

LEADERSHIP BOARD

**Meeting to be held in the Eshton, Wynyard Rooms, Wynyard on Wednesday
9 September 2009 at 2.00 pm**

INVITEES

Hugh Lang	Group Airports Director, Peel Airports Group	Chair
Councillor John Williams	Leader, Darlington BC	
Stuart Drummond	Mayor, Hartlepool BC	
Ray Mallon	Mayor, Middlesbrough BC	
Councillor George Dunning	Leader, Redcar & Cleveland BC	
Councillor Ken Lupton	Leader, Stockton BC	
Alison Thain	Board Member of One NorthEast and Chief Executive, Fabrick Group	
Alastair MacColl	Chief Executive, Business and Enterprise North East	
Professor Graham Henderson	Vice Chancellor, University of Teesside	
Martyn Pellew	Chair, Tees Valley Committee, Chamber of Commerce and Business Development Director, PD Ports	
Paul Booth	President, SABIC UK Petrochemicals	
Alan Clarke	Chief Executive, One NorthEast	
Jonathan Blackie	Regional Director, GONE	
Ada Burns	Representative of Tees Valley Local Authorities Chief Executive Group	
Neil Schneider	Representative of Tees Valley Local Authorities Chief Executive Group	
John Lowther	Tees Valley Joint Strategy Unit	
Linda Edworthy	Tees Valley Joint Strategy Unit	
Jonathan Spruce	Tees Valley Joint Strategy Unit	

OBSERVERS

Sarah Johnstone

Stockton on Tees BC

LEADERSHIP BOARD

**Meeting to be held in the Eshton, Wynyard Rooms, Wynyard at 2.00 pm on
Wednesday 9 September 2009**

1	Chair's Welcome And Introductions		Hugh Lang
2	Apologies		
3	Conflicts of Interest		
4	Minutes of Last Meeting	Attached	
5	Matters Arising		
	ITEMS FOR DECISION/DISCUSSION		
6	A Process for taking forward the City Region Business Case	Attached	John Lowther
7	Future arrangements post TVR	Attached	Richard Alty/Linda Edworthy
	ITEMS FOR ENDORSEMENT		
8	TVU Performance report	Attached	Linda Edworthy
9	Update from Sub Boards	Attached	Linda Edworthy
	ITEMS FOR INFORMATION		
10	MAA Capacity Building	Attached	Linda Edworthy

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|----|---|----------|--------------|
| 11 | Tees Valley Growth Point Update | Attached | John Lowther |
| 12 | Kickstart Housing Delivery: Unlocking stalled sites | Attached | John Lowther |
| 13 | Any Other Business | | |
| 14 | DATE OF NEXT MEETING(s) | | |
| | <ul style="list-style-type: none">• 9 December 2009• 17 March 2010• 9 June 2010 | | |
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Introduction

1. Tees Valley Unlimited (TVU) Board Members should act impartially and should not use their position on TVU to further their personal or private interests. It is therefore good practice to have, and One NorthEast requires, TVU to have a set of clear procedures for dealing with any conflicts of interest, which may occur during business, whether at the Leadership Board, the Executive or the Sub Boards.
2. The purpose of this note is to advise TVU Board Members what is meant by a “conflict of interest” and to set out procedures for dealing with such conflicts if they occur.
3. Board Members, who are also elected members or co-opted members of one of the Tees Valley Local Authorities, will have signed an undertaking to adhere to a Model Code of Conduct, issued under section 50 of the Local Government Act 2000, and adopted by their authority. Within that Code are requirements relating to the declaration and registration of personal non-prejudicial and personal/prejudicial interests. Local Authority members should have regard to all the requirements of the Model Code when representing their authority on TVU Boards.

Definition

4. A conflict may be defined as an interest in any TVU business which relates to or is likely to affect the financial, commercial, professional or personal interests of an individual member, their relatives, close associates, employer, any firm in which they are a partner, any company of which they are Directors, or the organisation they are representing on TVU.
5. An example of a conflict of interest could be a business representative influencing a decision that will be of financial benefit to that members business or another business that they have an interest in.
6. The responsibility for declaring an interest and for withdrawal from the meeting room and not improperly influencing a decision on a partnership matter rests with the individual Board Members.

Basic Principles

7. In conducting its business, TVU requires all partner organisations, and their representatives, to act in the overall interests of TVU and its schemes.
8. Partners should accept a collective responsibility for the effective delivery of the funding programmes, which over-rides any individual interests (corporate or personal).
9. Partners should declare an interest when involved with partnership business and act at all times in good faith, in the best interest of the schemes and the local area.

Procedures

10. In conducting TVU business, the following procedures will be applied:
 - (i) A standing item, regarding conflicts of interest, will be included on each agenda at the start of TVU meetings. All members should declare the existence and nature of any interests at this point. Details of the declaration will be recorded in the Board's minutes. If members arrive part way through a meeting they should declare any interest at the start of the relevant item or as soon as it becomes apparent that they have an interest;
 - (ii) TVU will maintain a register of such declared interests, detailing the nature and extent of such an interest;
 - (iii) Where a conflict of interest occurs, the Board member should withdraw from the meeting room whilst the relevant business is being considered / determined and, must not vote or otherwise improperly influence decisions on that business;
 - (iv) In respect of collective decisions, such as partnership quarterly grant claims or the approval of annual delivery plans, partnership members should consider the issues in respect of the *other* elements of the schemes and not their own projects or interests. *In practice, this means that within the context of an overall scheme decision, members should vet each other's claim or submission.*

In the case of Local Authority Board Members they should consider whether they have a personal non-prejudicial or personal/prejudicial interest in any matter, as defined in the Model Code of Conduct for Local Authority Members. Where a member has a prejudicial interest in a matter they should leave the meeting room and must take no part in the discussion or voting on the business concerned.

If partnership members require further advice on conflicts of interest, they should contact **Linda Edworthy, Senior Assistant Director (Corporate Support) at the Tees Valley Joint Strategy Unit (01642) 264908.**

LEADERSHIP BOARD

Meeting held at Castlegate Quay, Stockton at 2.00pm on Wednesday 3 June 2009

ATTENDEES

Hugh Lang (HL)	Group Airports Director, Peel Airports Group	Chair
John Williams (JW)	Leader, Darlington Borough Council	
Ken Lupton (KL)	Leader, Stockton on Tees Borough Council	
George Dunning (GD)	Leader, Redcar & Cleveland Borough Council	
Ray Mallon (RM)	Mayor, Middlesbrough Borough Council	
Alison Thain (AT)	Board Member One NorthEast and Chief Executive, Fabrick Group	
Paul Booth (PB)	President, SABIC UK Petrochemicals	
Prof Graham Henderson (GH)	Vice Chancellor, Teesside University	
Paul Walker (PW)	Hartlepool Borough Council – Chief Executive Officer	
Ian Parker (IP)	Middlesbrough Borough Council – Chief Executive Officer	
Ian Williams (IW)	Director of Business and Industry, One NorthEast	

APOLOGIES

Martyn Pellew (MP)	Business Development Director, PD Ports
Alastair MacColl (AM)	Chief Executive, Business and Enterprise North East
Stuart Drummond (SD)	Mayor, Hartlepool Borough Council

OBSERVERS

John Lowther (JL)	Tees Valley JSU
Linda Edworthy (LE)	Tees Valley JSU
Jonathan Spruce (JS)	Tees Valley JSU
Sarah Johnson (SJ)	Stockton on Tees Borough Council

1. CHAIR'S WELCOME

The Chairman (HL) welcomed attendees to the meeting.

2. DECLARATIONS OF INTEREST

Councillor John Williams, Councillor Ken Lupton, Councillor George Dunning and Hugh Lang declared personal non prejudicial interests in the item entitled 'Submission to Regulatory Framework – Heathrow/DTVA'.

Councillor George Dunning declared a personal non prejudicial interest in the item entitled 'Petrochemicals Update' as his son was employed by DOW.

3. MINUTES OF THE MEETING ON 18TH MARCH 2009

The minutes of the meeting held on 18th March 2009 were agreed as a true record.

4. MATTERS ARISING

TVU Business Plan – It was expected that an updated business plan would be circulated by the end of the week. It was noted that the targets would not be revised until detailed discussions on the MAA had taken place with Government.

The Board was informed that discussions around the capacity of TVJSU would be held by the Tees Valley Chief Executives and the Leadership Board would be informed of the outcome.

RESOLVED that the information be noted.

5. CORUS RESPONSE GROUP UPDATE

IW, One NorthEast, provided the Board with an update on the Corus situation.

It was noted that a briefing paper on the potential economic impact would be produced by JL, TVJSU, for the Corus Response Group.

RM, suggested that a TVU Board Member should be included in the membership for the Corus Response Group. The Board voted in favour of this proposal.

RESOLVED that:-

1. The information be noted.
2. It be recommended to ONE that a TVU Board Member be appointed to the Corus Response Group.

6. PETROCHEMICALS UPDATE

The President of SABIC UK Petrochemicals, PB, provided an update to the Board on process industry issues in light of the current economic climate.

PB noted that the beginnings of a recovery would be likely until at least the end of 2010.

RESOLVED that the information be noted.

7. TAKING FORWARD THE MAA

The Board was presented with a report that set out the current position with the implementation of the Tees Valley Multi Area Agreement (MAA), set out the what had been happening since the announcement of the City Region Forerunners and put forward for consideration, the areas of activity that the TVU might wish to pursue with Government and how to take the work forward.

The Board was provided with details of the key areas of activity that TVU would be asking the Government to commit to if the necessary meeting with Ministers could be arranged. It was noted that, if successful, the key areas would be expanded upon within a session with senior civil servants and then meetings with individual departments.

It was noted that CLG and HCA had offered to meet with TVJSU on 26 June on the housing commitments within the MAA. It was commented that the MAA was essentially about more efficient delivery and savings. It was noted that a further report on this issue would be brought to the next meeting of the Board.

RESOLVED that officers be delegated to work with colleagues in CLG, with the support of GONE, to achieve the necessary meetings.

8. TEES VALLEY RECESSION REPORT AND ACTION PLAN

The Board was presented with a report that considered recent policy responses to combat the effects of the recession and the regional, sub regional and local initiatives to implement the responses. A shorted version of the JSU report "Tees Valley

Credit Crunch Report, Impact and Policy Responses” was presented to Members which provided details of all the various initiatives.

In terms of what Tees Valley Unlimited should concentrate on in tackling the current recession the following actions were suggested to the Board:

- In the short term play our part in responding to short term initiatives to deal with the immediate issues at Corus or in the petrochemicals sector;
- Ensure that the intelligence available on the recession was up to date and properly disseminated to partners;
- Prepare for the upturn in the long term by ensuring strategic initiatives were in place to deliver economic impact. A long term investment plan, new regeneration funding models and the MAA were the mechanisms for delivering the long term investment needed;
- Ensure the integrated regional strategy, regional transport programmes reflected the needs of the Tees Valley and contributed to regional initiatives such as ANEC’s Task and Finish Group on the credit crunch.

RESOLVED that the information be noted.

9. TEES VALLEY HIGHER LEVEL SKILLS STUDY

The Leadership Board was informed that Teesside University had offered to carry out a study identifying the demand for higher level skills in key sectors in the Tees Valley. It was explained that Stage 1 was essentially a scoping exercise, following the completion of which it was proposed to set up a task and finish officer group of the key partners to oversee the work.

The Board was presented with the outline proposal for the study for approval. It was noted that once the first stage of the project had been completed, a more detailed project plan for stages 2 to 4 would be prepared.

GH commented that he had raised concerns over the timescale of the study and this was currently being looked at.

RESOLVED that the Tees Valley Higher Level Skills Study outline proposal be approved.

10. BUDGET 2009 AND THE DEVELOPMENT OF THE LOW CARBON ECONOMY IN THE TEES VALLEY

The Board considered a report that advised of the measures in

the Chancellor's budget statement of April 2009 that related to the development of the low carbon economy and identified the main implications and opportunities for the Tees Valley.

The report also provided details on the progress with expanding the Tees Valley Climate Change Partnership.

The Board received information on progress to date on Carbon Capture and Storage (CCS), energy generation and distribution, the Climate Change Strategy and also information on various other activities being undertaken by the JSU.

The Board raised questions over who would be developing the work. JL commented that it would be beneficial to meet with PB to get a better understanding of the issues and to develop a proposal following the meeting.

RESOLVED that:-

1. The report be noted.
2. The JSU continues to promote CCS in the Tees Valley through the Carbon Abatement Working Party and link with Genecon who are working with Parsons Brinckerhoff to deliver the N & S Tees Study, developing the two studies.
3. The JSU continues working with ANEC and ONE to promote the Tees Valley as the preferred location for a CCS demonstration project.
4. The JSU develops a consultant's brief and procures a contract for an options appraisal for district heating using industrial heat sources.
5. The JSU continues responding to DECC and developing the M7 carbon metric, reporting through the Planning & Economic Development Board.
6. The Executive receive reports from the Climate Change Partnership either directly or through the Planning & Economic Development Board.

11. SUBMISSION TO REGULATORY FRAMEWORK – HEATHROW / DTVA

The Board was presented with a submission to the Department of Transport in response to the consultation paper, "Reforming the Framework of the Economic Regulation of UK Airports". The submission had to be submitted by 5th June 2009. It was explained that the regulatory framework document proposed not to take any action to regulate for

regional connectivity.

JL, Director of TVJSU gave details of a seminar he had attended on the proposed regulations.

It was considered that it was unlikely that civil servants would alter the regulatory framework without political pressure. MPs had already met with TVJSU and Northern Way was preparing a case. CBI had also offered to help through their membership of the Future Heathrow Group.

RESOLVED that the submission to the Department for Transport be endorsed.

12. TVU PERFORMANCE REPORT

The Board was presented with the performance report for Quarter 4/Year End 2008/09. Details on performance were given for the TVU Business Plan Performance Indicators, TVU Single Programme, TVU Housing and TVU Transport.

RESOLVED that:-

1. The performance on the year end in relation to the TVU high level outcomes and MAA targets be noted;
2. The position at the year end of the Single Programme 2008/09 be noted;
3. The position at the year end of TVL be noted;
4. The position on transport be noted.

13. TVU EVENTS CALENDAR

The Board was presented with the Tees Valley Unlimited events calendar which detailed the proposed events and newsletter publication deadlines scheduled in the next 12 months.

RESOLVED that the information be noted.

14. UPDATE FROM SUB BOARDS

The Leadership Board was provided with a report that detailed an update from each of the TVU Sub Boards.

RESOLVED that the information be noted.

15. ANY OTHER BUSINESS

None

16. DATE OF NEXT MEETING(S)

- 9 September 2009
- 9 December 2009
- 17 March 2010
- 9 June 2010

Report of:	Director of Tees Valley Joint Strategy Unit
Report to:	Tees Valley Unlimited Leadership Board
Date:	9 th September 2009
Subject:	A Process for Taking Forward the City Region Business Case
Item for:	Discussion/Decision

SUMMARY

The City Region Business Case was prepared in 2006 largely on the preparatory work undertaken as part of the Tees Valley Vision in 2004-2006. There is a need to update the City Region Business Case in the light of recent economic events and to influence the integrated regional strategy and provide a clear strategy for the Tees Valley for a new Government in the summer of 2010.

This report sets out a process for undertaking the business case. It proposes four half day sessions on the economy; housing and regeneration; transport; and employability and skills. It is proposed to involve TVU Board and sub board members and other key regional, sub regional and local partners in these half day sessions. The outcome of the half day sessions will be to set the key priorities and proposals for the updated business case. It will ensure real ownership and buy in to the final proposals.

It is intended that the updated business case, supplemented by the Tees Valley economic assessment and the investment plan will be submitted for approval to the Leadership Board in March 2010 and launched at the annual Tees Valley Unlimited Conference scheduled for June 2010. As far as possible the business case will be produced using existing board and officer structures, so as to avoid capacity issues.

RECOMMENDATION

The Board is recommended to:

- a) Approve the principles of the process set out in the report.
- b) Request the JSU to draw up programmes for the away sessions in consultation with the Chair.
- c) Request the JSU to produce a clear timeline for the process.

Originator: John Lowther
Contact Tel: 01642 264801
E-mail: john.lowther@teesvalley-jsu.gov.uk

1.0 BACKGROUND

1.1 In 2006 the Tees Valley Local Authorities produced the Tees Valley City Region Business Case based on a considerable body of work and consultation through the Tees Valley Vision process. The business case approach has resulted in the Tees Valley having a clear strategy for the economic development, planning and regeneration of the area based on an ambitious but credible vision for the future and a robust evidence base which has the full support of the public and private sector in the Tees Valley. The achievements of this approach have been:

- a) The embedding of the business case in the regional planning framework e.g. the regional spatial strategy, regional economic strategy, regional housing strategy and regional transport strategy;
- b) Enhancing our reputation with Government as an area that can deliver.
- c) Securing resources for key projects of importance in the Tees Valley e.g. £92 million for housing market renewal and pathfinder status, £100 million for investment in the transport network over the next 3 years for the bus network, first phase of the Metro, East Billingham Corridor and a traffic management scheme for the A19 and A66.
- d) Ensuring resources for the major regeneration projects, Digital City and influencing Government policy for major economic initiatives such as the Northern Gateway Container Terminal.
- e) Being one of the first areas of the country to have a multi area agreement.

