

LEADERSHIP BOARD

**Meeting to be held in the Stockton Baptist Tabernacle, The Square,
Stockton, at 2.00 pm on Wednesday 12th September**

INVITEES

Hugh Lang	Managing Director, Durham Tees Valley Airport	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, Tees Valley Housing	
Alastair MacColl	Chief Executive, Business Link 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	
Jan Richmond	Representative of Tees Valley Local Authorities Chief Executive Group	
Ray Richardson	Deputy Chief Executive, Redcar & Cleveland BC	
John Lowther	Tees Valley Joint Strategy Unit	

OBSERVERS

Jonathan Spruce	Tees Valley Joint Strategy Unit
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LEADERSHIP BOARD

**Meeting to be held in the Stockton Baptist Tabernacle, The Square, Stockton
at 2.00 pm on Wednesday 12th September, 2007**

1. CHAIR'S WELCOME Hugh Lang
2. APOLOGIES
3. MINUTES OF THE LAST MEETING
4. MATTERS ARISING
5. MINUTES OF THE SUB BOARDS
6. PRESENTATION ON THE UNIVERSITY OF DURHAM'S PROPOSALS FOR QUEEN'S CAMPUS AND NORTH SHORE
7. SUB NATIONAL REVIEW – REPORT ATTACHED
8. PROGRESS ON TEES VALLEY UNLIMITED – REPORT ATTACHED
9. TEES VALLEY UNLIMITED – WORK PROGRAMME - REPORT ATTACHED
10. COMMUNICATIONS STRATEGY – REPORT ATTACHED
11. PRIVATE SECTOR BUSINESS GROUP – FOR DISCUSSION
12. DURHAM TEES VALLEY AIRPORT – HEATHROW SERVICE – SEE LETTERS ATTACHED FOR INFORMATION
13. LIST OF MEETINGS
14. ANY OTHER BUSINESS
15. DATE OF NEXT MEETINGS(S)
 - 12 DECEMBER 2007
 - 19 MARCH 2008

LEADERSHIP BOARD

**Meeting held in the Mandela Room, Middlesbrough Town Hall
at 2.00pm on Wednesday 13 June 2007**

ATTENDEES

Hugh Lang (HL)	Durham Tees Valley Airport (DTVA)	Chair
Councillor Ken Lupton		Vice Chair
Councillor John Williams		
Stuart Drummond (SD)	Hartlepool Borough Council (HBC)	
Ray Mallon (RM)	Middlesbrough Council (MC)	
Councillor George Dunning	Redcar & Cleveland Borough Council (RCBC)	
Alison Thain (AT)	One NorthEast (ONE) and Tees Valley Housing	
Alastair MacColl (AM)	Business Link North East (BL)	
Professor Graham Henderson (GH)	University of Teesside (UoT)	
George Garlick	Stockton-on-Tees Borough Council (SBC)	
Ada Burns	Darlington Borough Council (DBC)	
John Lowther (JL)	Tees Valley Joint Strategy Unit (JSU)	

APOLOGIES

Martyn Pellew (MP)	PD Ports and North East Chamber of Commerce (NECC)
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OBSERVERS

Jonathan Spruce	Tees Valley JSU
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Action

1 CHAIR'S WELCOME AND INTRODUCTIONS

HL welcomed attendees to the inaugural meeting of the Tees Valley Unlimited (TVU) Leadership Board.

HL informed the Board that Councillor Lupton was to serve as vice Chair on a rotating basis.

HL also informed the Board that the final position on the Board, nominally held for a representative of the chemicals sector, had been offered to Paul Booth of SembCorp, and that this offer had been accepted.

HL commented that TVU had evolved over a number of years, and now had strong regional and national support in addition to the City Region, but that the emphasis of the new structure, and the focus of the Leadership Board, should be on delivery.

HL also noted the need to communicate the purpose of TVU in a robust manner.

2 APOLOGIES

As noted previously.

3 THE STORY SO FAR

JL offered a paper for information and took members through a brief presentation.

HL asked about Local Authority approval to the work programme. **JL** replied that much of the programme came from the delivery of the City Region Business Case, which had already been endorsed by the Authorities.

AM asked whether all of the sub-boards had been populated. **JL** replied that invitations to most of the sub-Boards were now being sent out, but that membership of the Private Sector Business Group was still to be discussed and nominations sought. This is to be led by **HL** and **MP**.

HL / MP

GG confirmed that Alison Thain is the formal representative of ONE on the Leadership Board

Resolved that the report be noted by the Leadership Board.

4 ROLE OF THE LEADERSHIP BOARD

HL stressed that the Board was intended to operate in shadow form until April 2008 to provide flexibility in the early stages.

Action

HL continued by stating that his opinion was that the Leadership Board's role was to provide advice and guidance at a strategic level, and not to start by re-visiting the City Region Business Case.

HL noted the recommendation of the following report in respect of the need to prioritise work programmes and asked that the sub-Boards undertake this within the context of activity mapping, so that the Leadership Board could see clearly progress towards delivery

TVU sub-Boards

Councillor Dunning suggested that part of the role of the Leadership Board was to advocate large scale projects within the Business Case such as Teesport.

RM agreed that TVU should endorse key projects and influence key stakeholders to achieve our aims and address our needs. He quoted the example of how transport is now higher on ONE's agenda than it has been, and stated that the work on the hydrogen economy could allow the Tees Valley to be a world leader in this field.

RM further felt that the Tees Valley should be proud of its industrial heritage, and that TVU should be selling the new Tees Valley as a creative forceful area in which to live and do business.

AM felt that the Board's role was to own the strategy blueprint, to agree it and ensure that it was delivered.

Councillor Lupton stated that he felt that it was very important to utilise the wide range of skills that the Board members have to ensure the delivery of the Business Case.

