was made by the Tees Valley Mayor to the Government's consultation on Freeports. The Mayor worked with councils, stakeholders and businesses to further lay out the benefits a Freeport would bring to Tees Valley.

Freeports provide special freedoms to trade, within a specific area around a major port. Freeport status supports the expansion of international trade by offering exemptions from certain operational, regulatory and customs requirements.

A Freeport in the Tees Valley represents a fantastic opportunity to turbocharge the local economy and bring with it much needed jobs, growth and investment for local people.

LEP Delivery Plan

THE LOCAL ENTERPRISE PARTNERSHIP

As the UK's only Mayoral Combined Authority with a fully integrated Local Enterprise Partnership (LEP), we are uniquely able to bring the public and private sector together to drive forward a shared vision for economic growth.

LEP Board members are Associate Members of the Combined Authority Cabinet, giving private sector members of the LEP a pivotal role in influencing the development and delivery of the strategies of the Combined Authority. This ensures that the voice of the local business community is heard, and influences decision-making, at the highest level. Our private sector members act as champions for their industries and ambassadors for the Tees Valley and Sector Champions have therefore been appointed for each of our key economic priorities, ensuring that recognised experts have the opportunity to influence and inform the delivery of our key objectives. This approach to partnership working also flows through to sub-group activity for key policy themes, including Education, Employment & Skills, Transport and Culture.

The LEP has played a vital role in enabling consultation with the business community and also supports the Combined Authority with its engagement with the wider public, voluntary and community sector.

LOCAL GROWTH FUND DELIVERY

In 2014, the Tees Valley LEP was awarded a Growth Deal with Government for £118.3million for projects that delivered on our Strategic Economic Plan (SEP), this makes up our Local Growth Programme (LGF). It was the first form of devolution within the Tees Valley and provided the LEP with the funds to make local investment decisions.

As an integrated LEP and Combined Authority we have a substantial programme of activity totalling £588.2million which is detailed in our Investment Plan 2019-2029, this includes the Local Growth Fund (LGF) allocations over the period 2019-21. The Investment Plan operates on a 'single pot' basis joining 24 different government funds in order to maximise programme flexibility and investment impact. In some cases, this results in LGF funds being utilised alongside other sources of funding.

2020/21 is the final year of operation for the current LGF programme. We are forecasting that by the end of the financial year we will have successfully invested our entire £118.3million programme. At the end of Quarter 1 2020/21 our LGF expenditure totalled £98.1million which is the equivalent to 83% of our total allocation, our total remaining LGF allocation is £20.2million for the rest of 2020/21, all of which is now contractually committed.

The focus for the 2020/21 financial year will be to manage out the contracted projects to ensure that our remaining LGF allocation is fully spent and effectively utilised. Though we

are confident that the remaining allocation will be spent within the necessary timeframe our 'single pot' approach and funding flexibility enables us to substitute, where necessary, LGF funds with Devolution Funds. This mitigates any risk of underspending within the necessary timeframe as we have a number of schemes which, if needed, we could fund via increased LGF contributions and decreased devolution fund contributions, or bring in to the programme as new projects which do not currently have LGF allocations.

PERFORMANCE

The table below sets out our progress against the Key Performance Indicators linked specifically to the Growth Deal as of Q1 2020//21.

Key Performance Indicator	Delivered to Date	Forecast 21-2025	Total Forecast
Jobs Created	527	11,943	12,470
Apprenticeships Created	646	420	1,066
Learners Assisted	9,710	8,392	18,102
Houses Completed	1,078	2,910	3,988
Houses Completed	1,078	2,910	3,988

It should be noted that we are anticipating a large number of jobs to be delivered between 2021 and 2025. These forecasts specifically relate to the Teesside Airport Southside development and the former Tata land now part of Teesworks. Both of these saw early costs funded by the LGF programme and have had further substantial backing from the Combined Authority and its partners. We are confident these schemes will deliver as they represent two of the premier opportunities within the region.

We continue to update output and outcome information for the programme, particularly to capture indirect jobs delivered through our interventions which have not been captured to date for all projects.

We will continue to review data submitted through our claims process to validate accuracy and review forecasts and aim to substantiate information with post-project evaluation, which will be our focus beyond 2021.

Although we envisage financial completion of our LGF programme in 2021, some outputs and outcomes will be delivered post-2025, beyond the monitoring period required for LGF. We will, however, continue to monitor these outputs and outcomes as part of our standard monitoring and evaluation process.

SPENDING PUBLIC MONEY WISELY

Tees Valley Combined Authority acts both as its own Accountable body and the Accountable Body for the Local Enterprise Partnership. As such, all public funds are managed according to governance arrangements outlined in the Tees Valley Assurance Framework, which takes on board the national guidance published by the Ministry of Housing, Communities and Local Government for the National Local Growth Assurance Framework (January 2019). This provides Government with a guarantee that the Combined Authority is accountable for all funds in a way that is consistent with their practices. Following this framework ensures we are open, transparent and accountable for all decisions on how we spend public funds.