1.2 Whilst much of the Tees Valley City Region Business Case is still valid, there is a need to review the City Region Business Case for the following reasons:

- a) To provide an up to date input into the integrated regional strategy.
- b) To update the business case in the light of the credit crunch, the climate of reducing public sector resources and the positive economic development of the region over the last 5 years.
- c) To provide a prospectus setting out our priorities for a new government which will be elected in 2010.
- d) To take forward the Government's New Industries New Jobs agenda.

1.3 One of the key successes of our approach has been the involvement of partners and board members in the development of the city region business case. This report sets down a process for consideration by the Executive as to how we take forward the revision of the business case by the end of March 2010.

2.0 WHAT DO WE WANT TO ACHIEVE

2.1 It is proposed that by the end of March 2010 we have produced for approval by the TVU board:

- a) A revised business case;
- b) An economic assessment which we have to produce for statutory reasons which provides the evidence base for the business case;
- c) An investment plan which sets out our priorities for expenditure on economic development, regeneration, transport, housing, employability and skills.

3.0 THE PROPOSED PROCESS

3.1 A critical part of achieving a successful city region business case is the need to involve the TVU Board and Sub Boards and other key partners in the development of the revised business case. It is proposed that we hold over the next few months from October to January four half day workshops around the topics of the economy, housing and regeneration, transport, and skills/employability. The intention is that each meeting will have a facilitator with contributions from external speakers to help us focus on the key issues we need to explore. The first of these half day sessions on the economy is arranged for Friday 9th October. I will briefly explore for each of the proposed days the issues which need to be examined.

- a) The Economy

3.2 It is proposed that the economy half day contains presentations from external speakers on the global trends that may affect the Tees Valley economy, a presentation from Parsons Brinkerhoff on the interim conclusions of the North Tees/South Tees study and their proposals for taking the low carbon economy and other developments forward, and the prospects for the Tees Valley economy generally outside the chemicals/steel/low carbon economy sectors, together with a discussion on how we take forward business support. There would be an opportunity to break into workshops to discuss what the priorities should be. To aid discussion the JSU will prepare some short background briefing papers of key facts and issues that we face arising from the economic assessment work and regional work on the integrated regional strategy.

b) Housing and Regeneration

3.3 Whilst recognising that ONE has a key role in economic development, the intention is to use the half day sessions to help define the priorities in the Tees Valley and form a major part of the HCA's single conversation process. The key questions which will need to be asked are:

- a) For the larger regeneration sites can we develop funding models which lessen the dependency on the public sector resources?
- b) How many large scale regeneration projects can the Tees Valley support?
- c) How do we attract private sector resources to make regeneration happen?
- d) How do we ensure community regeneration continues in the light of declining public sector resources?
- e) What are the priorities for housing?
- f) How do we ensure that housing market renewal funding continues and how does it relate to the growth agenda?
- g) Many of the areas identified for regeneration have not improved over the last 30 years – how do we finally break the cycle of deprivation?
- h) How do we link areas of opportunity with areas of need? What should be the balance between investing in areas of opportunity versus areas of need?
- i) How do we deal with the special needs such as the elderly?
- j) What help and support do we need from a new government?

3.4 It will be important to ensure the board of Tees Valley Living, the RSLs, HCA, ONE and the private sector are involved in this half day session.

c) Transport

3.5 The region has been very successful in attracting £100 million of funding for transport schemes. We need to ensure that the schemes are delivered but also identify how we secure phases 2 and 3 of the Metro without financial risk to the local authorities, cope with the changing market in relation to air travel, the issue of high speed rail and transport links and, coping with long term improvements to the strategic road network and better integrated ticketing, and gauge enhancement for rail freight traffic.

d) Employability and Skills

3.6 The Tees Valley has a sub regional employability programme and has commissioned the University of Teesside to prepare a report on the demand for higher level skills in petrochemicals/advanced engineering/low carbon economy, logistics and digital/multi media. We also have Professor Henderson's paper on high level skills. We

need to merge them together to produce a high level skills strategy. An incoming Government of whatever colour will have to address the issue of the plethora of agencies involved in skills and employability and the problem of national schemes not being related to local labour market needs. There is a marvellous opportunity to:

- a) Clearly define what our skills and employability needs are;
- b) Set out the programmes and governance structures we need to tackle these problems;
- c) Clarify what is best delivered locally at what is done best at a sub-regional level and regional/national level;
- d) Take forward and develop the MAA asks in employability and skills.

- 3.7 The half day sessions will need to have the active involvement of key partners and the intention would be to come up with a series of key priorities that the business case should address and some proposals which can be taken away for further development. Where possible we will try and use existing groupings to develop the business case but it may be necessary to set up task and finish groups serviced by the JSU to take partnership issues on proposals forward but to recognise that we do not want to overstretch the capacity of organisations which makes it difficult for them to contribute.
- 3.8 Within the January to March period there will be a process of writing up the revised business case. We will circulate drafts for comment around board members so that they can have an input into the process and we will use the sub-board structure to generate broader discussion on the drafts.
- 3.9 It is proposed that the final draft is approved by the Leadership Board on 17th March 2010 and that we launch the Business Case at the annual TVU conference in June.

Report of:	Chair of TVR Succession Planning Steering Group (Assistant Chief Executive, Darlington Borough Council)
Report to:	Tees Valley Unlimited Leadership Board
Date:	9 September 2009
Subject:	Future Arrangements Following the Winding Up of Tees Valley Regeneration
Item for:	Decision

SUMMARY

1. This report seeks the agreement of Tees Valley Unlimited to proposals by the shareholders of Tees Valley Regeneration (TVR) that the functions of TVR should be integrated into TVU once TVR is wound up.
2. It is proposed that the TVR Business Investment Team is transferred into Tees Valley Unlimited, to create synergies and potentially efficiencies with other work being carried out in the Joint Strategy Unit and other organisations in the Tees Valley family.
3. A new Tees Valley Unlimited Delivery Team is proposed, which would take on the responsibility for delivering complex physical regeneration projects in the Tees Valley Investment Plan, including existing TVR projects.
4. The next stage would then be to look at the Tees Valley family of joint arrangements as a whole to see how synergies and efficiencies can be realised to create a Tees Valley Unlimited organisation fit for the future.

RECOMMENDATION

5. The Leadership Board is asked:
 - a. To agree the proposals in this report, subject to agreement of funding by the borough councils, One NorthEast and the Homes & Communities Agency;
 - b. To authorise TVR Succession Planning Steering Group to implement them, once funding is agreed.

BACKGROUND

6. Tees Valley Regeneration is to be wound up as a company by the end of March 2010. The shareholders in TVR – the five Tees Valley Borough Councils, the Homes and Communities Agency (HCA) and One North East (ONE) have agreed principles for taking forward the activities for which TVR are currently responsible. The proposals have been put together by a 'TVR Succession Planning Steering Group' established by the shareholders, with representatives of each organisation and of TVR, under the chairmanship of the then Chair of Tees Valley Directors of Regeneration.
7. The existing TVR activities cover two key areas.
8. The Business Investment and Marketing Team will be transferred into the Tees Valley Unlimited largely as is, with consideration as to whether efficiencies can be achieved between the marketing function and other TVU marketing functions, and also consideration as to whether efficiencies can be achieved between the business/economic intelligence role and similar roles in the JSU strategy and information teams.
9. The development of complex physical regeneration projects will be transferred into a new Tees Valley Unlimited (TVU) Delivery Team.
10. This report concentrates on how TVU will approach the development, appraisal and delivery of complex physical regeneration projects (whether housing, transport or economic development and regeneration) and the role and remit of the TVU Delivery Team.

TVU Investment Planning

11. The Tees Valley Unlimited Board (Boroughs, HCA ONE and GONE / DfT) will agree a Five Year (3+2) Investment Plan (and significant variations to it).
12. The TVU Programme Group will manage, at a programme level, achievement of the Investment Plan, i.e. will have oversight of whether the programme of projects will together achieve spending, outcome and delivery objectives of the partners, and will recommend variations to achieve programme targets. The Group will also agree (through a Project Initiation Document) the project management arrangements, staff time allocation and accountabilities, milestones and responsibilities for each project. It is the 'Programme Board'.
13. Individual Project Boards (involving the relevant local authority(ies) and the relevant funder(s)) will be responsible for managing each project in accordance with the Project Initiation Document agreed by the TVU Programme Group.

14. The JSU Director and the Programme Team are responsible for the preparation and management of the Tees Valley Investment Plan. It is critical that the Investment Plan is strategy driven rather than project driven.

TVU Delivery Team

15. A Director of Delivery will manage a small specialist team providing high level skills necessary for complex physical regeneration projects which cannot be provided in individual local authorities, to drive forward the implementation of the projects within the Investment Plan.
16. The Director of Delivery will act as Project Sponsor for complex physical regeneration projects involving HCA or ONE (or local authority) funding; in other word the Director of Delivery will be directly accountable to the TVU Programme Group for the delivery of such projects. In particular, the Director of Delivery has responsibility for ensuring that the quality and delivery of objectives expected in return for ONE/HCA funding are achieved.
17. The Director of Delivery will monitor progress of each project and provide project level performance information to the TVU Programme Team. The Delivery Team will also contribute to the development of project proposals to feed into the programme.
18. The TVU Delivery Team will be employed by Stockton Borough Council (as the accountable body) on behalf of the five Borough Councils, HCA and ONE. The physical location of the Project Executive for any specific project will be determined by the TVU Programme Group through the Project Initiation Document and may vary depending on the work priorities at any time.
19. The skills required within the Delivery Team would be defined by the needs of the projects, but are likely to include:
 - Strong understanding of private sector commercial development needs
 - Development appraisal expertise
 - Understanding of development funding and innovative funding approaches
 - Production of business cases
 - Project monitoring
 - Leading edge urban design and sustainability expertise
 - Compulsory purchase?
 - Aim to reduce the need for use of consultants (and so save money); but the team needs to be able to act as an 'intelligent client' commissioning high quality advice where needed
 - Understanding of business case development for funding

Project Handling / Approval

20. It is essential that there are clear lines of accountability and separation of roles between those that develop or support the development of projects and those that appraise projects.
21. The project sponsor cannot be appraising the project. Therefore, the TVU Director of Delivery (Team) will develop or support the development of project proposals from the concept stage through to the preparation of the Business Case for funding. The Programme Team (within the JSU) will appraise the projects and will make recommendations to the TVU Programme Group for consideration.

Project Management

22. The TVU Programme Group will agree a Project Initiation Document for each project in the TVU Investment Plan which specifies clearly the project governance (including procurement responsibilities), and project team roles and responsibilities. It is anticipated that for physical regeneration projects this will generally be on the lines of:
 - A Project Board, comprising the relevant local authority(ies) and the funding partner(s) will have overall responsibility for directing the project.
 - The Tees Valley Director of Delivery will act as Project Sponsor accountable to the Project Board for the implementation, management and evaluation of the projects. The Delivery Team therefore provides project guidance and specialist advice.
 - A Project Executive, accountable to the Director of Delivery, will report to the Project Board (through the Director of Delivery as Project Sponsor) and is responsible: for project management, project administration (PIDs, risk logs, sign-off reports, exceptions reporting, etc.) to control the project, financial control, ensuring decision-making takes place correctly (e.g. through local authority structures), community engagement, acting as client's representative in relation to contracts. In most cases it will be helpful for the Project Executive to have direct access to call on local authority staff and functions, since most of the people working on the project will be within the local authority and most of the key decisions will be for the local authority (e.g. planning authority decisions, highways authority decisions, letting contracts for capital projects). Having a single Project Executive organising both local authority input and the Delivery Team input will remove some of the duplication and lack of clarity that currently exists with TVR projects. This kind of matrix management is common for project managers (and already works effectively for Stockton's regeneration managers, for example). It will also improve the effectiveness of projects through giving direct access to the wider range of work going on in local authorities (such as targeted training and recruitment, capital project management, BSF, community engagement, etc.)

- A project team will be established, involving specialist staff from the small TVU Delivery Team together with relevant staff from the local authority (e.g. planning, transport, community engagement, economic development, land and property, as appropriate), controlled by the project manager, reporting to the Project Board through the Director of Delivery as Project Sponsor;
 - The Project Executive will prepare and submit claims for expenditure to the Tees Valley Director of Delivery;
 - The TVU Director of Delivery would be responsible for the authorisation of project claims for submission to the Programme Team; and
 - The Programme Team will verify the claims and the Accountable Body officer collates and submits the programme level claim to the appropriate funder for payment.
23. The diagrams below illustrate the reporting structures for programme and project management and the relationship between the TVU Delivery Team Project Managers and the local authority and key partners' staff.

Diagram 1: TVU Programme and Project Accountability

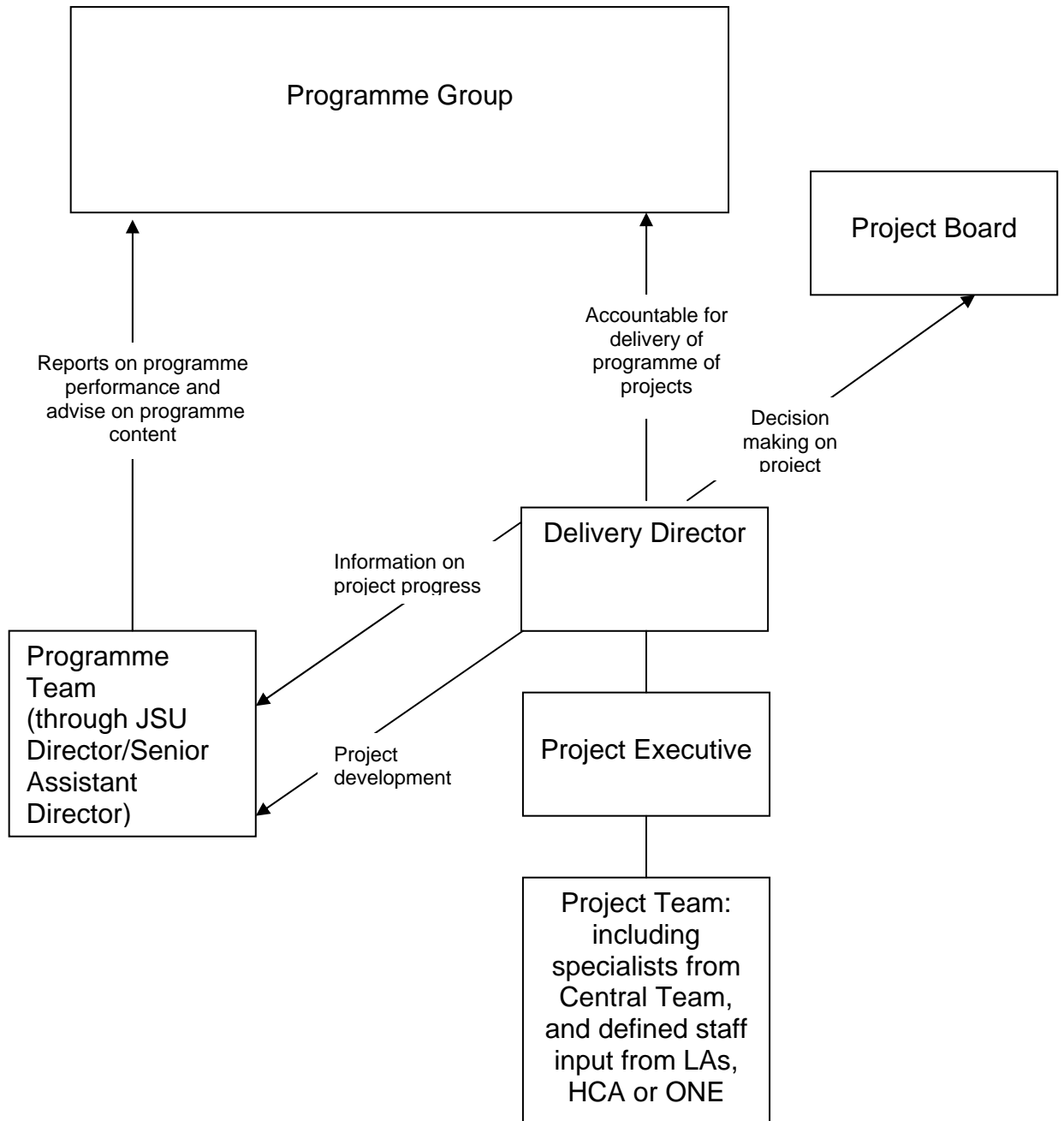
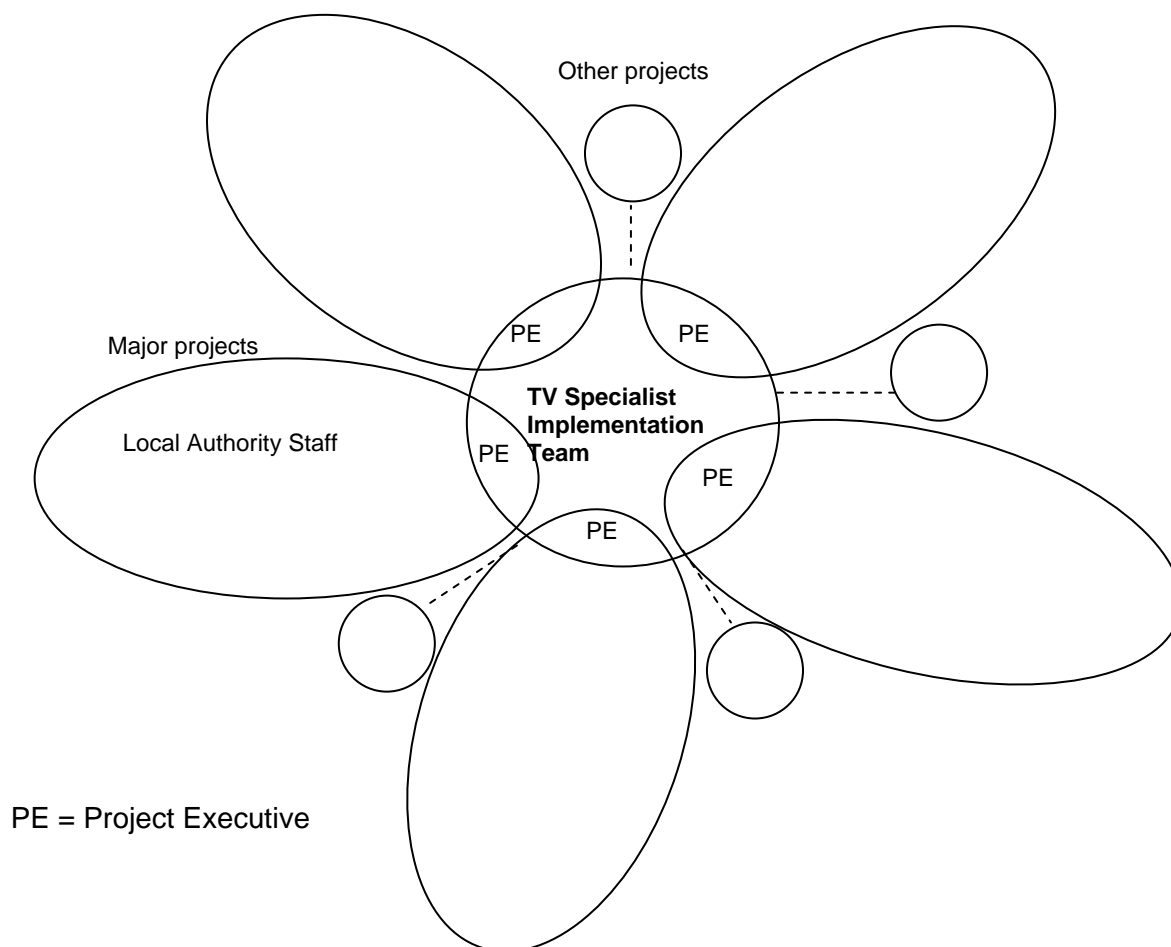