GH endorsed the need to build on our strengths and be forceful about our successes and the advantages that the City Region has.

Councillor Williams agreed that the sub-Boards are the most appropriate mechanisms for examining the detail, but that the "blueprint" should be owned by the Leadership Board. He also noted that the draft terms of reference included the task of liaising with local MPs, which he felt would be best undertaken through discreet lobbying.

Action

AT asked about the role of the Leadership Board in dispute resolution. **GG** responded that it was hoped that any disputes that did arise through the delivery programme would be addressed either through the sub-Boards or the Executive. However, **HL** also commented that the Leadership Board should take responsibility for dispute resolution in the unlikely event of this being required.

The discussion concluded with **GG** highlighting that the role of the Leadership Board would also be shaped by the development of the Multi-Area Agreement with Government, as included later on the agenda.

5 WORK PROGRAMME FOR TEES VALLEY UNLIMITED 2007/08

JL offered a paper for decision and took members through a brief presentation.

HL asked about the work with the Highways Agency (HA) and how we are attempting to ensure 'buy in'. **JL** noted that the joint study with the HA, and their involvement on the Transport Board at a high level of senior management, should help with this.

Councillor Lupton commented that part of the skills strategy should be in targeting schools to ensure that young people are aware of the opportunities within the Tees Valley. **RM** added that there needs to be a balance between the skill sets and needs.

JL highlighted to members paragraph 5.2(e) of the report, and the offer from the University of Teesside to prepare a paper as to how educational establishments could work better together.

Resolved that the report be approved by the Leadership Board, and that the sub-Boards be requested to prioritise their own work programmes and report back to the Leadership Board at the next meeting. Also that GH commences the work outlined in paragraph 5.2(e) and report back to a subsequent meeting.

GH

6 MULTI-AREA AGREEMENT – PROGRESS

JL offered a paper for decision and took members through a brief presentation.

Action

AM noted that much of the content of the proposed agreement seems to make a lot of sense in terms of effective programme management and commented that it does not seem such a big 'ask' of Government.

Resolved that the report be endorsed by the Leadership Board.

7 SINGLE PROGRAMME 2006/07 – OUTTURN REPORT

JL offered a paper for information.

Resolved that the report be noted by the Leadership Board.

8 SINGLE PROGRAMME 2007/08 – SPEND POSITION

JL offered a paper for decision.

AT suggested that, to reflect the strategic view of the Board agreed previously, detailed outturn reports should be considered by the sub-Boards and that the Leadership Boards would receive progress reports by exception.

Resolved that the action set out in the report be endorsed by the Leadership Board.

9 ANY OTHER BUSINESS

None noted.

10 DATE OF NEXT MEETING(S)

- Wednesday 12 September 2007
- Wednesday 12 December 2007
- Wednesday 19 March 2008

All meetings to commence at 2pm, venues to be confirmed.

PLANNING & ECONOMIC STRATEGY BOARD

**Meeting held in the Mandela Room, Middlesbrough Town Hall
at 2.00pm on Tuesday 10 July 2007**

ATTENDEES

Councillor David Lyonette	Darlington Borough Council (DBC)	Chair
Councillor David Budd	Middlesbrough Council (MC)	
Councillor Mark Hannon	Redcar & Cleveland Borough Council (RCBC)	
Richard Alty (RA)	DBC	
Peter Scott (PS)	Hartlepool Borough Council (HBC)	
Kevin Parkes (KP)	MC	
Ian Wardle (IW)	RCBC	
Carol Straughan (CS)	Stockton-on-Tees Borough Council (SBC)	
Paul Whitaker (PW)	North Yorkshire County Council (NYCC)	
David Elliott (DE)	Richmondshire District Council (RDC)	
Malcolm Bowes (MB)	North East Assembly (NEA)	
Nick Muse (NM)	One NorthEast (ONE)	
Mike McNulty (MM)	Environment Agency (EA)	
Jonathan Lamb (JLa)	Business Link North East (BL)	
Malcolm Potter (MP)	Tees Valley Engineering Partnership (TVEP)	
Stan Higgins (SH)	North East Process Industries Cluster (NEPIC)	
Dermot Roddy (DR)	Renew Tees Valley (RTV)	
Nigel Perry (NP)	Centre for Process Innovation (CPI)	
Keith Robinson (KR)	Keith Robinson & Co	
John Irwin (JI)	Storey:ssp	
John Lowther (JLo)	Tees Valley Joint Strategy Unit (JSU)	

APOLOGIES

Councillor Bob Cook

SBC

Stuart Drummond

HBC

Action

1 CHAIR'S WELCOME AND INTRODUCTIONS

Councillor Lyonette welcomed attendees to the inaugural meeting of the Tees Valley Unlimited (TVU) Planning & Economic Strategy Board.

2 APOLOGIES

As noted previously.

3 THE STORY SO FAR

JLo offered a paper for information.

DR asked about the status of the Investment Plan. **JLo** replied that individual projects were now being refined through ONE's approvals process. **NM** supported this, and re-iterated that there was a desire to negotiate a jointly agreed set of investment priorities over the coming months.

DE asked that the appreciation of the North Yorkshire Authorities for the invitation to the Board and the ability to participate both to date, and in the future, on the forward strategy, should be placed on record.

4 TERMS OF REFERENCE

JLo introduced the paper setting out the Terms of Reference for the Board for information.

The Board Members noted the contents of the paper.

5 TEES VALLEY UNLIMITED WORK PROGRAMME: 2007/08

JLo presented the paper setting out the anticipated work programme for the Board for decision.

SH stated that NEPIC and PD Ports are already working on a paper to feed into the logistics work, and that NEPIC has been leading some work on industry attractiveness that will be of relevance to skills.