The Assurance Framework clearly identifies the processes for securing funds from the Combined Authority and the requirements placed on delivery partners once their projects have been approved. The Combined Authority has established a set of process that places monitoring and evaluation at the heart of the design and development stage of projects and programmes. Each project or programme is required to provide a detailed and robust monitoring and evaluation plan to be eligible for support. This allows the Combined Authority to establish what works, where problems arise and what good practice looks like. In turn, this enables a strong demonstration of additionality and value for money, ultimately, feeding back in order to improve future decision-making.

Our Monitoring and Evaluation approach seeks to:

- Provide early identification of issues or underperformance
- Measure progress and impact consistently
- Ensure we capture all impacts resulting from our investments
- Provide quality data to develop better business cases and inform future decisions
- Maximise the economic impact of our investments

WHAT'S NEXT – LOOKING AHEAD TO 2020/2021

TEES VALLEY BUSINESS

- Further develop the digital offer to businesses in providing support, information, advice and brokerage
- Continue to drive-up the quality of the support provided to businesses and increase the take-up of business support for SMEs
- Deploy the substantial investment funds available to support businesses across the Tees Valley grow and succeed
- Remain responsive to the key economic drivers impacting businesses but also providing opportunities for growth

INVEST TEES VALLEY

- Identify new high potential opportunities with the Department for International Trade focussed on the areas key strengths in bio- economy manufacturing such as life sciences and bio-foods
- Capitalise on opportunities arising within the offshore wind and wider renewable energy sector, supporting growth be existing businesses and promoting the area for inward investment
- Engage with the government's new Office for Investment to land high value investment into the area with a focus on net zero manufacturing
- Support the area's bid for strategic opportunities such as Freeport status and public sector relocation to create new hubs for regeneration in Tees valley

TEESWORKS

- Bid submitted to make the site the UK's first and largest Freeport
- Teesworks Skills academy established to help employers get the skills they need
- Changing the Teesside skyline as major demolition and remediation projects get to work
- New state-of-the-art entrance

WHAT'S NEXT – LOOKING AHEAD TO 2020/2021

EDUCATION, EMPLOYMENT AND SKILLS

- Next stage of the Education, Employment and Skills Investment plan to be launched summer 2021, providing direction for the additional
- £40m from the 2019-29 Investment Plan
- Kickstart enhancement to provide additional support to young people to be implemented
- Routes to Work to be extended to support more unemployed people prepare for moving into work
- Primary School careers programme of activities to be launched early in 2021
- Department of Education to devolve the National Skills L3 skills entitlement funding

TRANSPORT & INFRASTRUCTURE

- Submit the full business case for the upgrade of Darlington Station to the DfT to unlock funding
- Begin the first phase of works at Middlesbrough Station, extending platform 2 to accommodate longer trains ahead of the start of a direct service to London later in the year. Development work will continue on other phases of the scheme, including a new platform 3 and redevelopment of the space underneath the station
- Work with DfT to develop a masterplan of pilot projects as the UK's first Hydrogen Transport Hub and appoint a provider to develop the electric vehicle infrastructure
- Work to secure DfT funding for the new A19 Tees Crossing and progress delivery of the Portrack Relief Road
- Deliver the first phase of the priority corridors in the Local Cycling and Walking Infrastructure Plan
- Deliver accessibility improvements for pedestrians and cyclists along the A689 corridor and submit and outline business case to Government for funding to deliver a further package of improvements
- Expand the Wheels 2 Work programme to help more people access employment and training project

TEESSIDE INTERNATIONAL AIRPORT

- Extensive refurbishment of the main terminal to improve the passenger experience including a new security zone, business lounge, leisure lounge and a new and more extensive food and beverage offer to serve an increase in passengers
- More new routes added including new services with Ryanair and Loganair
- Attract new investment to the southside of the airport

CULTURE & TOURISM

- Support resilience and recovery in the Cultural Industries & Visitor Economy sectors through the Recovery Programme
 - Launch and begin delivery of a new four-year Growth Programme for the Creative & Visitor Economies
 - Prepare for Rugby League World Cup 2021
 - Grow the work and impact of a Tees Valley Creative Education Partnership to drive creative opportunity for our children and young people
 - Continue to grow the Tees Valley's cultural calendar by attracting and growing diverse events and festivals
 - Finalise delivery of the Great Place Tees Valley programme
- Financial Report 2018-2019

ACKNOWLEDGEMENTS

We would like to thank all the committees and groups who work with Tees Valley Combined Authority Group to deliver our objectives. These include:

- Tees Valley Combined Authority Audit and Governance Committee
- Tees Valley Combined Authority Overview and Scrutiny Committee
- Tees Valley Combined Authority Transport Committee
- South Tees Development Corporation Board
- South Tees Development Corporation Audit and Risk
- Teesside International Airport Board
- Goosepool Board
- Local Enterprise Partnership Board
- And the other panels, officer and advisory groups