Diagram 2 : Relationships Between Project Staff



Benefits

24. The proposals have the following benefits:
- They give clearer accountability. The Delivery Director will be directly accountable to the major funding partners in the TVU Programme Group. The Project Executive is accountable to the Delivery Director; in turn the Project Executive controls the whole of the wider team involved in the project. Diagram 1 illustrates the relationships.
 - They allow the employment within the central Delivery Team of people with specialist skills who can raise the game of regeneration within the Tees Valley (whereas at the moment TVR employs mainly generic project directors/managers).
 - They enable these specialist skills to be available to advise a much wider range of projects, again raising the quality of regeneration across the Tees Valley. Diagram 2 illustrates this.

- They recognise that the project teams working on complex regeneration projects are much broader than the central team: they give the Delivery Director and project managers clearer and direct access to the wide range of local authority and other staff involved. This cuts out duplication and creates efficiencies. It also improves the effectiveness by embedding the project managers more in the much broader range of related activity in local authorities. This will avoid the isolation which has sometimes been the case for TVR. Diagram 2 illustrates this.
- By bringing all TV staff under the umbrella of TVU, the proposals create efficiencies, for example by putting all programme control (for TVR, TVL, TVU) in one team. This integration will improve effectiveness, for example by sharing marketing skill/strategies or business/economic intelligence across TVU teams.

Existing TVR Projects

25. Responsibility for Central Park, North Shore and Middlehaven will pass from TVR to the new TVU Delivery Team. The project executives driving each scheme will be employed by the central Delivery Team, but sit for part of the time within the relevant Borough Council's offices and integrate with the relevant Council's structures, as described above.
26. The arrangements for Victoria Harbour will be determined by a new project initiation document prepared once current discussions have progressed.
27. Responsibility for Metro has already passed to the five Borough Councils, led by current Joint Strategy Unit staff.
28. Any work being done by TVR on Durham Tees Valley Airport would be picked up by the TVU Delivery Team.

Funding

29. The new staffing arrangements for the Delivery Director, the specialist TVU Delivery Team and the project management staff would need to be funded from within the revenue funding envelope that currently exists for the projects side of TVR (i.e. the ONE, HCA and Borough revenue funding streams), with costs split by thirds as at present. However, the intention would be to make savings as part of this re-organisation if at all possible.
30. Given the relative availability of capital and the increasing reductions in revenue availability, there could be advantages in capitalising project management costs (where they relate directly to projects) wherever possible.

31. Whilst the central Delivery Team would need to be funded as core revenue costs, split between all parties, the individual project executives can be funded on a project-by-project basis with costs just split between the funders of that project (e.g. in some cases just ONE + relevant LA, or just HCA + relevant LA). This would mean that the funding arrangements for the central team would not need to change as different projects were adopted.
32. Further work is being done on funding, including, for example, potential redundancy liabilities at the end of projects.

Timescales and Progress to Date

33. TVR will close at the end of March 2010. The TVR Succession Planning Group is putting in place the necessary processes and activity to deliver the new arrangements to ensure a seamless transition from TVR to TVU. A draft structure has been developed for the TVU Delivery Team based on the principles outlined above and job descriptions are currently being prepared. An appraisal of the premises options is also being prepared at present. The five local authorities, ONE and HCA will formally consider reports on the proposals for the Delivery Team and funding during September and early October following which the formal staff consultation process will begin.

Originator Richard Alty

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Report of: Senior Assistant Director of the Tees Valley Joint Strategy Unit
Report to: TVU Leadership Board
Date: Wednesday 9 September 2009
Subject: TVU First Quarter Performance Report 2009/10
Item for: Information

SUMMARY

TVU BUSINESS CASE

1. Generally the situation in the Tees Valley is one of falling employment rates, rising unemployment levels and fewer available vacancies. Vacancies are predominantly in the service sector and manufacturing vacancies represented only 3% of vacancies in June. Almost half of available jobs were in personal services or sales whilst below 10% were in skilled trades or the process sector.
2. The latest employment rates indicate that rates still remain below the national average for the second month running. This is much higher than the pre-recession baseline figure of 3.8%. Claimant count unemployment figures for June 2009 support this finding with unemployment at 6% compared to 5.3% regionally, (a very slight decrease), and 4.1% nationally.
3. At the end of Quarter 1 the sub region has achieved 13.8% of the MAA target for net additional homes.
4. The development of the Housing Site Database in Quarter 1 has been used as a 'trial' to hopefully identify how much detail Councils can provide. It is evident from the returns that there is in fact a wide variation in the level of detail that each Council can currently submit. The JSU and TVL will continue to work with the Councils to further refine systems as the financial year progresses.

SINGLE PROGRAMME

5. It is not unusual for the 1st quarter of the financial year to have the slowest expenditure but the situation will be carefully monitored and relevant action taken to ensure spend meets the forecast.

HOUSING

6. Overall, the grant expenditure target across the two different funding sources has been exceeded. £4.7m has been defrayed in Quarter 1.
7. The programme has delivered in line with targets agreed with Homes and Communities Agency (HCA) for the HMR grant. £4m HMR grant has been defrayed in Quarter 1 (£3.9m capital and £82,500 revenue) which is an increase of £170,283 or 4.3% above programmed expenditure.
8. 68 properties have been acquired with HMR grant from HCA which is an additional 14 acquisitions over and above the target.
9. The target of 18 demolition outputs to be funded by HMR grant has been achieved. Whilst HMR grant has funded 7 relocation packages which is 1 less than that anticipated, this is only a marginal adjustment and the balance of funds has contributed to delivery of extra acquisitions.
10. Members will be aware that performance in Quarter 1 formed part of the assessment which was used to determine whether TVL would be allocated the final 10% (equating to £1.2m) of the HMR Pathfinder grant from HCA. On the 17th July, HCA confirmed that TVL along with the other Pathfinders had successfully secured the final 10% of funding which is available to claim over the final three Quarters of the financial year.
11. Less expenditure has been defrayed against Single Housing Investment Pot (SHIP Objective 1) which amounts to £681,944. However, this has been compensated for by additional grant expenditure and outputs delivered against the HMR grant.
12. 12 new build completions reported for TVL-assisted schemes (8 private tenure and 4 affordable tenure). A further 26 new build completions on non TVL-assisted schemes (9 private tenure and 17 affordable tenure).
13. Other funding (over and above HMR grant from HCA and RHB) levered into TVL-assisted Council-led HMR schemes based on that reported during Quarter:

£0.63m other public match
£0.72m private match funding
14. Other funding invested in other non-TVL-assisted Council-led HMR schemes (Mandale, Hardwick, Whinney Banks) based on that reported during Quarter:

£1.44m other public funding
£1m private investment

TRANSPORT

16. The Network Improvements Project Board met on 17 July to agree a three month intensive work programme for a Final Approval submission in early November with a DfT undertaking to provide a response by Christmas. DfT

confirmed acceptance of the revised Regional Funding Advice programme on 22 July, which allocates £30million for a first phase of Metro. Tees Valley's Network Management Scheme had been successful in securing an allocation of £3.975 million to provide traffic signals on 5 on-slip roads on the A19 and A66.

APPENDIX 1

TVU BUSINESS PLAN - PERFORMANCE INDICATORS AND TARGETS

BUSINESS PLAN UPDATE FOR JULY 2009

1. This is an update for July concerning the change over the last month in the indicators being used to evaluate the rate of progress towards achieving TVU's overall performance measure of narrowing the gap in GVA in the Tees Valley.
2. With the exception of the overall target (GVA), this report only covers those indicators that have been updated since last month. A comprehensive list of indicators and targets are set out in the appendix.

UPDATED TARGETS

3. **TVUO: To Grow the Tees Valley Economy Faster than the UK Economy to Narrow the Gap in GVA**

T0.1: Gross Value Added per Capita (M1)

4. The Target for Year 1 was 79 but the actual figure achieved was 78. The present economic situation will not have an impact on the GVA targets until Year 3.

TVUO 1: To encourage manufacturing industry to innovate and improve its productivity and to develop the service sector.

TVUO 4: To maximise economic activity and employment rates

T1.1 & T4.2: Employment Rate (M4 Linked to NI 151)

5. The latest figures on employment rates indicate the gap between the Tees Valley and the national rate fell very slightly to 5.9% from the baseline of 3.8%. This indicates a potential 'slowdown' in the gap that has considerably widened throughout the recession.

T1.1 (M4) Overall Employment Rates

<u>Reference Year</u>	<u>2007/8</u>	<u>Latest</u>	<u>Target for 2009/10</u>
Data for	Oct 06-Sept 07	Jan 08 - Dec 08	
Tees Valley	70.5	68.3	
North East	71.4	71.0	
Great Britain	74.3	74.2	
Local/National 'gap'	3.8% below	5.9% below	3.6 % below

: ONS Labour Force Survey / Annual Population Survey

6. The claimant count figures for June 2009 support the above findings with unemployment remaining at 6% compared to the regional and national levels of 5.3% (a slight decrease from last month), and 4.1% (same as last month) respectively.

- 7 The general situation within the Tees Valley is one of rising unemployment levels, falling employment rates and lesser vacancies. Over half of the available jobs were within sales or personal services, followed by the service sector. Below 10% of vacancies were in skilled trades, whilst only 3% were within manufacturing. ¹

TVUO 8: To Ensure that the Housing Offer Meets Household Expectations

T8.1: Net Additional Homes

8. Clearances (including any other stock losses) in Quarter 1 are similar to Quarter 1 a year ago. 134 clearances were reported compared to 158 for the same period in 2008-09. Majority of these can be accounted for by the HMR programme.
9. After deducting this level of stock losses from gross completions, the net additional homes for Quarter 1 is 276, more than twice as high as last year. At a time when this would be expected to fall the main reason for this is likely to be due to the decision of many house builders to focus their activity on the completion of existing dwellings. It is also likely to be affected by the more robust Council tracking systems introduced which means there is less risk of under reporting of site activity. Councils are also now doing more site visits.
10. In terms of progress against year end targets, by the end of Quarter 1 the sub region has achieved 13.8% of the MAA Target for net additional homes 2009/10

T8.2: Number of affordable homes delivered (Linked to NI 155)

11. 16.8% (69 units) of total gross completions were of an affordable tenure. Council figures show that 53.6% of total affordable completions were social rented and the balance were shared ownership.
12. The new Housing Site Database is expected to be up and running over the next few months. Work is underway with the Councils to identify suitable affordable housing targets across the different housing sites.

T8.3: Supply of Ready to Develop Housing Sites (NI 159)

13. As a result of working together with TVL and the JSU on the development of the Housing site database, Councils are reviewing the accuracy and reliability of their own internal records on housing sites. For the end of Quarter 1, Councils were required to provide starts and completions by tenure, type and number of bedrooms.

¹Source: *Unemployment, Worklessness and Vacancies in the Tees Valley July 2009*

14. The first Quarter has been used as a trial to identify how much detail Councils are able to provide. It is evident from the Quarter 1 returns that there is a wide variation in the level of detail that each Council can currently submit. JSU and TVL will continue to work with the Councils to further refine systems as the financial year progresses.
15. In the first Quarter of 2009-10 there were 363 starts reported, 21.6% less than for the same period in 2008-09. This drop can be seen as a fair reflection of the activity on the ground. Feedback from housebuilders suggests that the industry has been reluctant to start construction of new homes in order to reduce the outlay of capital in the current economic climate.
16. A total of 410 gross completions have been reported, which is 27% more than the number reported in Quarter 1 2008-09. It is difficult to say whether this is a fair comparison as Council systems were not as robust in quarter 1 last year meaning it was likely that there was a degree of under reporting. However, feedback from house builders and evidence of activity on sites suggests that the figures are fairly accurate.

SUMMARY

17. Generally the situation in the Tees Valley is one of falling employment rates, rising unemployment levels and fewer available vacancies. Vacancies are predominantly in the service sector and manufacturing vacancies represented only 3% of vacancies in June. Almost half of available jobs were in personal services or sales whilst below 10% were in skilled trades or the process sector.
18. The latest employment rates indicate that rates still remain below the national average for the second month running. This is much higher than the pre-recession baseline figure of 3.8%. Claimant count unemployment figures for June 2009 support this finding with unemployment at 6% compared to 5.3% regionally, (a very slight decrease), and 4.1% nationally.
19. At the end of Quarter 1 the sub region has achieved 13.8% of the MAA target for net additional homes.
20. The development of the Housing Site Database in Quarter 1 has been used as a 'trial' to hopefully identify how much detail Councils can provide. It is evident from the returns that there is in fact a wide variation in the level of detail that each Council can currently submit. The JSU and TVL will continue to work with the Councils to further refine systems as the financial year progresses.

PERFORMANCE ON FUNDING PROGRAMMES RELATING TO THE MAA

A: One NorthEast's Single Programme

21. The forecast spend position for the Tees Valley Single Programme in 2009/10 as at 31st July 2009 is tabled below:

Status	Capital	Revenue	Total
Projects approved	12,821,439	1,969,908	14,791,347
Projects at Appraisal Conference Stage	-	-	-
Projects in development	750,000	40,000	790,000
PIPs to be approved	4,300,000	-	4,300,000
Total	17,871,439	2,009,908	19,881,347

22. The spend for projects (included in the investment plan) for 2009/10 is detailed in the table below:

	Actual	Forecast	Forecast	Forecast	
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Totals
Capital	612,587	266,901	137,649	16,854,302	17,871,439
Revenue	454,250	494,940	473,949	586,769	2,009,908
Total	1,066,837	693,508	543,265	17,429,611	19,881,347

- 23 As members will be aware it is not unusual for the 1st quarter of the financial year to have the slowest expenditure but the situation should be carefully monitored and relevant action taken to ensure spend meets the forecast.
- 24 Of the approved projects with expenditure declared this quarter, Green Infrastructure has been able to attract more funding from other organisations and as a result the amount of Single Programme required for this year is likely to be reduced by £50,000 – this will be reviewed in quarter 2.
- 25 North Tees South Tees Study may require additional Single Programme funding of £11,700 that falls within the 10% limit allowable as a 'minor change'. The ONE deliverer has been contacted in relation to this matter.