DR felt that any measure of success with the work programme should relate to improvements in economic performance. **JLo** replied that this would be reflected within the indicators to be agreed for the Multi-Area Agreement.

Action

MB pointed out that work is ongoing to prepare City Region housing assessments through the NEA.

Resolved that the work programme be accepted and that it be kept under review by the Board.

6 REGIONAL SPATIAL STRATEGY

JLo presented the paper for decision, and tabled a late amendment to Table 4 of the paper, showing the proposed sub-regional housing distribution.

MB stated that the NEA would be endorsing a whole series of comments on the Modifications to the RSS at a meeting on 31 July, in consultation with the Local Authorities. **MB** also stated that the RSS should acknowledge further expansion of NetPark.

DR asked that, with regard to transport improvements, when the phasing of the proposed measures is developed, the NEA and Local Authorities should try to ensure that public transport improvements are implemented ahead of private transport improvements.

KP tabled a slight amendment to the wording of paragraph 13.1.

Resolved that the paper be agreed with the amendments shown.

7 GREEN INFRASTRUCTURE STRATEGY

JLo offered a paper for decision.

DR commented that an overall plan of the strategy would be useful.

PS asked about the likelihood of additional funding for the strategy from ONE over and above the £1 million/year identified within the strategy. **JLo** replied that discussions were ongoing in relation to other examples elsewhere of RDA contributions to green infrastructure.

Resolved that the paper and supporting report be accepted and that the Board supports the continuing development of a Green Infrastructure Strategy for the Tees Valley. It was also resolved that the Implementation Plan be brought to a future Board meeting for discussion.

Action

8 EMPLOYMENT DEVELOPMENT, HEIGHINGTON LANE, DARLINGTON

JLo introduced the background to the application and the consultation process, and stressed that the Board's consideration of this application was not part of the formal approval process – approval (or otherwise) for the application would still rest with the Local Authority concerned, in this case, DBC.

MB noted that this was a site identified for deletion within the RSS Modifications, and was subject to one of the proposed changes discussed under Item 6.

Resolved that the comments within the paper be endorsed as the response from the Board.

9 RESIDENTIAL DEVELOPMENT, SAREL JOINERY SITE, NORTON ROAD, STOCKTON-ON-TEES

JLo introduced the report.

DR asked about the future sustainable energy requirements of this, and other sites, **IW** replied that this was being considered through each Authority's Local Development Framework.

Resolved that the comments within the paper be endorsed as the response from the Board.

10 ROLE OF NEPIC/CPI

SH gave a short presentation on the role of NEPIC.

Councillor Hannon asked whether existing infrastructure could support the future expansion of Teesport. In response, **IW** confirmed ongoing work on Project Paris and the employment land review.

Councillor Hannon asked about the links between North and South Tees, and **SH** replied that some pipelines were available. **JLo** added that the Second Tees Crossing was unlikely to be pursued in its originally proposed form (an immersed tube tunnel) due to costs, but that alternatives were being examined.

KP asked about any particular locational constraints. **SH** reiterated that this was being considered through a number of ongoing studies.

NP followed with a further short presentation on CPI.

Action

PW suggested that NEPIC and CPI have contact with the MoD regarding recruitment of employees based at Catterick Garrison, given the complementary skill sets.

CS noted that SBC is also undertaking an employment land review.

11 ENERGY WHITE PAPER – IMPLICATIONS FOR THE TEES VALLEY

JLo introduced the paper for information. **JLo** also suggested that a Tees Valley response to the White Paper would be appropriate.

NP emphasised the significant role that the Tees Valley can play in the future of energy in response to the White Paper.

DR endorsed this, but stated that we should concentrate on real initiatives rather than being distracted by responding to the White Paper.

Resolved that the paper was noted.

12 ENTERPRISE INSIGHT

JLo presented the paper.

Resolved that the paper was noted and that the establishment of the EI Tees Valley Campaign Hub was endorsed.

13 ANY OTHER BUSINESS

None noted.

14 DATE OF NEXT MEETING(S)

- Tuesday 9 October 2007
- Tuesday 15 January 2008

All meetings to commence at 2pm, venues to be confirmed.

TRANSPORT FOR TEES VALLEY

**Meeting held in the Mandela Room, Middlesbrough Town Hall
at 2.00pm on Tuesday 17 July 2007**

ATTENDEES

Councillor Bob Cook	Stockton-on-Tees Borough Council (SBC)	Chair
Councillor Nick Wallis	Darlington Borough Council (DBC)	Vice Chair
Councillor Ron Lowes	Middlesbrough Council (MC)	
Councillor Mary Lanigan	Redcar & Cleveland Borough Council (RCBC)	
Councillor David Budd	MC	
Stuart Drummond (SDr)	Hartlepool Borough Council (HBC)	
John Buxton (JB)	DBC	
Dave Stubbs (DS)	HBC	
Brian Glover (BG)	MC	
Simon Dale (SDa)	RCBC	
Mike Robinson (MR)	SBC	
Barrie Mason (BM)	North Yorkshire County Council (NYCC)	
Burney Johnson (BJ)	Durham County Council (DCC)	
Andrew Johnson (AJ)	Government Office North East (GONE)	
Penny Marshall (PM)	GONE	
Vanessa Gilbert (VG)	Highways Agency (HA)	
Nigel Cay (NC)	Network Rail (NR)	
Martyn Pellew (MP)	PD Ports	
Richard Whitehouse (RW)	Durham Tees Valley Airport (DTVA)	
Liz Esnouf (LE)	Arriva North East	
Robin Knight (RK)	Stagecoach North East	
Nigel Astell (NA)	Tees Valley Regeneration	
John Lowther (JL)	Tees Valley Joint Strategy Unit (JSU)	
Jonathan Spruce (JS)	JSU	

APOLOGIES

Councillor Peter Jackson	HBC
Tom Warburton	One NorthEast (ONE)
Malcolm Bowes	North East Assembly (NEA)

Action

1 CHAIR'S WELCOME AND INTRODUCTIONS

Councillor Cook welcomed attendees to the inaugural meeting of the Tees Valley Unlimited (TVU) Transport for Tees Valley Board.