- 26 Expenditure in relation to Victoria Harbour Fees has been re-profiled into quarter 4. Delays have been encountered due to negotiations over acquisitions with PD Ports.
- 27 In respect of major schemes being delivered by ONE, there has not been any significant Single Programme expenditure incurred in quarter 1. Monthly meetings continue to be held between TVU and ONE and updates of progress will be reported to the Programme Group.

Project Title	Status	Approved/ Requested Capital	Approved/ Requested Revenue	Approved/ Requested Total	Forecast Spend Qtr 1	Actual Spend Qtr 1	Variance	Outputs on target	Milestones On target	Risk (R, A, G)
Central										
Tees Valley SRP Capacity	A	-	696,000	696,000	174,000	153,902	+12%	Y	Y	G
Gap Funding	A	1,495,000	-	1,495,000	-	-	-	N/A	N/A	G
North & South Tees Study	A	160,439	-	160,439	101,555	33,504	-67%	Y	Y	G
Green Infrastructure	A	30,000	-	30,000	-	-	-	N/A	N	G
Visit Tees Valley	A	-	577,500	577,500	153,022	137,807	-10%	Y	N	G
Innovation Connectors	D	500,000	-	500,000	-	-	-	N/A	N/A	R
University of Teesside at Central Park	A	2,000,000	-	2,000,000	-	-	-	N/A	N/A	G
Darlington										
Darlington Town Centre Fringe	D	50,000	-	50,000	-	-	-	N/A	N/A	R
Hartlepool										
Tall Ships Races 2010	A	-	264,000	264,000	51,000	54,453	+7%	N	N	A
Rivergreen, Queens Meadow – Gap Funding	D	250,000	-	250,000	-	-	-	N/A	N/A	R
Innovation Connectors – Hartlepool	D	250,000	-	250,000	-	-	-	N/A	N/A	R
Middlesbrough										
BOHO – Main Bid	A	-	362,408	362,408	90,602	106,088	+17%	Y	N	G
St Hilda's Masterplan	A	50,000	-	50,000	4,000	4,000	-	Y	Y	G
Redcar										
Coatham Enclosure	A	500,000	-	500,000	-	-	-	N	N	R
Market Town Capacity	A	-	40,000	40,000	1,000	2,000	+100%	Y	Y	G
Gap Funding – Kirkleatham, Greensquare Phase 2	A	841,000	-	841,000	-	1,200	-			R
South Tees Eco Park	A	330,000	-	330,000	-	-	-	N	N	R
Project Thunderbird	A	1,000,000	-	1,000,000	-	13,211	+100%			G

Redcar & Cleveland Creative Industries – Prelim	A	50,000	-	50,000	15,000	51	-99%	N	N	A
Redcar & Cleveland Creative Industries – Main Bid	D	500,000	40,000	540,000	-	-	-	N/A	N/A	R
Stockton										
Tees White Water Course	A	1,205,000	30,000	1,235,000	-	-	-			R
QBM Acquisition	A	80,000	-	80,000	-	6,271	+100%			G
Stockton Riverside & Central Area	D	2,500,000	-	2,500,000	-	-	-	N/A	N/A	R
Tees Valley Regeneration										
TVR Project & Running Costs	A	450,000	-	450,000	-	245,000	+100%	N/A	N/A	G
Durham Tees Valley Airport	A	1,000,000	-	1,000,000	-	-	-			A
Central Park, Darlington	A	500,000	-	500,000	-	-	-			A
Middlehaven	A	2,000,000	-	2,000,000	-	299,035	+100%			A
Middlehaven Sub Station	A	1,025,000	-	1,025,000	-	10,315	+100%			A
Victoria Harbour (Fees) – pre-partnership agreement	A	105,000	-	105,000	-	-	-	N	N	R
Victoria Harbour – Main Bid	D	1,000,000	-	1,000,000	-	-	-	N/A	N/A	R
TOTALS		17,871,439	2,009,908	19,881,347	590,179	1,066,837				

(criteria for red – underspending against forecast, not meeting outputs and milestones and project still in development; criteria for amber meets two of the above but not three)

HOUSING

28. Overall, the grant expenditure target across the two different funding sources has been exceeded. £4.7m has been defrayed in Quarter 1.
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36. Other funding invested in other non-TVL-assisted Council-led HMR schemes (Mandale, Hardwick, Whinney Banks) based on that reported during Quarter:
 - £1.44m other public funding
 - £1m private investment

TRANSPORT

Bus Network Improvements

37. No significant change since previous update, other than that the Project Board met on 17 July to agree a three month intensive work programme for a Final Approval submission in early November with a DfT undertaking to provide a response by Christmas.

Metro

38. DfT confirmed acceptance of the revised Regional Funding Advice programme on 22 July, which allocates £30 million for a first phase of Metro. A draft brief and services agreement for the GRIP Stage 4 work has now been prepared with Network Rail, and sign-off of this work is expected in the first week in September. The GRIP Stage 4 work, costing £1.25 million, is being paid for entirely from the regional budget.

Area Action Plan

39. The DfT announced that the Tees Valley's Network Management Scheme had been successful in the Community Infrastructure Fund Round 2 bidding round on 4 August. The allocation of £3.975 million is to provide traffic signals on 5 on-slip roads on the A19 and A66 to support housing growth sites, and work needs to be complete by March 2011.

RECOMMENDATION

40. It is recommended that the TVU Executive notes the contents of the Performance Report for the Tees Valley.

Appendix 1

TVU BUSINESS PLAN - PERFORMANCE INDICATORS AND TARGETS

HIGH LEVEL OUTCOME	INDICATOR	DEFINITION	DATA SOURCE	BASELINE (2007/8)	YEAR 1 (2008/9) Tgt vs Actual	YEAR 2 (2009/10)	MONITORING REPORT 2009/10	YEAR 5 (2012/13)	YEAR 10 (2017/18)
TVUO To Grow the Tees Valley Economy Faster than the UK Economy to Narrow the GAP in GVA	T0.1 M1 <i>Linked to RPI-Productivity, SNR and HMRC DSO</i>	Gross Value Added per Capita	ONS	78 <i>2005 Based</i>	79 <i>2006 Based</i>	81 <i>2010 Based</i>	<i>No new information until Dec 2009</i>	81 <i>2010 Based</i>	84 <i>2015 Based</i>
TVUO1 To Continue the Rise in Employment in the Tees Valley, to Encourage Manufacturing Industry to Innovate and Improve its Productivity and to Develop the Service Sector, Particularly Financial and Business Services, and Digital and Creative	T1.1 M4 <i>Linked to NI 151</i>	Employment Rate	ONS (LFS and APS)	3.8% Below <i>2006/7 Based</i>	3.7% Below <i>2007/8 Based</i>	3.6% Below	5.9% Below Jan 08 - Dec 08	3.1% Below <i>2011/12 Based</i>	3.8% Below <i>2006/7 Based</i>
TVUO2 To Increase the Stock of Firms in the Tees Valley	T2.1 M2 <i>Linked to NI 171</i>	New Business Registration Rate	SBS/ONS		<i>A placeholder has been set up for this indicator since relevant data is not yet available. An interim estimate for the latest year has been produced but since no trend data is available, no targets have been produced as yet. This data is expected in 2009.</i>				
TVUO3 To Improve Household Income and Develop Less Dependency on Benefits	T3.1 M3 <i>Linked to NI 152</i>	People on Out of Work Benefits	NOMIS	5.1% Higher <i>2006/7 Based</i>	5.0% Higher <i>2007/8 Based</i>	4.8% Higher	5.1% Higher <i>Nov 07 - Aug 08</i>	4.1% Higher <i>2011/12 Based</i>	2.6% Higher <i>2006/7 Based</i>
	T3.2 <i>Linked to NI 166</i>	Earnings of Full-Time Employees	ASHE	92% of national figure <i>2007 Based</i>	<i>Interim Targets being reviewed</i>		90% of national figure <i>April 2008 figure</i>	<i>Interim Targets being reviewed</i>	

HIGH LEVEL OUTCOME	INDICATOR	DEFINITION	DATA SOURCE	BASELINE (2007/8)	YEAR 1 (2008/9) Tgt vs Actual	YEAR 2 (2009/10)	MONITORING REPORT 2009/10	YEAR 5 (2012/13)	YEAR 10 (2017/18)
TVU04 To Continue to Increase Economic Activity and Employment Rates and Reduce Economic Inactivity	T4.1 M3 Linked to NI 152	People on Out of Work Benefits <i>(same as T3.1)</i>	NOMIS	<i>(same as T3.1)</i>					
	T4.2 M4 Linked to NI 151	Employment Rate <i>(same as T1.1)</i>	Annual LFS and APS	<i>(same as T3.1)</i>					
TVU05 To Both Upskill the Workforce to Obtain Level 3 and Level 4 Qualifications and also Reduce the People of Working Age with No Qualifications	T5.1.2 Linked to NI 164	People with NVQ3+ Qualifications	NOMIS	2.7% lower	2.3% lower	2.0% lower	No new data	1.2% lower	No gap
	T5.2 Linked to NI 165	People with NVQ4+ Qualifications	NOMIS	6.6% lower	5.2% lower	5.0% lower	No new data	4.3% lower	3.2% lower
TVU06 To Reduce Spatial Polarisation within the Tees Valley	T6.1	Inequality Index	JSU	<i>Index being tested</i>					
	T6.2	Improvement to Towns and Surrounding Areas	JSU	<i>To be determined</i>					
	T6.3	Number of Affordable Homes Delivered <i>same as T8.2</i>	JSU	<i>(same as T8.2)</i>					
TVU07 To Enhance the Quality of Place within the Tees Valley, Including the Environment, Cultural and Retail Facilities	T7.1 M7	Per Capita CO ₂ Emissions from Industrial Premised		<i>Being developed</i>					
	T7.2	Satisfaction with Local Area		<i>To be determined</i>					
	T7.3	Visits to Museums or Galleries		<i>Being developed</i>					

HIGH LEVEL OUTCOME	INDICATOR	DEFINITION	DATA SOURCE	BASELINE (2007/8)	YEAR 1 (2008/9) Tgt vs Actual	YEAR 2 (2009/10)	MONITORING REPORT 2009/10	YEAR 5 (2012/13)	YEAR 10 (2017/18)
TVUO8 To Ensure that the Housing Offer Meets Household Expectations	T8.1 M6 <i>Linked to NI154</i>	Net Additional Homes	Housing Flows Reconciliation on return	1,500	1,700	2000	276	3,617 pa	3617 pa/ 2,184 pa After 2016
	T8.2 <i>Linked to NI155</i>	Number of Affordable Homes Delivered		<i>Information to be considered and targets set, still being developed</i>					
	T8.3	Supply of Ready to Develop Housing Sites		<i>Information to be considered and targets set, still being developed</i>					
TVUO9 To Improve the Visitor Economy	T9.1	Domestic and in International Visitors		<i>Being developed</i>					
	T9.2	Tourists Average Spend		<i>Being developed</i>					
TVUO10 To Improve both Internal and External Connectivity through a Modern Competitive Transport Infrastructure	T10.1 M5	Reliability of Strategic Road Network	JSU	<i>Currently drawing together survey data; still being determined</i>					
	T10.2	Bus Patronage on Core Routes	JSU	<i>Being developed - aimed for Autumn 2009</i>					
TVUO11 To Ensure that Business Sites and Accommodation Meets Business Expectations and Attracts New Investment to the Area	T11.1	Increase in % Private Sector/Public Sector Investment in Sites and Premises			<i>Being Developed - aimed data being considered</i>			<i>Being Developed - aimed data being considered</i>	

HIGH LEVEL OUTCOME	INDICATOR	DEFINITION	DATA SOURCE	BASELINE (2007/8)	YEAR 1 (2008/9) Tgt vs Actual	YEAR 2 (2009/10)	MONITORING REPORT 2009/10	YEAR 5 (2012/13)	YEAR 10 (2017/18)
TVUO12 To Improve the Internal and External Perception of the Tees Valley	T12.1 M2 Linked to NI 171	New Business Registration Rate <i>(same as T2.1)</i>		<i>(same as T2.1)</i>					
	T12.2	Measures of Perception of this Area		<i>To be determined</i>					
TVUO13 A Well Managed Partnership	T13.1	Views of Stakeholders and Partners		<i>To be determined</i>					
	T13.2	National Profile		<i>To be determined</i>					

ECONOMIC STRATEGY BOARD

Main Areas of Activity

The Board is tasked currently with taking forward the economic strategy aspects of the City Region Business Case, focusing on issues relating to key sectors and economic assets such as chemicals, energy, logistics, universities, Teesport and Durham Tees Valley Airport, as well as the physical regeneration projects within the Business Case. Most recently, it received a presentation on the economic benefits of green infrastructure and how it is proposed to take forward the Tees Valley Green Infrastructure Study in the light of reducing budgets.

Future Work Programme

Going forward, the following will be areas where the Board's input and direction will be sought, or projects within the Board's remit that it will be asked to review and develop, over the latter part of 2009/10.

The outcome of the **North Tees South Tees Industrial Framework** study will be available in September 2009, and will form a key discussion point with the Board, who should look to establish actions and ownership arising from the study's findings.

One particularly important area given recent events, will be the development of the Tees Valley as part of a '**European Centre of Excellence for the Low Carbon Economy**' within a Low Carbon Economic Area for the North East, with a particular focus on the provision of energy. The Board should be prepared to provide a co-ordinated Tees Valley response and support to the range of projects coming forward in this area, which will be vital to the future economy.

TRANSPORT FOR TEES VALLEY BOARD

Main Areas of Activity

The Board is tasked currently with taking forward the key transport projects within the City Region Business Case, as well as promoting projects that help provide an integrated transport system to meet the needs of the future land use across the Tees Valley.

Most recently, it noted the success of three business cases with Government to improve the transport network up to 2012. These schemes are summarised in an information leaflet to be distributed at the meeting.

Future Work Programme

Going forward, the following will be areas where the Board's input and direction will be sought, or projects within the Board's remit that it will be asked to review and develop.

The Government has asked the region to provide advice over the next 18 months on its transport spending priorities for 2014 to 2019, under the banner of '**Delivering a Sustainable Transport Strategy**', and the Board will play a key role in feeding into the regional work programme that was presented at the last meeting.

In addition, the **Third Local Transport Plan** process has started, leading towards submission of a new round of documents by March 2011. The Board will play an important role in ensuring that the aims and objectives of TVU are reflected in the documents and the solutions outlined.

A second stage of the **Connect Tees Valley** information portal is to be developed in the early part of 2010, aimed at providing a more personalised service and expanding the journey planning options to include information on cost and emissions, and a greater range of cycling and walking opportunities. The Board will again play an important role in providing a sounding board for the portal's development.

EMPLOYABILITY UPDATE

Employability Update

The Employability Steering Group met on 6th July to review progress against a range of objectives under the Employability Framework Implementation Plan.

Whilst progress has continued to be made with wider elements of the TVEF agenda for joining up Employment and Skills activities etc. there have also been some frustrations, e.g. in making sufficient headway with the Single Programme projects.

Single Programme Employability Projects

Some progress has been made:

- The SP Project Board met for the first time on 6th July
- The Tourism & Hospitality employer gateway project started 1st April with Carol Daniell taking up post on the TVEF Team
- The Hanlon Data Management System project has made good progress.
- The Darlington into work project is now ready to go to ITT and
- The New Futures Project has 45 individuals about to start work

However, some frustrations have come from the fact that despite having a fully approved full business case for the full £2.4m, we have since had to pursue development of individual, detailed project briefs to meet One North East approval before individual aspects of the programme could begin.

Unfortunately we are also still awaiting HR approval and grading of job descriptions for five TVEF staff and are therefore not yet in a position to advertise the posts.

Whilst some progress has been made, these unavoidable delays have meant that less has been spent than originally profiled. We have already made a verbal request to move money into a third year (2011-12) which has been refused, however we have since heard that a similar (written) request from Tyne and Wear City Region has been accepted, and that their projects have now been formally extended until March 2012. We will therefore be pursuing this course of action on a formal basis as a matter of urgency. The alternative would be to re-visit the programme budget to consider whether any smaller, short term employability projects could be devised to utilise underspend, but this would be not be our preferred option.

Future Jobs Fund

Although a joined up Tees Valley-wide application for Future Jobs Fund had initially been considered, the final decision was to submit separate bids from each Authority in view of the stretching timetable for submission (by 30th June) to the first review panel. Stockton, Middlesbrough, Hartlepool and Redcar & Cleveland bid at the first opportunity and have since received successful outcomes with full approval. Darlington's later application is expected to be decided in the next few weeks.

Fit For Work Service Pilots

JSU submitted an application for a £1m scheme on behalf of a partnership of the TVU Employability Steering Group partners plus Tees and Darlington PCT clusters. Whilst we were successful in the first round and submitted a round two application, we were told last week that we were not through to the final selection stage (where approximately 20 applicants would present their case to a panel in London on either 21 August or 11th September) but that we were one of three held on a reserve list. However, we have since found out that none of the five NE bids were successful and that the Tees Valley bid was the only one to be given even a reserve list place - meaning that there could potentially be up to ten pilots launched for this high profile new service but with none in the North East.

Regional partners (including the Director of Public Health North East, and the Regional Director of Jobcentre Plus) are very disappointed that the NE has been excluded and are planning to send lobbying letters, urging DWP/DoH to include the Tees Valley bid within the final selection stage. If successful, this project would dovetail with our Single Programme project for an In-work Support Service.

Developing the Tees Valley Employment and Skills MAA

The issue of devolution of Government funding for employment and skills activities was discussed as a major part of the Employability Steering Group meeting on 6th July, and again at the Directors of Regeneration Meeting on 12th August and at the Directors of Children's Services on 12th August. Representatives from Shared Intelligence Ltd have also met with individual Authorities to help to clarify issues. These discussions have all assisted understanding but there are still some areas which require further clarification. Further sessions will be held to progress this work.

TEES VALLEY LIVING – HOUSING BOARD OF TVU

The Tees Valley Living (TVL) is one of ten Housing Market Renewal (HMR) Pathfinders in the North and Midlands. As part of TVU, the TVL name has been maintained, but now takes responsibility for a wider housing agenda beyond HMR and includes responsibility for the Growth Point Programme of Development (PoD), the Sub Regional Housing Strategy and the Tees Valley Housing Market Recovery Programme.

In its six year lifespan, TVL has successfully harnessed £92m of public sector funding for housing projects in Tees Valley.

Future Work Programme

Current funding commitments to 2011

The main budget headings are as follows and are committed to 2011. Our HMR programme is funded by the CLG HMR fund and the Regional Housing Board's Single Housing Investment Pot (SHIP). The HMR budget is £50m from 2008/11. It is principally committed to acquisitions, relocation packages and demolitions in the designated areas of central Middlesbrough, central Hartlepool, Greater Eston and central Hartlepool. In July 2009 John Healey MP confirmed that TVL had successfully attained its share 10% of the CLG HMR budget which had been withheld from all 10 Pathfinders. In Tees Valley's case this amounts to £1.2m. The expenditure and outputs targets have been adjusted accordingly for the current year.

John Healey MP also announced that the Tees Valley Growth Point budget of £6.2m for 2009/11, is to be cut by 25% ie just over £1.5m. A similar percentage budget cut has been applied to all 75 Growth Points across the country. The cut will not affect the expenditure programme for the current financial year nor the revenue budget for year 2. The entire 25% reduction is to be levied against capital expenditure in year 2. The Growth Point officer working group is currently considering the implications of this cut, with a view to reporting to the Directors of Regeneration at their meeting on 9th September and expect to present a revised Programme of Development for approval to the TVL Board at its meeting 8th October.

Sub Regional Housing Strategy (SRHS)

Progress on the compilation of the second Tees Valley SRHS will be reported to TVL Board at their 8th October meeting. Full approval will now be sought at the 21st January 2010 meeting. It will consider the local responses to key challenges such as climate change and sustainability (including retro-fitting existing stock); the relationship between the existing and future housing stock and the city region's economic prospects; supporting communities (including the ageing population), better design and the holistic place- shaping agenda (ensuring housing is seen alongside educational, health, commercial provision etc.). It will provide the context for feeding TV housing issues into the Integrated Regional Strategy, inform the "Single Conversation" with HCA and provide a context for future Housing Action Plans.

Housing Market Recovery Programme

Tees Valley have put together a working group of Council officers and representatives from RSLs and private developers to consider local responses to the current recession. A dialogue has been established with HCA re assistance packages under the following headings – RSL consortia, flexible tenure, local criteria for the Mortgage Rescue Scheme, Home Buy, grants and loans to developers to stimulate the market. Progress is reported to the TVL Board quarterly. A report entitled the "Tees Valley Housing Market Intelligence Update" is also being compiled on a quarterly basis. It provides coverage of a range of local housing market indicators and provides a comprehensive picture of the impact of the current recession upon the housing market. It will assist in monitoring the situation over time.

The "Single Conversation" with HCA post 2011

A meeting was held on 24th July, between senior staff members of the HCA and the five Tees Valley Councils, the JSU and TVL to discuss the sub regional approach to the Single Conversation. The HCA's housing budget headings post 2011 are likely to be Growth, Renewal, Affordability and Sustainability. The TVL Board will be kept up to date on progress with the single conversation. It is anticipated that the exercise will involve restating the "vision" for Tees Valley; refreshing the comprehensive evidence base, maintaining a very strong advocacy role to ensure Tees Valley issues are given proper recognition regionally and nationally. Attention will need to be give to confirm Tees Valley priorities and a number of scenarios will need to ne tested.

VISIT TEES VALLEY – TOURISM BOARD OF TVU

Main Areas of Activity

visitTeesvalley as part of Tourism Network North East (TNNE) is responsible for the delivery of tourism in the North East. TNNE consists of the regional development agency One North East (ONE) and four sub-regional Area Tourism Partnerships (ATPs) for Durham, Northumberland, Tyne & Wear and Tees Valley. visitTeesvalley (vTv) is the ATP for Tees Valley and is resourced by ONE, the five Tees Valley local authorities and the private sector.

Tourism makes a significant contribution to the Tees Valley economy and is recognised as a key industry, worth £542m and employing nearly 11,000 people. The day visitor market is important with nearly 13m day visitors. Over the last 5 years (2003 – 2007) Tees Valley has shown the greatest growth of all sub-regions within TNNE with a 34% growth in overnight stays and 38% growth in overnight revenue.

The Board is tasked currently with taking forward the key visitor economy aspects within the City Region Business Case and the Regional Visitor Economy Strategy, focussing on four priority areas. In pursuing the key objectives, the public and private sector partners have identified the following four priorities as critical to achieving the vision for the destination, enabling the visitor economy to grow and contribute significantly to the future prosperity of the Tees Valley and ensuring the visitor offer exceeds expectations:

- Improve the physical product to local, national and international visitors
- Develop and promote Tees Valley as an events destination of local, national and international significance
- Upskill the tourism and hospitality sector workforce.
- Contribute to improving the local, regional, national and international perceptions of the Tees Valley destination by raising the profile of the Tees Valley brand

Future Work Programme

Future activity for vTv will focus on delivering the four priority areas, progress on these to date follows:

Area Tourism Management Plan (ATMaP)

The ATMaP is an action plan for a range of organisations involved in the visitor economy which identifies what needs to be done by when and whom, to develop the visitor economy product, promote the area, improve the experience of visitors and help businesses to become more productive and profitable.

The ATMaP provides the context for investment decisions made to support the visitor economy. It provides the basis for partnership working and seeks to build commitment to a common programme of intervention and activities that will increase the value and volume of the visitor economy in Tees Valley.

The ATMaP is a short-to-medium term action plan for 2008 – 2010 which will ultimately deliver the four priority areas, mentioned above, is currently being reviewed a final draft will go for approval to the vTv October Board prior to going to ONE where it will contribute and input into the Regional Visitor Economy Strategy. The review is to ensure that the document reflects the progress and change occurring within Tees Valley, it should be noted however that some projects need to be set in the context of a longer term strategic framework of 10 – 15 years. In addition to delivering the individual improving the physical product activities detailed within the ATMaP other areas of activity include a recently commissioned Accommodation Study, Nature Based Tourism study and a Heritage Tourism Study. The revised ATMaP will include capital projects covering 0 – 2yrs, 2 – 4yrs and 4 yrs plus which will identify priorities to feed into the Investment Plan and the City Region Business Plan.

Festival and Events Development Plan (FEDP)

In response to the recommendations of the Regional Festivals and Events Sub – Group for the Single Programme funding of Festivals & Events from 2010/11, visitTeesvalley have been instrumental in forming a partnership within Tees Valley comprising key partners and stakeholders with the aim of developing a Festival and Events Development Plan (FEDP) for Tees Valley for the next 3-5 years.

This partnership includes representation from both private and public organisations within the events and festivals sector and reflects both small and large scale events. The partnership is working collaboratively to a set of common goals and objectives set out in the FEDP regardless of all funding sources.

In preparing this first draft the plan is required by the RDA to be broken into two sections:

Section 1 - include the agreed objectives for the defined geographical area, describe administration, coordination and evaluation arrangements.

Section 2 - include information on the festivals and events that will deliver against the objectives. These events are likely to be a combination of publicly and privately funded, commercial and non commercial.

The aim is through organisation and co-operation the Tees Valley will become a world class events destination and partnership. Each of the 5 Local Authorities (Darlington, Middlesbrough, Stockton, Hartlepool & Redcar & Cleveland) within the Tees Valley are already, helping and delivering events, from funding, to licensing, and visitTeesvalley are helping with infrastructure, skills and marketing. What has to date been missing is the framing of all this activity into a formal partnership plan.

A Draft plan will be ready mid September for approval by the FEDP steering group with a final version going to DOR's in October for approval. Requests for Single Program funds have been submitted to ONE for 2010/11 monies, one is a joint bid between SBC/MBC/R&CBC for a 'Ship in a Bottle' project which will be directly linked to the Tall Ships event also a private sector national sporting event 'Kiteval'. A call for projects for the remaining £1.25 million has been made by ONE, although the bulk of monies will be going to Tall Ships bids were still submitted however it is anticipated that funding will probably go to other sub regions. A call for 2012/13 events will be made mid January, Tees Valley submissions will be linked to the FEDP.

vTv Board considered a presentation by Tall Ships as a result it has become a standing agenda item it was agreed that a future presentation should be made to DOR's and Chief Executives.

Destination Marketing

vTv's marketing strategy for the Tees Valley in the short-term is to raise the profile and enhance the perception of Tees Valley, attracting predominately day visitors via residents together with those visiting friends and relatives (VFR) and cross-boundary activity, with a longer term approach to generate future overnight stays through repeat visits.

visitTeesvalley has worked in partnership with key public and private sector partners to develop the strategic direction for Tees Valley's destination marketing. Partner consultation and evaluation of previous projects and market research has been used to help inform the plan and to set key objectives.

Key Objectives

- To raise the profile of Tees Valley as a visitor destination and a brand
- To raise the profile of Tees Valley as an events destination
- To raise the profile of visitTeesvalley to local tourism businesses as a tool to market themselves
- To increase the number of visits/usage of visitor facilities to Tees Valley
- To increase the economic impact of tourism
- To enable businesses to compete in a global marketplace.
- To encourage local pride

Tees Valley will not compete with other traditional tourist areas that utilise their natural beauty as the main reason to attract visitors to their area but will use the vast number of quality events and experiences on offer to draw visitors from in region and further afield.

This significant change in direction and focus from the traditional tourism marketing activity has led visitTeesvalley to focus on the following in developing the marketing plan:

- The activities must increase the awareness and appeal of the area to the target audiences
- All campaign activity must be sustainable over the long term
- Cross fertilisation of markets – there is a need to cross sell Tees Valley with other destinations as well as types of stay – event to short break, business trip to leisure trip
- Integration – the campaign must create the required economies of scale and work across all media

In summary the strategic approach for 2009/10 will be:

- Events-led strategy
- To focus activity and work smarter with partners to achieve more impact
- Moving away from the traditional approach
- Enhancing emerging technologies to targeted audiences
- Be innovatively competitive
- Market-led product development
- In – Out approach (promotion within region to encourage word of mouth and create local ambassadors)
- More efficient and effective data management
- Effective evaluation

- Support regional activity
- Develop stronger partnerships with our stakeholders
- Importance of cross selling with other Area Tourism Partnerships (ATPs) in North East and Yorkshire

Skills

Upskilling the tourism and hospitality sector workforce activities due to the success of the vTv Passionate about Skills project will be continued as part of the REF, this will include the current Tourism Business and Skills post.

Additional Activities

ONE presented a draft working paper of the Regional Visitor Economy Strategy to the vTv board, as part of the consultation process comments were forwarded and a consultation timetable is awaited from ONE. The ATmaP review also plays a key part of the consultation into the Regional Visitor Economy. In addition, vTv, in conjunction with the other 3 ATP's will be responding to a request from the North East Regional Committee of the House of Commons who are seeking written evidence for an enquiry on:

- tourism strategy for the North East Region
- role and responsibilities of One North East
- marketing of North East nationally and internationally
- the long term potential for tourism industry in the North East

Report of:	Senior Assistant Director (Corporate Support), Tees Valley JSU
Report to:	Tees Valley Unlimited Leadership Board
Date:	9 September 2009
Subject:	MAA Capacity Building
Item for:	Information

SUMMARY

The report provides an update of the activities that have been taken forward in relation to building the partners' capacity to deliver the Tees Valley MAA. In particular it highlights the training and development activities that have / are being undertaken and reviews the Raising our Game programme which has been completed by 20 members of staff from the five Boroughs, JSU, ONE and Durham County Council.

Further work will be undertaken to develop additional training and development activities over the next 12 months which involve a broader range of TVU partners.

BACKGROUND

1. Tees Valley Unlimited (TVU) applied to the Regional Improvement and Efficiency Partnership (RIEP) for support to develop the capacity within TVU to deliver the Tees Valley Multi Area Agreement. The RIEP is made up of all 12 North East councils and 4 Fire & Rescue authorities. It was launched in April 2008, and builds upon the expertise of the former Improvement Partnership, the North East Centre of Excellence and North East Connects. The RIEP has provided £150,000 of funding towards TVU capacity development for the MAA.
2. TVU identified a number of areas where staff within the TVU partners involved in the delivery of activity within the MAA would benefit from training and development. The following training and development objectives were agreed:
 - a) ensure that project proposals are developed and taken forward to meet the needs of Tees Valley in an effective and efficient way
 - b) ensure that project sponsors and project support officers have the necessary skills to develop projects and get them through the required funding processes.
 - c) ensure that TVU has a strong, shared sense of purpose and provides effective leadership and strategic direction to the sub region.
 - d) ensure that TVU is performing in an effective manner
 - e) ensure that TVU and its partners have an appropriate level of understanding on relevant policy areas
 - f) ensure that TVU and its partners are able to maximise private sector investment in the area
3. Through discussions with the then Academy for Sustainable Communities, now the Homes and Communities Academy (HCA), the Raising our Game programme was identified as a way of delivering against much of the TVU objectives. Other training and development has also been put in place and the RIEP funding has also been used to support the TVU Conference held in February 2009.

RAISING OUR GAME

4. The Raising Our Game (ROG) programme forms part of an integrated learning programme delivered by the Homes and Communities Academy (HCA). The programme is aimed at improving the skills of professionals and practitioners working to achieve strong and prosperous communities. The Raising our Game Programme includes a both level 5 and level 7 Institute of Leadership Management accredited training programmes. TVU has run a Level 7 programme in Leading Sustainable Communities.

ILM Level 7 Certificate in Leading Sustainable Communities

5. *The Certificate in Leading Sustainable Communities is a cutting edge qualification linked to the National Qualifications Framework Level 7 – equivalent to a postgraduate level qualification. It is a practical, work-based, 6-month learning programme certified by the Institute of Leadership and Management (ILM) consisting of six units:*
- 1. Personal Development Planning** – a half-day induction session is followed by individual one-hour feedback sessions where personal development plans are agreed.
 - 2. Sustainable Communities** – provides a clearer understanding of sustainable communities and the organisations / functions that make them work.
 - 3. Team and Partnership Working** - enables participants to explore the complexities of working in teams and partnerships, and how to best achieve successful outcomes.
 - 4. Leadership and Vision** - develops an understanding of the leadership mindset in influencing the achievement of collective visions and goals.
 - 5. Community Engagement** - develops the skills and confidence required to engage effectively with communities, including hard to reach groups.
 - 6. Leading Project Implementation** - provides insights into formal approaches and methods involved in leading project implementation.

Aim

To develop leaders who can create *'Places That Work'* for both existing and future generations.

Objectives

- By the end of this programme, successful participants will be able to:
- Actively adopt a 'Plan – Do – Review' approach to personal development that allows them to measure the impact of their leadership learning
 - Lead stakeholders towards the achievement of collective visions and goals
 - Build effective partnerships that deliver results for their communities
 - Confidently engage with communities (including hard to reach groups) to facilitate positive change
 - Lead teams to deliver challenging projects that achieve tangible outcomes for communities

Measuring Achievement

6. Participant success is measured against the definitions within the learning outcomes of the ILM L7 Certificate in Leading Sustainable Communities and the competency framework that underpins it.
7. Community success is be measured against the principles encompassed within the Egan Wheel.

TVU Participants

8. 20 participants enrolled and completed the Level 7 Programme , which began in November 2008 and completed by mid-June 2009. The participants are detailed below.