2 APOLOGIES

As noted previously.

3 THE STORY SO FAR

JS offered a paper for information.

The Board Members noted the contents of the paper.

4 TERMS OF REFERENCE

JS introduced the paper setting out the Terms of Reference for the Board for information.

The Board Members noted the contents of the paper.

5 TEES VALLEY UNLIMITED WORK PROGRAMME: 2007/08

JS presented the paper setting out the anticipated work programme for the Board for decision.

MP asked about other funding bids not indicated in the paper, such as the work on gauge enhancements for freight traffic to and from the Northern ports being undertaken by the Northern Way. **JS** agreed that this was not shown in the work programme, but progress would be monitored and reported to the Board as appropriate.

Resolved that the paper be agreed, and that the priorities be accepted as shown within the paper.

6 LGA INNOVATION FORUM: PILOT STATUS

JS presented the paper for decision.

The **Board** suggested that some funding should be allowed in later years for the evaluation of the project.

JS

Resolved that the suggestions for using the additional funding as set out in the paper be endorsed, subject to the comment noted above.

Action

**7 “CONNECTING THE TEES VALLEY” – THE CITY REGION
TRANSPORT STRATEGY**

JS introduced the paper and the supporting draft strategy. **JS** stressed that the draft strategy was an update to each Authority’s Local Transport Plans, and, as such, did not deviate from existing approved strategies.

MP asked whether the RSS Modifications had been taken into account within the strategy. **JS** replied that this was not the case at the moment, but that the final version would reflect the RSS.

Resolved that the Board review the strategy with a view to responding to the JSU with comments by 31 August, in order that a final version can be endorsed at the next meeting.

All

8 PROJECT PROGRESS UPDATE

a). Tees Valley Bus Network Improvements

JS set out the current position, and the intention to submit an updated business case in September/October.

LE stressed the need to ensure that enforcement is given important consideration within the scheme and its operation.

RK indicated that the draft legislation on Statutory Quality Partnerships was important, not only for the operators, but also for Local Authorities.

BG suggested that the involvement of the Police within the Steering Group may be useful with regards to enforcement.

b). Tees Valley Metro

NA gave a short presentation on the status of the Metro project.

Councillor Lanigan asked that consideration be given to possible extensions to East Cleveland.

Councillor Wallis asked what had been done regarding public consultation as it is important to gain public support. **Councillor Wallis** also stressed the need for clarity regarding the 2013 proposals. **NA** replied that TVR would offer support for any Local Authority consultations.

SDr endorsed this, and stressed the need for certainty regarding what the key benefits are for Hartlepool.

Action

SDa asked what happens if the Tees Valley supports the proposal, but Network Rail do not. **NA** replied that it would be difficult to drive the project forward without NR's support, and that was the reason as to why they were partners in the next stage of work.

DS stated that key academic institutions and industries need good links to Hartlepool and Redcar & Cleveland as trip patterns will become more dispersed in the future.

RK asked what guarantees and certainties would be given for patronage and revenue forecasts. **NA** replied that more detail on these would be provided through the next stage of the work.

LE stressed the need to ensure consistency of approach between the bus network proposals and any improvements to the rail network. **NA** replied that Metro is seen as part of an integrated transport network for the Tees Valley.

NC offered to circulate the terms of reference for the next stage of the work being led by NR to the Board members.

JL stated that the forthcoming Sub National Review may offer the opportunity to use supplementary business rates as a means of financially supporting the proposal.

DS stated that Members need to be more involved in the design process as it moves forward, particular if the work is to be accelerated to complement funding envelopes being considered later this year.

c). A66(T)/A19(T)/A174(T) Area Action Plan

JS set out the current position, and stated the intention to have a presentation of the key findings of the study at the next meeting.

9 TEES VALLEY TRANSPORT MONITORING REPORT 2007

JS introduced the report.

Resolved that the paper was noted, and that the 2007 report would include a foreword from the Chair of Transport for Tees Valley.

10 ANY OTHER BUSINESS

None noted.

Action

11 DATE OF NEXT MEETING(S)

- Tuesday 16 October 2007
- Tuesday 22 January 2008

All meetings to commence at 2pm, venues to be confirmed.

EXECUTIVE BOARD

**Meeting held in the Ward Room, Castlegate Quay Watersports Centre,
Stockton**

at 2.00pm on Wednesday 22 August 2007

ATTENDEES

Ada Burns (AB)	Darlington Borough Council (DBC)	Chair
Paul Walker (PW)	Hartlepool Borough Council (HBC)	
Jan Richmond (JR)	Middlesbrough Council (MC)	
Ian Wardle (IW)	Redcar & Cleveland Borough Council (RCBC)	
Mike Robinson (MR)	Stockton-on-Tees Borough Council (SBC)	
Yvonne Clark (YC)	Government Office North East (GONE)	
Pat Ritchie (PR)	One NorthEast (ONE)	
Chris Livingstone (CL)	Jobcentre Plus (JCP)	
Chris Roberts (CR)	Learning & Skills Council (LSC)	
Joanne Fryett (JF)	North East Chamber of Commerce (NECC)	
John Lowther (JL)	Tees Valley Joint Strategy Unit (JSU)	

APOLOGIES

Colin Moore	RCBC
George Garlick	SBC
Jonathan Blackie	GONE
Steve Davidson	JCP
Sarah Green	Confederation of British Industry North East (CBI)
James Ramsbotham	NECC

Action

1 CHAIR'S WELCOME AND INTRODUCTIONS

- 1.1 **AB** welcomed attendees to the meeting, particularly the substitutes and those attending for the first time.

2 APOLOGIES

- 2.1 As noted previously.

3 MINUTES OF THE LAST MEETING

- 3.1 The minutes were agreed as a true record.
- 3.2 With regard to minute 3.4, **JL** confirmed that this had been discussed at the Leadership Board meeting on 13 June, but not actually recorded in the draft minutes circulated. This would be rectified.
- 3.3 With regard to minute 6.2, the Leadership Board is to consider a draft communications strategy at its next meeting on 12 September.
- 3.4 **JR** suggested the need to foster greater debate in the Board and sub-Board meetings now that the initial familiarisation phase was completed. **JL** confirmed that this was the intention with all future meetings.

4 REQUEST FOR REPRESENTATION ON THE EXECUTIVE BOARD BY THE CHIEF EXECUTIVE OF TEES VALLEY REGENERATION

- 4.1 The Board discussed a request from the Chief Executive of Tees Valley Regeneration (TVR) for representation at future meetings.
- 4.2 **AB** re-iterated the rationale for the governance arrangements – that the Executive and the Leadership Board should be focused on setting strategy, with the sub-Boards being responsible for delivery, and hence this should be where delivery agencies are included.
- 4.3 **JR** endorsed this view and stated that it is important to avoid the TVU Executive structure becoming too unwieldy.
- 4.4 **PW** also endorsed this view and stated that TVR is clearly a delivery vehicle and is well represented on the various sub-Boards.

Action

- 4.5 **IW** expressed the view that engagement with TVR should be at the sub-Board level, with engagement with the Executive structure through the normal channels.
- 4.6 **PR** confirmed that an Urban Regeneration Company's key role was in delivery, and that TVR should continue to engage with TVU at this level.
- 4.7 **JF** confirmed that the private sector view TVR as the delivery arm.
- 4.8 Resolved that the request be turned down and a letter of explanation prepared in response to TVR. **JL**

5 SUB-NATIONAL REVIEW

- 5.1 **AB** started the discussion by suggesting that the Executive Board should be encouraged by the SNR and its relation to TVU.
- 5.2 **PR** agreed that the direction of travel of the SNR is consistent with the aims and objectives of TVU. **PR** further stated that ONE particularly welcomes the proposals for a new Integrated Regional Strategy with economic priorities being at its heart, and that proposals for an extended RFA were also welcomed. **PR** indicated that further discussions would be required in the near future in terms of scrutiny and the relationship with the new Regional Minister.
- 5.3 **PR** also indicated that ANEC had been charged with nominating Chief Executives to sit on a regional body to discuss the implications of the SNR, alongside GONE (as Chair), LSC and the North East Assembly. **JR** stated that representation from both City Regions would be preferable on this group.
- 5.4 **CR** pointed out that the LSC is preparing proposals for pre- and post-19 skills subject to further information on when such funding would be available.

6 PROGRESS ON TEES VALLEY UNLIMITED

- 6.1 **JL** introduced the report.
- 6.2 **JR** asked for feedback on the recent visit from the Regional Minister. **AB** and **PW** both expressed the view that the visit had gone well and that the Minister showed a good deal of interest in helping to take TVU forward.

Action

- 6.3 **PW** proposed a vote of thanks to the JSU for the work done in preparing for the Minister's visit and in recognition of the work done to date.
- 6.4 **PR** stated that the ONE session with the Transport Minister recently may have been more positive than the meeting on the Draft Local Transport Bill attended by the JSU, but emphasised that there was a clear need to identify key regional transport priorities.
- 6.5 JL outlined that further work is being undertaken to refine the funding profile and Investment Plan with each of the Local Authorities, particularly the need to review assumed project timescales.
- 6.6 The Chair of the Leadership Board is developing proposals for the Private Sector Business Group, and **AB** endorsed suggestions for a 'topic based' approach to membership and format.
- 6.7 Resolved that the report be noted by the Executive and presented to the Leadership Board.

7 TEES VALLEY UNLIMITED – WORK PROGRAMME

- 7.1 **JL** offered a report for decision, based on the feedback from the first series of sub-Board meetings in July.
- 7.2 **JL** confirmed that the schedule at the back of the report would be updated and presented for information at each subsequent meeting. **JL**
- 7.3 Resolved that the report be endorsed by the Executive and presented to the Leadership Board.

8 CAA CHARGING POLICY AT HEATHROW

- 8.1 **JL** offered a report for decision.
- 8.2 **PW** asked whether there was a regional airports strategy that would assist in the argument. **YC** suggested that service levels have been set for each route, and that she would investigate these to use within the formal response to the Commission.
- 8.3 **PR** expressed the wish that ONE was keen to be part of any future lobbying strategy.

Action

- 8.4 Resolved that JL contact GONE and ONE to pursue options for further representation at Government level, particularly on the economic case.

9 SCOPING A CITY REGION APPROACH TO WORKLESSNESS

- 9.1 **JL** offered a draft report for discussion and presented the key findings.
- 9.2 **CL** stated that JCP broadly agrees with the key findings, but that page 1 needs to reflect the Regional Employability Framework.
- 9.3 **CR** stated that there is a need to keep a focus on actions and work on 14-19 year olds is not necessarily going to meet the needs of employers in the City Region.
- 9.4 **PR** suggests that the report needs to identify key actions and possible incentivisation.
- 9.5 **YC** commented that the report has few surprises, but some real challenges.
- 9.6 **CR** commented that there is a need to be aware of ongoing discussions around Employment and Skills boards, their scope and statutory nature, if future funding for adult training and skills is to be routed through such boards.
- 9.7 Resolved that there is support for the proposed workshop to move the recommendations of the study forward into actions.