NAME	JOB TITLE	ORGANISATION
Nik Grewer	Business Engagement Manager	Darlington Borough Council
Kirsty McGready	Economic Regeneration Officer	
Deepak Patrai	Strategic Project Development Officer	
Graham Tebbutt	Principle Economic Development Officer	Durham County Council
Jeff Mason	Head of Support Services	Hartlepool Borough Council
Chris Hawking	Urban Policies Implementation Manager	Middlesbrough Borough Council
Alan Hunter	Housing Policy Team Leader	
Richard Dowson	Senior Business Development Officer	
Natalie Wilkinson	Regeneration Projects Manager	
Alastair Haworth	Senior Property Specialist	One NorthEast
Alexander James Conti	Principal Planning Officer	Redcar and Cleveland Borough Council
Peter Russell-Wilson	Employment Advisor	
Rachel Cockerill	Regeneration Project Officer	Stockton-on-Tees Borough Council
James Glancey	Business Development Officer	
Rachael Swales	Affordable Homeownership Team Leader	

Sharon Thomas	Housing Regeneration Manager	Tees Valley Joint Strategy Unit
Pam Emmerton	Project Support Officer	
Jacqui Gregory	Team Leader (Projects)	
Pamela Hogg	Team Leader (Programmes)	
Jan Rock	Project Support Officer	

9. Detailed below are the testimonials from each of the participants which sets out in their words how they have benefitted from the Programme.

**Rachael Cockerill, Regeneration Project Officer
Stockton Borough Council**

On completing the course I believe I have gained a greater understanding of the knowledge, skills and behaviours that are required to be an effective leader and will continue to implement this knowledge in the delivery of future sustainable regeneration initiatives.

**Alexander Conti, Principal Planning Officer
Redcar & Cleveland Borough Council**

Raising Our Game has been a thoroughly enjoyable and worthwhile course. It has not only broadened my understanding of leadership, but also given me skills to recognise the dynamics of my team. I feel that I am now better placed to lead projects and achieve positive impacts for my community.

**Richard Dowson, Senior Business Development Officer
Middlesbrough Council**

I had a good understanding of the sustainable communities arena, but the course has increased this, which has meant that I've been able to adapt my work accordingly. In addition, elements such as management, partnership, etc, have provided me with additional learning that I've been able to put to good use within work role.

**Pamela Emmerton, Partnership Support Officer
Tees Valley Joint Strategy Unit**

I believe the HCA has given me the confidence and a 'Passport' to achieving greater responsibility in my role and organisation. It has given me greater freedom to lead and drive projects at different levels and across a wide arena. It has raised both my game at work and my appreciation of the wider aspects of sustainable communities Agenda. The HCA Course has also allowed me to strengthen many existing relationships and many new ones for the future. Thank you.

**James Glancey Business Development Officer
Stockton-on-Tees Borough Council**

The course offered me the opportunity to explore and develop numerous personal and professional aspects in relation to the sustainable communities 'cross cutting' agenda. It has enabled me to gain greater insight, perspective and a new clarity of thought that will significantly contribute to the confident delivery of our regeneration strategies.

**Jacqueline Gregory, Team Leader (Projects)
Tees Valley Joint Strategy Unit**

Raising Our Game has allowed me to gain a formal postgraduate qualification but with the benefits of flexible work based learning. It has improved my leadership skills, re-ignited my interest in CPD and allowed me to learn and network with a great mix of people.

**Nicholas Grewer Business Engagement Manager
Darlington Borough Council**

The programme has been useful in providing an overview of leadership and management principles that can be used when working within regeneration. It has been of benefit in developing a local network of practitioners to be able to share ideas and best practices and has served as a 'refresher' in the sense of coming back to work in the public sector and having to manage a team once more.

**Christopher Hawking, Urban Policies and Implementation and
Manager
Middlesbrough Council**

I have enjoyed ROG and it has been a pleasure meeting all those on the course. It has revived in me a sense of confidence and mission. I still have an awful lot to offer from a wide range of experience in planning, housing and regeneration to help shape better places for local communities. The main things I have learned are to continue to have confidence in my own ability to lead and to envisage better futures for places and the means to get there. However I do need to listen and trust more, to be more persistent and consistent in communication the message and in certain circumstances to be less emotional and more managerial.

**Alastair Haworth, Senior Property Specialist
One NorthEast**

In the relatively small world of regeneration specialists working in the North East the course has allowed me to develop relationships at a personal level with numerous partner organisations. This networking opportunity will be invaluable in the coming years. I have enjoyed the theoretical and practical aspects of the course, which has led to greater self awareness. Thank you.

**Pamela Hogg, Local Government Officer
Tees Valley Joint Strategy Unit**

Yes the course has helped to become a more effective leader by reinforcing things I already thought I knew and because I now adapt my leadership skills to changing situations. I have looked closely at my work and, even though the link is very indirect, can now assess how it affects communities.

**Alan Hunter, Housing Strategy Manager
Middlesbrough Borough Council**

The programme has increased my knowledge and awareness greatly of what is involved with creating and sustaining a community, making it a place where people want to live. As a result it has provided me with an insight as to how important the role of the Council, the community, partners, a clear vision and good leadership are to the overall long term success of any large scale project

**Jeffrey Mason, Head of Support Services
Hartlepool Borough Council**

The programme has been extremely relevant to my job role and has both informed and challenged my thinking as a leader within the sustainable communities arena. I have developed my leadership skills in the workplace by applying the learning acquired to real situations, and this has in turn led to me becoming much more confident and effective in my role.

**Kirsty McGready, Economic Regeneration Officer (External
Funding)**

Darlington Borough Council

I have a better understanding of the SC agenda and will/have incorporated this into my work. I have learnt about my natural leadership style and how to use this in terms of getting buy-in and driving things forward. I have learnt to identify/accept other personality types, and how to work together to obtain a joint vision/goal.

**Deepak Patrai, Strategic Project Development Officer
Darlington Borough Council**

The programme has been useful in providing me with an overview of leadership and management principles that can be used when working within regeneration. It has helped bring together professionals from a similar field to help share ideas and best practices. For me personally coming on from the private sector, it has provided a really useful snapshot of how things work in the public sector.

**Janet Rock, Project Support Officer
Tees Valley Joint Strategy Unit**

I didn't know what to expect from this course but approached it with a positive mindset and the will to succeed. The support given by the ROG Team was fantastic and I have learned much about myself

(thanks Tony) and met a group of great leaders that I hope to continue to work with and learn from.

**Peter Russell-Wilson, Employment Advisor
Redcar & Cleveland Borough Council**

The opportunity to reflect upon and review my current skills and practice against best practise and raise my game to support my team's achievement of surpassing its key performance indicators and changing it's vision and strategy to create impact and deliver lasting benefit to the local communities I serve.

**Rachael Swales, Affordable Homeownership Team Leader
Stockton-on-Tees Borough Council**

The ROG programme has given me a greater understanding of the sustainable communities agenda, and has made me challenge the way in which I currently work. It has also equipped me with invaluable leadership skills that have enabled me to become a more effective leader.

**Graham Tebbutt, Principle Economic Development Officer
Durham County Council**

There are three types of people in organisations: Those who make things happen, Those who watch things happen and Those who wonder what happened. I feel that the course has not only reinforced where I want to be but also helped me to support others in a way I couldn't before!

**Sharon Thomas, Housing Regeneration Manager
Stockton Borough Council**

ROG has really opened my eyes to the wide scope of the sustainable communities agenda and made me realise that everyone working in the public sector and some of the private sector has an important role to play. On a personal basis, I know realise that even though I am part of a large organisation, I too can really make a difference to the life chances of the local community I serve.

**Natalie Wilkinson, Housing Services Manager
Middlesbrough Council**

The programme has developed my knowledge and understanding of the sustainable communities arena and enabled me to apply the techniques and approaches from the course to increase my effectiveness in this field.

10. The graduation ceremony was held on Monday 3 August at Saltholme Nature Reserve (which received Single Programme funding). A photo of the graduates is attached at Annex 1.

11. We have also undertaken a post course evaluation of the course with the participants. Twelve out of 20 participants completed evaluation forms and the results of the questionnaires are detailed in Annex 2.

Other activities that have been / are being undertaken

12. In addition to the Raising our Game programme we also have 11 members of staff within the JSU currently enrolled on the **PRINCE 2** Practitioner level qualification, the widely recognised standard for effective project management.
13. A one day course on **Business Case Development** was held in May and was delivered by ONE. The training was open to staff within the JSU and the five local authorities. A total of 24 staff attended the course. As a result of feedback received from participants prior to the training the programme was split into 2 sessions. The first being a general introduction into what makes a good Business Case and an overview of changes to the ONE Project Handling Framework as of 1st April 2009. This was then followed by a general discussion on ONE's expected requirements in relation to Capital Development Business Cases. Following the training an Evaluation Questionnaire was completed by participants, which will help to assist us in organising future training sessions. A spreadsheet detailing responses received is attached (please refer to Annex 3).
14. Two half-day training sessions on Stockton Borough Councils, EU and ONE's **Procurement Rules and Procedures** were held on Friday 15th May and Wednesday 3rd June for staff within the JSU. A copy of the Programme is attached (please refer to Annex 3). The sessions were delivered SBC's Procurement and Performance Manager and provided attendees with a thorough understanding of the procurement process and rules – as well as practical examples where appropriate. A total of 23 staff attended the sessions. Due to the size of the group and the questions posed a follow-up session was held on 22nd June for the group who undertook the training on the 15th May to complete the training. Again post course evaluation was undertaken and the feedback is detailed in Annex 4.
15. We have also utilised the RIEP resources to part fund the TVU **Annual Conference** as the objectives of the conference (to celebrate the early successes of Tees Valley Unlimited, in particular the Multi Area Agreement; to inform the broader partnership and deepen their understanding of the activities of Tees Valley Unlimited; to receive feedback from the broader partnership on the activities and priorities of Tees Valley Unlimited; to show case Tees Valley and to demonstrate and promote the investment opportunities within Tees Valley; and to share with other areas Tees Valley Unlimited's experience of developing a successful MAA) all support capacity building for the MAA.

Further activity and the way forward

16. We have been matching the RIEP funding with Single Programme Management and Admin funding where possible and as a result we have only utilised approximately £50,000 of the £150,000. We can therefore achieve quite a lot of activity with this funding. The RIEP funding does not have to be fully spent until March 2011 (and we already hold the funding) so there is no rush to spend.
17. A session has been held with HCA Academy to discuss the feedback from the Raising our Game programme and changes that are being made to the programme by HCA. The Academy is very keen to further develop its relationship with TVU and a result of now being part of HCA is currently working with the NE HCA office to develop training and development activities to support the Single Conversation (which Pat Ritchie leads on nationally for HCA).
18. The feedback that we have received from participants has been extremely useful and could be used to develop a more tailored Tees Valley version of a Level 7 ILM course (probably no longer titled Raising our Game) with greater local input. There are also short courses that can be run for either staff who haven't been involved in the Level 7 programme or that complement the Level 7 activity.
19. Further work will be undertaken to identify appropriate training and development activity to support the development of the MAA and the Tees Valley Business Case, involving a broader range of TVU partners.

Originator Linda Edworthy

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E-mail: linda.edworthy@teesvalley-jsu.gov.uk



Raising our Game Feedback

	Excellent	Good	Satisfactory	Poor
Q1 Overall Rating of ROG course	5	7		
	Yes	No	In Part	
Q2 Was course relevant to post	10		2	
Q2 Comments:	I do not work directly with communities and the Sustainable Communities part of the course, although very interesting was not particularly relevant. The rest of the course was very useful and enjoyable.			
Q2 Comments:	The course was a useful reflection tool for leadership techniques and for work-based learning especially useful for looking at staff motivation and setting direction. It was really helpful from the perspective of coming from outside Tees Valley to see what people are working on, how they approach common issues and opportunities and to make links between County Durham and the Tees Valley.			
Q2 Comments:	The course had various elements - some of which were more relevant than others to my present post. However, I would think that this was partially the purpose of the course - to inform; give insight and widen knowledge base of areas that we know little about. Similarly, certain methods of evaluating knowledge and learning were better than others - and some of the course leaders / lecturers were more beneficial / engaging than others.			
Q2 Comments:	The programme has informed my thinking as a leader within the sustainable communities arena and I have developed skills which I have been able to apply in the workplace.			
Q2 Comments:	I really enjoyed the ROG course as I found the content very challenging. The course was hugely relevant to my present post, as it helped focus the purpose of my role and both assisted and challenged the way I undertake my work.			
Q2 Comments:	I was relatively new in my role of Strategic Project Development Officer prior to joining the ROG course, therefore I wasn't fully sure what to expect from this course, and how it would relate to my role. I do think that in part has given me a generic view on the key principles such as Leadership & Vision, Team & Partnership Working etc. I do feel that some more regeneration biased examples would benefit those on the course like myself, as the course was perhaps a little housing regeneration biased.			

<p>Q2 Comments:</p>	<p>I now have a greater understanding of the elements required to create sustainable communities (vision, strategy, partnerships working, leadership, engagement etc) and have learnt techniques that can be applied in the workforce in order to deliver successful regeneration initiatives.</p>						
<p>Q2 Comments:</p>	<p>I am the project manager for major housing regeneration schemes reprovding mixed sustainable communities, so all the course content was relevant and applicable.</p>						
<p>Q2 Comments:</p>	<p>All aspects of this course are applicable to my role as a Project Officer. The skills and knowledge learned can be applied to facilitate significant quality improvements to projects during the early development phases. This should help to minimise potential risks and threats arising from poor project planning and design.</p>						
<p>Q3 Have course aims / objs been achieved?</p>	<table border="1"> <thead> <tr> <th data-bbox="528 719 735 824">Fully</th> <th data-bbox="735 719 911 824">Partially</th> <th data-bbox="911 719 1377 824">Not at all</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 824 735 965">6</td> <td data-bbox="735 824 911 965">6</td> <td data-bbox="911 824 1377 965"></td> </tr> </tbody> </table>	Fully	Partially	Not at all	6	6	
Fully	Partially	Not at all					
6	6						
<p>Q4 Course meet expectations</p>	<table border="1"> <thead> <tr> <th data-bbox="528 965 592 1025">Yes</th> <th data-bbox="592 965 911 1025">No</th> <th data-bbox="911 965 1377 1025">Partially</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1025 592 1211">9</td> <td data-bbox="592 1025 911 1211"></td> <td data-bbox="911 1025 1377 1211">3</td> </tr> </tbody> </table>	Yes	No	Partially	9		3
Yes	No	Partially					
9		3					
<p>Q4 Comments</p>	<p>The course was more interactive than I had expected and this led to a more cohesive group who worked well together. The Partnership and Leadership elements were excellent.</p>						
<p>Q4 Comments</p>	<p>Exceeded expectations.</p>						
<p>Q4 Comments</p>	<p>I do feel that there's should have been even more practical activities in allowing students to develop real skills in relation to leading teams; create buy-in; implement projects, etc. There are a lot of messages and information to get across; key skills to learn; and some significant changes in personal attitude and behaviour to achieve in a relatively short timescale - its a big ask of students and course leaders to fully meet these aims unless every workshop and ALG is bang on, every time. If this is achieved I think there is enough supporting resource outside this (eBriefs / feedback / reading / assignments / reflective log) to meet the course aims.</p>						
<p>Q4 Comments</p>	<p>The Sustainable Communities and leadership workshop sessions were excellent, the community enegagement and project amangement workshop much less so. The action learning sessions where local speakers attended were also very good.</p>						

Q4 Comments	Future courses need to have more of a business angle to them, as 'business' is a community too! There was a lot of emphasis on spatial planning; housing; community groups, etc. But a number of us on the training course have a business focus to our roles - this needs to be taken account of in future training.
Q4 Comments	The training covered the areas that were originally indicated, which meant that it covered a wide range of areas that are relevant to my job. Therefore the course did meet my expectations.
Q4 Comments	As highlighted earlier, I came onto the course without any real expectations, but I would say that the course fulfilled what I was looking for from it. I was able to engage with like minded professionals, draw on their strengths and experiences from working in similar areas. I though the delivery of the course and the materials provided was strong, although perhaps some areas could be looked at such as the timings of the ALG's and whether they could b rolled into 1 or 2 sessions. The course notes and handouts were good.
Q4 Comments	The workshops generally had the right mix of theoretical and practical learning. Group activities helped to demonstrate important leadership techniques such as coaching and stakeholder mapping. The e-briefings were useful as they allowed me to gain new knowledge at my own pace.
Q4 Comments	The course surpassed my expectations. I attended it for my personal development and to put on my CV. I did not think that after 14 years in Local Government a course could actually teach me anything new. I am pleased to say that I have learned a lot and I am applying much of the learning to my day job and can see a real improvement in the way I do things.
Q4 Comments	I was expecting the course to cover a bit more of the Govt. policy background and the impact of the economic downturn is having so that people fully understand why we need to start thinking and acting differently as a sector. I feel this was an opportunity missed that would have both 'legitimised' and emphasised the need for change. From a personal perspective I really enjoyed this course, however I also feel that my Priority 4 work had given me a solid grounding as to what the Sustainable Communities Agenda is all about. I'm not sure if this was the same for all participants.
Q5 Any Other Comments	Thank-you to the JSU for providing the course - much appreciated.
Q5 Any Other Comments	I did enjoy the course and I do feel that I am much more able to take on and lead projects across an array of issues and with a variety of environments - how well exactly will become more evident over the coming months (years?). The reflective log was the most difficult to get used to doing and was probably the most effective support tool but by the time I'd got the hang of this - the course ended. It would be useful to continue to have access to this mentoring support and review on a quarterly basis as infinitum! It will be the ongoing reinforcement of the key learning outcomes that will be hard to sustain going forward.