10 LIST OF MEETINGS

- 10.1 **JL** presented a list of meetings attended by Senior Management at the JSU over the preceding period. **JL** stated that such a report was normal practice for the Joint Strategy Committee and is part of the accountability of the JSU.
- 10.2 Resolved that the report be noted.

11 ANY OTHER BUSINESS

- 11.1 None noted.

Action

12 DATE OF NEXT MEETING(S)

- 12.1
- Wednesday 28 November 2007
 - Wednesday 27 February 2008

All meetings to commence at 2pm, venues to be confirmed.

Report of:	Director of Tees Valley Joint Strategy Unit
Report to:	Leadership Board
Date:	Wednesday 12 th September 2007
Subject:	REVIEW OF SUB NATIONAL ECONOMIC DEVELOPMENT AND REGENERATION
Item for:	Information

1.0 PURPOSE OF NOTE

1.1 The Government has published its review of sub national economic development and regeneration. The purpose of the review is to identify what responsibilities should be allocated to the regional, sub regional/city region, local authority and neighbourhood levels and to streamline decision making and minimise bureaucracy. There is also a fundamental recognition that regions and localities need greater flexibilities, powers and incentives to respond to economic change and to ensure that all areas including the most deprived are able to continue and benefit from economic growth.

1.2 The Tees Valley has had a major influence in the outcome of the review in the following ways:

- a) The City Region Business Case and economic profile has clearly influenced the proposal for a statutory economic duty for local authorities and in defining the local authority role in increasing prosperity based on a vision and analysis which builds on areas of comparative advantage and indigenous assets.
- b) The Peer Assist Review which helped civil servants formulate many of the proposals for city regions and the relationship with regional bodies.
- c) Our leading edge work on multi area agreements and the investment plan has greatly influenced the Multi Area Agreement proposals and helped to convince the Government that local authorities can deliver regeneration if resources are delegated to them from RDAs.
- d) Feeding into the work of the New Local Government Network on the Sub National Review through ANEC and our city region work.

1.3 This report sets out the Government's proposals and their applications for the Tees Valley authorities. It deals only with the City Region and Region elements of the review.

2.0 THE CITY REGION LEVEL

- 2.1 The Sub National Review fully supports our approach. Indeed the Tees Valley is one of the three excellent examples of good practice promoted in the report.
- 2.2 The Sub National Review proposes that One NorthEast should play a more strategic role, delegating responsibility for funding to local authorities and also sub regions where possible unless there is a clear case for retaining funding at the regional level. The proposal has major implications for One NorthEast. One NorthEast will need to transform itself into a strategic organisation and develop delivery through Tees Valley Unlimited.
- 2.3 The review also requires the new agency formed in 2009 from the merger of English Partnership and the Housing Corporation to operate through sub regional arrangements.
- 2.4 The proposal fully supports the Multi Area Agreement concept. The Government will consider a statutory duty to cooperate of regional bodies. The report states that bodies such as RDAs, LSC, Highways Agency, Jobcentre Plus and the new homes agency should be involved as partners with local authorities in developing MAAs.
- 2.5 Multi Area Agreements will have the benefit of being flexible and voluntary, allowing different sub-regions to enter into agreements which best suit their needs. The Government is exploring whether partnerships could expect funding certainly of longer than three years. Once established, MAAs will last for a period of three years, in line with Local Area Agreements. This will allow the participating authorities to make plans over a longer period to improve their performance in the areas covered by the agreement. The Government will expect to give funding certainty for sub-regions over the period of MAAs, through funding from the RDAs and from the proposed new homes agency.
- 2.6 In working with sub regions to develop MAAs, the Government will adopt an approach based on the following principles:
- MAAs should be voluntary at the point of creation;
 - MAAs should focus on activities where sub regional working can add most value – the rationale for cross-boundary delivery of objectives should be evidence-based;
 - MAAs should have an economic core and relate principally to economic development (although MAAs for other activities will not be ruled out);
 - Local authority partners and public sector bodies will share collective responsibility for outcomes;
 - Sub regional partnerships will have transparent arrangements for ensuring financial and democratic accountability.
 - Sub regional partnerships should include representation from businesses and other key stakeholders such as RDAs;

- As far as possible, MAAs should reflect economic areas that reflect the policy scope for the MAA (and therefore may include partners from more than one regional and may also include parts of counties);
- MAAs will be consistent with the regional strategy and local sustainable community strategies, and complement the LAAs of the participating authorities; and
- MAAs will build on existing sub regional partnerships and arrangements.

2.7 It is clear that the Tees Valley has had major influence on the proposals. The proposals set out in the report accord with our request of Government. It recognises most of the principles we requested of DCLG. As a result of the proposals ONE, DfT and the homes agency will be expected to work with us to deliver our programmes through the MAA. We need now to show we can deliver.

3 PROPOSALS AT THE REGIONAL LEVEL

3.1 The key proposals at the regional level are:

- a) The abolition in 2010 of the regional assemblies.
- b) The merger of the regional spatial strategy and the regional economic strategy into one integrated regional strategy.
- c) The regional development agencies to take on a more strategic role and have executive responsibility on behalf of the region for developing the integrated regional strategy, working closely with local authorities and other partners.
- d) The regional development agency to be scrutinised by a select committee of MPs and a local authority, Leaders/Mayors Forum. The Leaders/Mayors Forum will also sign off the integrated regional strategy.
- e) The select committee of MPs have the power to scrutinise any regional issues.
- f) The Government will ensure that the work of agencies, including the work of the Highways Agency, the Environment Agency, the Learning and Skills Council and JobCentre Plus conforms, complements and contributes to the priorities agreed in the regional strategies.
- g) Give RDAs a key role in coordinating delivery of business support through Business Link and UK Trade and Investment and workforce development through Business Link.
- h) Support the Northern Way.
- i) Carry out a second expanded Regional Funding Allocations exercise in 2008 to cover (in addition to transport, economic development and housing), skills, European Regional Development Fund and regeneration funding from the proposed new homes agency.

3.2 The proposals set out a set of principles. They do not explain how they are going to be implemented. DCLG intend to produce a timetable by the end of September explaining how these changes will take place. The issues raised by the proposals are as follows:

- a) The proposals for an integrated regional strategy and abolition of the Regional Assemblies need primary legislation which Government intends to pass in the 2008/9 Parliament with Assemblies abolished in 2010. There is a danger that Assemblies could lose staff because of the uncertainties and hence interim arrangements will need to be made.
- b) ANEC on behalf of the local authorities will need to agree with ONE and Government how local authorities are going to be actively involved in the preparation of the integrated regional strategy. The proposals imply that local authorities will be asked to produce sub regional plans which identify what each sub region wants included in the RSS. How is this going to work in practice? It will also need ANEC to negotiate with Government and One NorthEast the role and function of the Leaders' Forum, both in the integrated regional strategy and scrutiny of the performance of ONE.
- c) The Regional Funding Allocation process was successful in the areas of transport and housing because the Regional Transport and Housing Boards existed, were serviced by Government Offices who went out of their way to be inclusive in the consultations, technical assessments and involvement of local authorities. The economic development element of the regional funding allocation process was decided with minimal consultation by the ONE Board. ANEC will need to ensure that the second RFA process is transparent, and local authorities are actively involved in their discussions, assessments and prioritisation process.
- d) It is not clear what will happen to the Regional Housing Board and Regional Transport Board which are critical organisations in the allocation of resources. We need to question the composition of these boards. For example on both the housing and transport boards our representative Councillor Budd is appointed as a representative of the Regional Assembly. The Minister for the North East, Nick Brown will clearly take an important role in developing the new arrangements.
- e) One NorthEast will need to undergo a major restructuring exercise to deliver its new strategic role.

4 RECOMMENDATIONS

4.1 The Board is asked to note the report.

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Report of: Director of the Tees Valley Joint Strategy Unit
Report to: Leadership Board
Date: Wednesday 12th September, 2007
Subject: TEES VALLEY UNLIMITED: PROGRESS REPORT
Item for: Information

SUMMARY

1. This report sets out progress in;
 - a) Communicating with the North Yorkshire District Councils and the Minister for the North East.
 - b) Discussions with DCLG on the Multi Area Agreement.
 - c) Discussions with ONE, DfT, Regional Housing Board, DCLG, English Partnerships on the Multi Area Agreement.
 - d) The issue of revenue support for Tees Valley Unlimited.
 - e) Leadership Board – Agenda

RECOMMENDATION

The Board is invited to note to report.

TEES VALLEY UNLIMITED – PROGRESS REPORT

1.0 Purpose of Report

1.1 The purpose of the report is to outline progress on the work programme.

2.0 Communications

2.1 I briefed the Deputy Leader, Chief Executive and key officers of Hambleton District Council and the Leader, Chief Executive and key officers of Richmondshire District Council on the City Region Business Case and governance arrangements. Both councils expressed their support for our governance proposals and are willing to work with us. Richmondshire have also agreed to prepare a report for the Planning and Economic Strategy Board on the expansion of Catterick Garrison, its implications for the Tees Valley City Region and some proposals on how we can work together on dealing with the impact of the proposal. There has also been a presentation to the County Durham Economic Partnership who were generally supportive of the arrangements.

2.2 I am briefing Nick Brown on the City Region Business Case with Hugh Lang on the 13th September.

2.3 I was invited by DCLG to address a conference of 200 people from Government Office, RDAs, representatives from local authorities and government offices, and regional assemblies. The presentation went well and afterwards the representatives of the Manchester city region told DCLG that our progress on all matters was well ahead of them. Department of Transport and Department of Work and Pensions representatives expressed positive support for our MAA proposals.

3.0 Development of the Multi Area Agreement

a) Discussions with DCLG.

3.1 DCLG are fully supportive of our proposals and have asked us to start drawing up the draft MAA. A second working draft of the MAA has been circulated to the local authorities for comment. Joe Montgomery of DCLG also wants to come and be briefed further on the MAA proposals.

b) Discussions with ONE.

3.2 We are having discussions with Nick Muse and Tom Warburton on the economic development/regeneration (place) part of the programme. We are working to an indicative allocation of £28 m capital/year i.e. £20m/year plus £8m year overprogramming. We have also been allocated £600,000 revenue for economic inclusion programmes of which £350,000 is required to secure

the future of the Building Futures ILM initiative of the five authorities on construction skills. We are also working on continued funding strategies for the Enterprise Academy and also being consulted on the continued funding of regional projects such as NEPIC, the Centre for Process Innovation and Renew Tees Valley which will be funded regionally. ONE have also indicated they want to continue funding the Tees Valley Engineering Partnership and provide extra resources to Tees Valley Regeneration for inward investment and for Visit Tees Valley.