Q5 Any Other Comments	On reflection, I think participants need a fairly high degree of control of their workload to be able to find the workplace examples that match to the theories learnt and successfully carry out assignment work. All in all it was a good programme which largely met its objectives.
Q5 Any Other Comments	The course is very beneficial and I would have no qualms re: advising others to participate. The only caveat is that Level 7, is more beneficial to team leaders and managers. A lot of the course is geared towards development of activities, i.e. strategy, etc. Plus it is also geared at people who then lead/manage teams in order to deliver that activity. Consequently, I would suggest that participation in Level 7 is managed to ensure that people get the most out of it.
Q5 Any Other Comments	I would be keen to understand if there are any other qualifications or courses planned that would enable me to build on the foundations of the ROG course.
Q5 Any Other Comments	Just can we have more ROG as there are people in my team that I would like to benefit from it. Only thing I would change is the 360 degree appraisal, but I understand that is already happening.
Q5 Any Other Comments	Community engagement seminar was disappointing, and I think it could have been a lot stronger. This was particular seminar I was looking forward to, and left quite disappointed. When we were doing personality tests we touched on Maris Briggs (pardon spelling!), never done it before would have been an opportunity to do it fully. Mixture of seminars, assignments were good. I really enjoyed the course.
Q5 Any Other Comments	<p>We were all asked by the ROG Team to submit any suggestions for improvement to the course. Mine were as follows:</p> <ol style="list-style-type: none"> 1. Give – The Handbook for Leaders' to participants when they are completing their 360 degree review and advise them to read Section 13 “concentrate on developing three to five strengths”. 2. I would have preferred to have seen more Govt Policy issues/new priorities highlighted. I recently attended the "Joined up strategies for joined up challenges" conference which outlined the priorities for the public sector for the next ten years. This will have a significant impact on the way public services will be delivered and how we will have to work in the future.

3. Revise the community engagement model. In Will Hutton's speech at the above conference - he highlighted how we must move away from 'capitalist' greed and focus on the 'human' factors of the economic downturn. This includes the need for better community engagement and for the public sector to turn its face towards their communities. I think this message needs to be more evident in this session and should outline the consequences of not doing so. Maybe participants could complete a Stakeholder Management Plan for their assignment - starting with completing a Stakeholder Mapping exercise for a project they are involved with. This could then be used in the planning of their projects.

4. Review the Structure of the programme. At times I think we all felt that we were redoing activities we had already done ie Stakeholder mapping was covered in three different sessions. Some tutors were unaware of what others had covered. Maybe this was planned but some people found this extremely frustrating. I'm not sure if the programme could be better 'sequenced' thus ensuring each activity/topic naturally led into the next topic to create a better content 'flow'.

5. Participant presentations. When I was doing my degree - for each module completed we also had to do a presentation of our assignment to the other participants. This enabled everyone to see how the same subject/topic/issue affected different organisations/sectors in different ways. This helped to broaden our understanding of their sector. I don't know if this would be feasible but we all found it extremely beneficial - especially for sharing best practice.

ANNEX 3

Business Case Development Training

	Excellent	Good	Satisfactory	Poor
Q1 Overall Rating	2	7	4	

	Yes	No	In Part
Q2 Relevant to post	11		2

	Excellent	Good	Satisfactory	Poor
Q3 Rate following:				
Organisation	4	8		1
Venue	3	10		
Content/Format		8	5	
Deliverer	2	9	2	
Handouts	2	7	3	
Buffet	2	6	4	1

	Yes	No	Partially
Q4 Meet expectations	6		7

Q4 Comments	Given relatively low experience of individuals attending perhaps there was too much to cram into the morning session. Further use of case studies & workshops might have been useful, but time & group size did not permit. Little interaction - possibly due to a number of factors.
Q4 Comments	There was a lot of reading from slides rather than interactive participation. A small case study to complete as group work or similar would have added to the experience. However, as the group was very mixed in terms of experience, this may not have been of interest to some attendees.
Q4 Comments	Whilst the 1st part of the event went thoroughly through every element required to produce a good Business Case. The 2nd half of the event was too unstructured and very little additional information was provided. It would have been more useful if a structured set of guidance was available on producing a good Business Case for capital projects.

Q4 Comments	Whilst it was a refresher for me it did update me on the most recent changes and approaches required in business cases and particularly focused upon the capital type projects in the later session.
Q4 Comments	During the morning session we were all given a case study business case to assess. This would have made it interactive and kept people interested but then we weren't given time to read it so it ended up little interaction and just again the deliverer talking. The section on developing capital projects lacked structure and I feel we could have made more use of this time to actually learn about the requirements of ONE and the different stages involved in developing a capital project, rather than a general discussion.
Q4 Comments	Capital element concentrated too much on very large projects e.g. Middlehaven, which I suspect most people will not be involved in. Our capital projects are much smaller and much shorter in duration.
Q4 Comments	I undertook the training about 2 years ago and have been applying the knowledge gained ever since. Although I didn't learn anything new - I picked up a few tips!
Q4 Comments	Probably too many people attended and there was a wide range of experience within the attendees so an introductory / intermediate / advanced split would make it more targeted and a more manageable group (although more resource would be needed). I liked the Q&A and would have liked more practical involvement / activity on the morning.
Q4 Comments	Whilst the training event was delivered but ONE, I was anticipating the focus to be generic, i.e. explore a range and complexity of Business Case requirements / needs rather than the specific focused need of ONE applications.

Q5 Any Other Comments	I think most people agreed that the ONE in-house Business Case was not a particularly good example, which to some degree undermines the quality of the training delivered.
Q5 Any Other Comments	The training was interesting and insightful; useful for understanding how the RDA works and for gaining clarity on the processes behind the successful Business Case.
Q5 Any Other Comments	Overview of writing a good Business Case useful. More specific advice and guidance on writing a Business Case for a capital project would have been useful.

Q5 Any Other Comments	It was very useful to have an example of what ONE consider to be a good Business Case (based around the idea of something that is concise, to the point, clear & without too much regeneration jargon i.e. use of plain English).
Q5 Any Other Comments	I've rated organisation as poor as there was not enough hot water, coffee, mugs, etc. A small factor but it caused slight delay in finishing the mid morning break. Also, there was general consensus from attendees that biscuits mid morning would have been appreciated. I've rated the buffet as poor because the bread used for the sandwiches seemed very old.

ANNEX 4

	Excellent	Good	Satisfactory	Poor
Q1 Overall Rating	6	3	1	

	Yes	No	In Part
Q2 Relevant to post	8		3

	Excellent	Good	Satisfactory	Poor
Q3 Rate following:				
Organisation	4	7		
Venue	3	4	4	
Content/Format	4	6	1	
Deliverer	6	4	1	
Handouts	4	6	1	

	Yes	No	Partially
Q4 Meet expectations	10		1

Q4 Comments	I wanted to understand SBC's Procurement Process and the legal duties associated with Procurement, so that this can be applied during my Project Development and Delivery work.
Q4 Comments	Insufficient time after presentations for further questions.
Q4 Comments	Procurement requirements well explained sources of further detail and information well highlighted.
Q4 Comments	Gave me background knowledge of tenders and the possible implications of case law surrounding it.
Q4 Comments	Covered all aspects of procurement - delivery wasn't too technical and good examples provided.
Q4 Comments	I thought even though the course was short, it was concise enough to provide a good amount of detail on the SBC procurement process. It was good to gain the contact names so that further discussion could be had if required.
Q4 Comments	A useful insight into the wider issues of procurement.

Q5 Any Other Comments	I would like to know more about MBC's Framework for the procurement of regeneration services and about the new e-tendering and e-quotation processes.
Q5 Any Other Comments	Could have more details on slides for reference at a later date.
Q5 Any Other Comments	Interesting to hear about new electronic system but would have been preferable to receive training once e-systems in use and could have been demonstrated.
Q5 Any Other Comments	Very informative but there is a lot of cross over between when contracts go out to tender and when the tender process is not required - this wasn't made clear.
Q5 Any Other Comments	Will there be an opportunity for people interested in negotiated and competitive dialogue procurement procedures to be trained further? Or could notes be produced detailing specific about these procurement types?

Report of:	Director of Tees Valley Joint Strategy Unit
Report to:	Tees Valley Unlimited Leadership Board
Date:	9 September 2009
Subject:	Tees Valley Growth Point Update
Item for:	Information

SUMMARY

SUMMARY

1. 1. Tees Valley has been awarded the sum of £6.2m for expenditure in 2009/11 to promote “growth” in housing development within the five Boroughs, over the period to March 2017. There were a number of compulsory projects specified in the award of the grant. The remainder of the grant is to be allocated to promote housing development and increase output. No further external approvals are required by CLG, HCA or GONE.
2. The Tees Valley Growth Point Programme of Development was approved by the Tees Valley Living Board on 25th March. Progress is being reported to the Board at their quarterly meetings. The following report gives an account of progress to date against the approved Year 1 projects.
3. At their meeting on 16th July 2009, the Board approved a scheme of delegation to the TVU Programme Group, to allow changes to the programme to be made without having to wait for formal Board approval on a quarterly basis, subject to a number of criteria being met.
4. On 24th July 2009 a letter was received from John Healey MP, Minister for Communities and Local Government stating that all Growth Point Programmes of Development budgets nationally, are to be cut by 25%. In Tees Valley the cut amounts to just over £1.5m. It must however be applied only to the capital budget for year 2 of the programme. The Growth Point officer working group will report to TVU Programme Group on 9th September on the implications of the cut and will present a revised PoD to the TVL Board on 8th October.

1. PURPOSE OF REPORT

- 1.1 At the TVL Board meeting on 25th March 2009 members approved the Tees Valley Growth Point (GP) Programme of Development (PoD) for 2009/11. Progress is being reported to the TVL Board on a quarterly basis on the following dates:

6th October 2009
19th January 2010
20th April 2010
15th July 2010

- 1.2. On 24th July 2009 a letter was received from John Healey MP, Minister for Communities and Local Government stating that all Growth Point Programmes of Development budgets are to be cut by 25%. In Tees Valley the cut amounts to just over £1.5m. It must however be applied only to the capital budget for year 2 of the programme. The Growth Point officer working group will report to DoRs on 9th September on the implications of the cut and will present a revised PoD to the TVL Board on 8th October.
- 1.3. It is therefore too early for speculation on the changes to the Tees Valley GP PoD enforced by the budget cut. This report is presented to bring the TVU Executive up to date on the progress being made with PoD implementation prior to the announcement of the budget cut.

2. YEAR 1 REVENUE PROJECT IMPLEMENTATION

- 2.1. The following is an account of the progress being made under each of the Year 1 project headings in the approved programme.

Flood Risk Assessment (FRA)

- 2.2. An up to date FRA is a compulsory item for all GPs. Each Borough has a completed FRA from 2007. Government requirements have become more onerous since that time. All Tees Valley FRAS were undertaken by JBA Consulting. Boroughs are also required to have FRAs to support their Core Strategies. They therefore have different timescales to follow. There are 3 stages to an FRA update

- Scoping Study
- Level 1 Assessments
- Level 2 Assessments

- 2.3. JBA Consulting have completed scoping studies for all 5 Borough's simultaneously at a cost of £12,500.

- 2.4. An FRA officer steering group has been established to manage progress. The following is an update from the steering group. Stockton Borough Council has led the flood risk working group and has progressed their assessment first due to time pressures associated with the timetable for their case strategy.

Timeframe for Stockton SFRA

- 2.5. **Draft SFRA Level 1 Report.** The draft Stockton SFRA Level 1 Report was completed at the end of June. JBA Consulting have produced a 3-volume document, similar to the SFRA Level 1 that JBA did for North Tyneside.
- 2.6. **Review with Environment Agency (EA).** This is part of an on-going discussion over environmental issues relating to development.
- 2.7. **Delineation of Functional Floodplain - EA** have requested that the following criteria be used in the delineation of Functional Floodplain:
- Land subject to flooding in the 1 in 20 year flood event
 - NE Broad Scale Modelling S2Q20 flood outlines (where modelling information is unavailable)
 - Land which provides a function for flood conveyance or flood storage (including other sources of flooding, e.g surface water)
 - Land already benefiting from defences or those which are developed (subject to no storage or conveyance function) not to be considered as Functional Floodplain
 - Major transport infrastructure (e.g. motorways and railways) be excluded from functional floodplain areas, as well as the removal of 'dry islands' defined using the 'size standards' within the Environment Agency SFRM Specification for Flood Risk Mapping
- 2.8. Where stretches of watercourses are un-modelled it will be necessary to make precautionary assumptions about the extent of the functional floodplain. In most case Flood Zone 3a should be used as a guide in defining the extent.
- 2.9. In relation to the removal of developed areas within the 1 in 20 / 25 year outline from functional floodplain, PPS25 does not differentiate between developed and undeveloped areas. This is because some developed areas may still provide an important flood storage and conveyance function, such as a car park that has been designed to flood periodically to preserve flood storage volumes at a riverside commercial development. Roads and other linear spaces can act as flow routes and the functionality of such areas should be considered when defining Flood Zones 3a and 3b. In addition, functional floodplain may also include areas intended to provide transmission and storage of

water from other sources of flooding (e.g. surface water) and as such these areas should be defined.

- 2.10. There may be opportunities to reinstate areas which can operate as functional floodplain. Previously developed land adjacent to water courses may provide opportunities to incorporate space for flood water to reduce flood risk to new and existing development.

Flood Risk Sequential Test / Level 2 SFRA

- 2.11. The Level 1 SFRA provides Stockton-on-Tees LPA with the evidence base to apply the Sequential Test to its development allocations. There is significant potential for strategies aimed at regeneration with areas at risk of flooding to result in an increase in flood risk to people and property unless the policies in PPS25 are carefully adhered to. Where the sequential approach is followed and application of the Exception Test demonstrates that regeneration of such areas is a sustainable proposition, then opportunities can be taken to combine regeneration and environmental improvements.
- 2.12. Level 2 SFRA should consider whether it would be appropriate to consider these sites as a whole and make recommendations to a wider strategy to manage flood risk. These recommendations will encourage positive strategic planning, that can achieve multiple benefits such as the improved management of flood water, reduce flood risk to communities, enhancing the public realm and recreation facilities as well as encouraging biodiversity.

Scoping Study for Distribution Heat Utility

- 2.13. The principle of using waste heat from industrial processes to supply district heating systems for new housing developments has been supported by the TVL Board. The current and potential use of heat from industrial sources in industrial, commercial and residential developments is also being considered in the North & South Tees Industrial Development Framework that will develop a strategic framework and delivery plan for the development of the main Tees Industrial area by the end of 2009.
- 2.14. The Board supported the principle of directing GP resources towards exploring the full range of possibilities. The N/ST study is funded by OneNE and looks at an area within the Tees Estuary. A GP funded feasibility study will aim to extend the boundary of the N/ST study to address the whole of Tees Valley and widen its brief to address the following issues.
 - Join with N/ST to identify and map current and potential future sources of heat

- Identify and map housing developments proposed in Tees Valley
 - Look at the feasibility of distributing heat to new homes anywhere in Tees Valley
 - Examine the principal barriers and issues eg. Plant shutdown, capital investment in infrastructure, technology of long distance heat transfer, “ring main” solutions
 - Identify likely capital costs
 - Demonstrate experience of similar operations in the UK and abroad
 - Examine available technology and engineering competence and make recommendations
 - Help to draw up a shortlist of potential schemes and principal sources
 - On the basis of practice elsewhere and opportunities in the City Region, advise about potential “delivery vehicles” eg involving partnership between LA, Developer, Engineering group, management organisation and local residents
- 2.15. Terms of Reference (ToR) are being drafted. The ToR will be used to seek advice on the likely cost of such a study from acknowledged experts in the field. Parsons Brinckerhoff are compiling the North/South Tees study. They are assisting with the ToR.
- 2.16. Andrew Craig of the JSU is the project manager. A small steering group is being established. They are preparing the study brief. The Regional CPI group will support this project and may be prepared to offer some financial assistance. If the eventual study cost exceeds £140K it will have to be advertised in OJEU. A number of contractors have expressed an interest in undertaking the study. CPI would be prepared to manage the procurement process. JJ will consult with the SBC Procurement Officer to discuss the implications of this proposal.

Programme Manager

- 2.17. It is hoped that the Housing Growth Point Programme Manager’s post is to be filled through a secondment from one of the TVU Partners. It will be advertised immediately after the main summer break, once cleared by SBC Job Evaluation procedures.

Lead Authority Costs

- 2.18. There is a budgetary provision in the approved PoD for Stockton BC’s role as Lead Authority. No further action is taken on this item in the immediate future until the full implications for SBC have been properly assessed within the overall context of TV Unlimited.

3. PROPOSED YEAR 1 CAPITAL PROJECTS

3.1 The following is an account of the progress being made towards the implementation of capital projects in Year 1 of the approved PoD. SBC have confirmed that their financial regulations indicate that loans of GP funding to third parties is acceptable provided that the main purpose is not to make a profit for the Council. They therefore intend to pursue a series of loans rather than grants. The approved list of projects are set out in Table 1 below. NB this list was compiled before the announcement on 24th July of the 25% budget cut. The implications of which are currently being assessed by the officer steering group.

Table 1 : TEES VALLEY GROWTH POINT PROPOSED CAPITAL PROJECTS 2009/2011

Reg No.	Capital Scheme '000s				Housing Numbers 09/11	To 2017
	Location	Total	2009/10	2010/11		
C1	Belle Vue, Hartlepool	500	40	460	0	104
C2	Central Park, Darlington	1000	296	704	52	300
C3	Easington Road, Hartlepool	125	125	0	0	72
C4	East Central Hartlepool	102	102	0	25	30
C5	Former School Sites, Darlington	147	147	0	60	118
C6	Golden Flatts, Hartlepool	170	50	120	100	100
C7	Greater Eston	1147	443	704	12	1200
C8	Green Blue Heart, Stockton/Middlesbrough	100	50	50	0	500
C9	Mandale, Thornaby	368	368	0	80	400
C10	North Shore, Stockton	550	50	500	25	1000
C11	North Central, Hartlepool	250	126	124	14	172
C12	Queen's Park North, Stockton	180	0	180	30	500
C13	Teaching & Learning Centre, Middlesbrough	997	418	679	0	200
	TOTAL	5636	2215	3521	401	4696
	ACTUAL	5637	2216	3520	N/A	N/A

Project C1 Belle Vue, Hartlepool

3.2. A partnership agreement is now in place with developer FHM. Only £40k of the total £500k Growth Point contribution is scheduled for Year 1. HBC are confident that this commitment will be met.

Project C2 Central Park, Darlington

- 3.3. DBC are currently going through a process of review of the financial appraisal of the site. Other uses are being considered within the site as a means of promoting development. Yuill and Keepmoat Homes have signed the development agreement to build 600 houses on the site.

Project C3 - Easington Road, Hartlepool

- 3.4. The demolition contract is now in place. The site will be cleared over the summer months.

Project C4 – East Central, Hartlepool

- 3.5. The proposal involves the acquisition of a vacant commercial building to secure full site assembly of an affordable housing development site, situated between Hartlepool marina and the main shopping centre. The area has been the subject of a recent strategy study to identify a framework for economic investment which can build on the proposed development of a new Hartlepool College of Further Education. Purchase of the property is expected to proceed without difficulty during Year 1. A developer for the site will be identified in July.

Project C5 – Former School Sites, Darlington

- 3.6. DBC have confirmed that Central Park and the former school sites at Beaumont Hill are still the Council's priorities. DBC are currently in discussion with Fabrick Housing regarding 150 flexible tenure dwellings across all three sites. 106 are expected to be completed by March 2011. GP finance may put in essential infrastructure works to de-risk the site.

Project C6 – Golden Flatts, Hartlepool

- 3.7. The proposal will open up a 2 hectare area of unused land within the urban fence for a mix of private and social housing. The site could accommodate approximately 100 units comprising 2/3 and 3/4 beds with potentially around 30% being 'affordable'.
- 3.8. Growth Point funding would provide on site infrastructure in the form of a new access, and off site infrastructure in the form of a landscaped buffer to the rear of the site to help minimise noise transmission from the steel works to the south. The landscaping work would also contribute to the Green Infrastructure Strategy. The proposed work

would improve the attractiveness of the site to developers and encourage early development progress as the building industry recovers from the current recession.

- 3.9. The intention is to de-risk the site by covering some of the “abnormal” costs of development, such as the noise attenuation works due to noise from neighbouring industrial uses.

Project C7 – Greater Eston

- 3.10. **Eco Village** – A shortlist of three developers has been compiled for the South Bank Eco Village of 12 new build properties and 31 refurbishments. The project went through the OJEU process which initially generated 128 Expressions of Interest. The shortlisted companies have been invited to make further submissions. The whole process is expected to be complete by November 2009. There will then be a development partner with a signed development agreement.
- 3.11. **Streetscape Improvements** - RCBC are developing a scheme which is to be implemented during the current financial year. The spend will be in Q3 and Q4 of 2009/10.
- 3.12. **Low Grange Development** – RCBC, Tesco and the Lady Hewley Trust have signed a tripartite agreement about the construction of the site access, development phasing and cost sharing etc. Tesco expect to submit a planning application by the end of August. A planning application for the housing development is expected to be submitted by Barratt Homes and Lady Hewley Trust in September. RCBC anticipate a start on site in April 2010. Development will commence with the new access road.

Project C8 – Green Blue Heart

- 3.13. GBH involves transformational redevelopment of a major area of dereliction for the Tees Valley, located between the Stockton and Middlesbrough town centres, along the river Tees corridor. A high quality residential development will raise the design bar on this 53ha site. The 2800 new sustainable homes will be complimented with high quality green infrastructure.
- 3.14. The main target is to keep some momentum in the project. There are on-going discussions with Network Rail regarding the future of the Tees Marshalling Yards. GP funding will pay for feasibility studies which can go ahead as planned. The overall development timetable may now be delayed until after 2017. The Arup feasibility study identified the potential of an extension of the Portrack Lane relief Road to open up the development of the area. The construction of the road could unlock up to 1,000 homes in terms of highway capacity. Consideration is being given to a bid for Regional Transport funding.

GP finance could be used to design the scheme, depending upon the outcome of discussions regarding highways.

Project C9 – Mandale Park, Thornaby

- 3.15. The availability of GP funding has allowed SBC to continue the decanting process on the site which avoided the prospect of stalling the development. Mandale Park is a mixed tenure housing regeneration scheme, predominantly family homes. The allocated sum will be recycled into the Corus site before end of July 2009.

Project C10 – North Shore, Stockton

- 3.16. The North Shore proposal is the development of a “home zone” of circa 200 units, of which the growth funds will support the bringing forward of the first 50 (approx), within a site which ultimately intends to provide 1,000 residential units. HCA have confirmed that Year 1 expenditure is a £50K grant to assist design work. Developers Urban Splash have commissioned detailed design work which will be complete by the end of August. A start on site is anticipated before March 2010.

Project C11 – North Central Hartlepool

- 3.17. Shared Equity products are now available on the Headway site. They are available at between 15-25% of the cost of purchase. Developer Taylor Wimpey Homes report a high demand for the product.

Project C12 – Queen’s Park North, Stockton

- 3.19. No funding is allocated in Year 1 to this project.

Project C13 – Teaching & Learning Centre, Middlesbrough

- 3.20. MBC are in discussions with six developers. The GP funding will be allocated towards the de-risking of the site by the installation of a new access to the site. Detailed design work for the access is now underway. A start on site for the access is anticipated in Q4 of 2009/10. It will eventually support the development of up to 200 units.

4. ANNEXE C CONDITIONS MONITORING

- 4.1. A meeting was held on 8th May at GONE, Citygate, Newcastle. GONE set out the requirements for programme monitoring beyond the financial expenditure, eg liaison with key stakeholders, integration with other programmes etc. as set out in the original CLG offer letter from July 2008.

- 4.2. The main points were as follows. EA has advised Tees Valley GP that it's existing Green Infrastructure needs to be enhanced. Consideration will be given to working together with South and East Durham GP on this. TV will produce an update of the Annex C template prior to the next GONE/HCA update meeting.

Regional Growth Point Co-ordination Group

- 4.3. The Region has rejected the idea of meeting regularly to discuss joint working, information sharing and common approaches across the region's GPs. GO will however hold a 'stock-take' event towards the end of 2009.

Progress with the sites

- 4.4. The TV GP revised Programme of Development was the first to be produced by one of the regions GPs. GO had found this information on and the way it was presented to be very useful and will invite other GPs to produce similar updates.

CLG on-line monitoring

- 4.5. CLG intend to introduce an on-line monitoring system. Further detail regarding content is awaited.

5. LEGAL AGREEMENTS

Agreement between the Lead Authority (Stockton Council) and Partners

- 5.1. Stockton has been asked to perform the role of Lead Authority for the purposes of managing the Growth Point grant. Although this does not carry with it the full responsibilities associated with a role as Accountable Body, there is nevertheless an expectation that, as Lead Authority, Stockton will ensure that Partners use the grant in accordance with the broad terms of the grant offer and the limited conditions attaching to the award of funding to the Growth Point partnership as a whole. It is also expected that Partners will have financial systems in place that will monitor expenditure and guarantee that grant is being applied in a proper manner.
- 5.2. To provide Stockton with the necessary comfort that each Partner is acting in line with grant terms, and to ensure that the Council is not left exposed because of the inappropriate actions of others in using Growth Point grant, Stockton Council and Tees Valley Living/Unlimited are drafting an agreement setting out in general terms what is expected of both Stockton as Lead Authority and individual Partners in the disbursement of grant.

- 5.3. Stockton's essential role will be to receive grant from the Homes and Communities Agency and to forward to individual Councils their agreed share of grant. The Council will also collate information to produce such quarterly returns as may be required by the Department for Communities and Local Government and the Homes and Communities Agency.
- 5.4. Partners will operate effective appraisal, monitoring and financial management systems in order to control expenditure and monitor the achievement of outputs in accordance with an agreed annual profile.

Financial Control

- 5.5. It has been agreed that Tees Valley Living will coordinate the Growth Point Programme on behalf of the Growth Point partners. In order to manage the quarterly collation of information from the Councils, Stockton is to enter into a Service Level Agreement with Tees Valley Living/Tees Valley Unlimited to carry out the necessary work of setting up a procedure by which information may be efficiently collected and interpreted.
- 5.6. Part of the monitoring process is dependent on Tees Valley Living/Tees Valley Unlimited tracking expenditure and providing quarterly financial returns to Stockton. As part of this process, Tees Valley Living will raise purchase orders relating to specific projects, while the payment of all invoices will proceed through Tees Valley Living.
- 5.7. In its role as 'Lead Authority' in relation to Growth Point funding, Stockton Council is liaising with Tees Valley Living over the preparation of an agreement to formalise arrangements between the Council and the other Tees Valley partner Councils. The purpose of the agreement is to indemnify Stockton Council in relation to the actions of partners and to ensure that partners respect the terms and conditions attaching to the Growth Point grant. It is hoped that a copy of the draft agreement will be available before the 8th October TVL Board meeting.

6. RECOMMENDATION

It is recommended that

- 6.1. The PoD progress is approved.

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Report of:	Director of Tees Valley Joint Strategy Unit
Report to:	Tees Valley Unlimited Leadership Board
Date:	9 September 2009
Subject:	Kickstart Housing Delivery: Unlocking stalled sites
Item for:	Information

SUMMARY

In the April 2009 budget the Government announced a £400m package to assist housing sites which were temporarily unable to proceed with development. This report looks at progress to date with the kick start proposals. It describes the eligibility and assessment criteria.

Schemes must be completed by March 2011. Submissions were made by developers. Final approvals have not yet been given. There are however 11 shortlisted submissions from Tees Valley within 26 in the North East out of 270 nationally. The implications at this stage are that Tees Valley may anticipate an better than “pro rata” settlement within the region and the region is in a similar position nationally.

The Government announced in July it will invite a second round of submissions in September and will allocate a further £500m nationally for the second round of Kickstart submissions.

1. INTRODUCTION

- 1.1. In the April 2009 budget the Government announced a £400m package to assist housing sites which were temporarily unable to proceed with development. The purpose was to support the construction of high quality mixed tenure housing developments, including private, intermediate and social housing. The package of measures which were eligible for grant assistance includes upfront investment support for infrastructure and development costs, complemented by support for affordable (intermediate and social) housing and HomeBuy Direct.
- 1.2. The Kickstart housing delivery programme is intended to address the difficulties facing “stalled” sites which are ready to develop (with Planning permission in place) by using the HCA support which best meets the needs of each scheme. Investment support helps to address the shortfalls in development finance arising from current market conditions, packaged together with funding for affordable housing, including affordable rent, intermediate rent, Rent to Homebuy, New Build HomeBuy and HomeBuy Direct to allow the widest possible consumer choice to access the housing being developed.

2. APPLICATIONS AND ASSESSMENT CRITERIA

- 2.1. Applications were invited from “organisations that control land and plan to develop housing. These were predominantly house builders, developers and RSLs. Local Authorities and Arms Length Management Organisations were not eligible to apply, as other HCA funding was made available for their purposes.

Eligibility

- 2.2. To be eligible the development must be able to meet the following criteria
 - A start on site before 31st March 2010, must be possible.
 - Completions must be achieved by 31st March 2011.
 - There must be no technical, environmental, archaeological constraints associated with the site.
 - Land should be secured under clear terms eg freehold or long lease.
 - The site must not be viable without HCA assistance. Assessed by due diligence and local knowledge.
 - Stalled sites were defined as those sites where no construction activity had taken place since 1st January 2009.
 - The site is not already supported by National Affordable Housing Programme (NAHP) funding.
 - The minimum size of site in 50 homes.

- Smaller schemes may be considered if they meet Code for Sustainable Homes Levels 5 or 6.

Assessment

2.3. The following considerations will be made in assessing the submissions.

- Preference will be given to schemes with full detailed planning consent.
- Preference will be given to those schemes which offer “certainty” of delivery within the timescale.
- If support creates units after March 2011 these will be considered alongside other benefits.
- Value for Money will be considered for each intervention type.
- Preference will be given to those schemes which offer the best vfm.
- Preference will be given to schemes which offer the best strategic fit and meet national, regional and local priorities.
- Their locations should meet local requirements such as proximity to facilities, transport etc.
- The mix of house types should meet local needs.
- The scheme should include a proportion of units for outright sale.
- There should be a demonstrable market for the units proposed.

Other considerations

2.4. The HCA does not wish to invest in poorly designed schemes and will take advice from CABE on the quality of submissions. HCA will seek higher environmental standards and priority will be given to schemes registering Code for Sustainable Homes level 4 and above. Attention will also be paid towards whether local labour schemes are included in the proposals.

3. TIMETABLE AND PROGRESS TO DATE

3.1. The following was the timetable listed in the guidance document

- 8th May 2009 - start of competition process
- 8th June 2009 - Submission deadline for Expressions of Interest
- Late July - Announcement of shortlist
- September - Agree terms and rolling programme
- 31st March 2011 - Delivery of completed homes

3.2. The HCA have only released a limited amount of information on the progress to date. It is understood that there were 39 expressions of

interest in the North East. Of these 19 were submitted for schemes in Tees Valley.

- 3.3. Appendix 1 shows a table which gives basic information on the 11 Tees Valley schemes which have been shortlisted and subject to due diligence and may progress to the next stage. Collectively, if approved they will result in 861 homes being built before March 2011. There are six schemes in Stockton Borough, two in Middlesbrough and one each in Darlington, Hartlepool and Redcar & Cleveland.
- 3.4. There were 26 schemes in the North East to reach this stage, out of 270 nationally. As Tees Valley has 25% of the region's population, the implication is that Tees Valley's 11 out of 26 schemes in the region suggests a good performance. The North East has less than 5% of the national population so this may also imply a better than pro rata settlement regionally. A better assessment can be made when the actual sums of money awarded and the numbers of homes in comparison to other areas are revealed.
- 3.5. In July the Government announced that there will be a second round of Kick start submissions for a further £500m of funding nationally. The new submissions details are to be announced on Monday 24th August.

4. RECOMMENDATION

That the situation be noted.

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APPENDIX 1

Kickstart - NE (Tees Valley) DD Schemes

GoR region	Local authority	Applicant	Project name	Town	Post code	No. Units
North East	Hartlepool	Bellway p.l.c.	Middle Warren	Hartlepool	TS24 0BD	50
North East	Redcar and Cleveland	Coast and Country Housing Association Ltd	Steeple Chase	Redcar	TS10 2AA	141
North East	Middlesbrough	Keepmoat Homes Limited	Trinity	North Ormesby	TS3 6LB	107
North East	Stockton-on-Tees	Keepmoat Homes Limited	Hardwick	Stockton	TS19 8HQ	120
North East	Middlesbrough	Cecil M Yuill Ltd and Endeavour Housing Association	West Lane Ph 2	Middlesbrough	TS5 4DD	70
North East	Stockton-on-Tees	Bellway p.l.c.	Kvaerner	Stockton	TS18 3VV	50
North East	Darlington	Tees Valley Housing Limited	Beaumont Hill	Darlington	DL1 3DY	106
North East	Stockton-on-Tees	Barratt Developments PLC	Mandale Phase 2	Stockton	TS17 8GR	50
North East	Stockton-on-Tees	Barratt Developments PLC	Hardwick Green	Stockton	TS19 8LP	50
North East	Stockton-on-Tees	Gladedale(Sunderland) Ltd	Pottary Wharf	Thornaby	TS17 6HP	67
North East	Stockton-on-Tees	North Shore Development Partnership Limited (NSDP)	Home Zone Phase 1, Northshore	Stockton-on-Tees	TS18 2NL	50