- c) Discussions with Department for Transport.
- 3.3 The draft business case for the bus network review was discussed with the Department for Transport and received considerable support. Further details on governance arrangements and project management were asked for and Borough transport officers/JSU are addressing this issue which is one of further clarification rather than principle. With regard to the Metro, the contract with Network Rail for the engineering feasibility work has been let and by the end of December we will know whether or not the scheme is workable. Network Rail are very supportive of the project and would not have gone down this route if they did not believe there was a good chance of success. The cabinet report i.e. the issue of agreement in principle to funding the Metro has been written and circulated to Directors of Regeneration/Directors of Environment. The A19/A66/A174 study is proceeding on time and Government Office has commended our approach. Jim Darlington Director of Transport at the Government Office was given a full briefing on the transport projects on 16th August.
- 3.4 It is intended that the provisional funding for transport projects will be included in the MAA. There will be another regional funding allocation review in 2008 as our intention is to have sufficient work done to take advantage of the review.
- d) Discussions with Regional Housing Board/DCLG re Housing Market Renewal.
- 3.5 A briefing on the MAA was given to officers from Regional Assembly, English Partnerships, GO-NE, Housing Corporation and all expressed support for the concept. The Sub Regional Housing Strategy Action Plan has been submitted to the Regional Assembly. A business case for Tees Valley Living has to be submitted to DCLG by 2nd November. We should therefore have the resource availability by the end of January 2008.
- 3.6 The green paper on housing has ensured that housing has risen to the top of the political priorities. The HMR Pathfinders and Tees Valley Living and two other HMR initiatives are now known as the 12 HMR Partnerships which gives up the same status as the pathfinders. There have been visits by DCLG officers leading on HMR and Baroness Andrews and they are impressed with our approach. It is likely that we will receive the same and probably a bit more if we make a strong enough case.

e) Discussions with local authorities.

3.7 We have now received the funding profiles from the local authorities/TVR for the place regeneration projects put forward in the investment plan for inclusion in the MAA for the next 5 years. Accompanying the profiles are GANTT charts setting out the programming of proposals in terms of project initiatives, development, preparation of business cases, tendering, implementation.

3.8 Initial indications are that programmes match spending for 2008/9 are in balance but preliminary figures for 2009/10 and 2010/11 significantly exceed the likely allocations. Jonathan Spruce and myself will be visiting Directors of Regeneration and TVR to tackle these issues. We hope to produce a phased programme and revised investment plan by the end of September.

c) Revenue Support for Tees Valley Unlimited.

3.9 One NorthEast have asked me to provide a submission on support for Tees Valley Unlimited under three headings of activity.

a) Programme Management.

This should cover the support required to manage the negotiated place (i.e. capital) investment programme. ONE need to know the level of resource required, where this resource will be based and how it will operate in practice.

b) The + agenda.

There may be a requirement for Tees Valley Unlimited to act as an intermediary around on-going negotiations as to how parts of the ONE's and People proposals are taken forward locally. This particularly applies to the delivery of local enterprise initiatives, economic inclusion and tourism. There may also, ultimately, be some element of programme management required that emerges from these discussions.

In addition, this support could cover the strategic and influencing role of partners in wider policy development and helping to shape the Agency's future investments.

c) Strategic Capacity.

This area of activity covers support from the Agency for analytical capacity (particularly across the City Region) and for developing the capacity of partners to develop and deliver significant initiatives.

Needless to say ONE will be looking to put their support alongside the contributions of partners and this needs to be spelt out as well as an explanation of how partners see this working in practice.

3.10 DCLG have also indicated that they may be able to offer some resources.

4.0 Recommendation

4.1 The report be noted

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Report of: Director of Joint Strategy Unit
Report to: Leadership Board
Date: Wednesday 12th September 2007
Subject: TEES VALLEY UNLIMITED WORK PROGRAMME 2007/8
Item for: Decision

SUMMARY

1. As you may recall at your last meeting the Board approved a detailed work programme. The Leadership Board asked that the work programme approved by the Board be clearly set out in terms of timescales. I have therefore prepared the attached schedule which sets out the reports which will be prepared for each cycle of board/sub board meetings. It should be noted that the work programme in some cases is difficult to define because it depends on the outcome of scoping studies e.g. energy and employability or decisions made as a result of the comprehensive spending review e.g. housing market renewal programmes. Furthermore, there will be reports by regional bodies for consultation or required as a result of events which cannot be foreseen. It is my intention to update the schedule every meeting.
2. The Board also asked each sub board to identify its priorities. The priorities identified by the Boards are as follows:
 - a) Planning and Economic Strategy Board

The three main priorities are:

 - Production of a strategy to develop the energy/low carbon economy
 - Production of a land and infrastructure plan/programme to support the development of petrochemicals/energy/port/biotechnology sectors
 - Production of a logistics strategy

b) Transport for Tees Valley

The four main priorities are:

- The £40m bus network scheme
- The Tees Valley Metro/Heavy Rail project
- The A66, A19, A174 Area Action Plan
- Gauge enhancement to Teesport (progressed by the Northern Way)

c) Employment and Skills Board

The three main priorities are:

- Development of a Tees Valley wide high level skills strategy
- Development of a Tees Valley wide employability strategy
- Developing new ways of employer engagement

d) Tees Valley Living

The three main priorities are:

- Preparing the sub regional housing strategy action plan for submission to the regional housing board and its implications when resources are known
- Preparing the HMR business case for submission to DCLG in November and the coordination of the implementation of the HMR programme
- Jointly with the JSU, prepare the sub regional housing market assessment

e) Visit Tees Valley

A work programme for Visit Tees Valley has not been produced since its most immediate task is to prepare a business plan for the organisation. The Board is:

- Developing a strategy known as the Way Forward which sets out its priorities

- Setting up led by a board member private sector groupings to develop the following sectors : hotels, self-catering, attractions, events
- Resolving a whole series of issues with One NorthEast on the nature of tourism in the Tees Valley (in particular its relationship to regeneration) and the priorities for implementation.

RECOMMENDATION

3. The Board is requested to approve the work programme.

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EXECUTIVE		
AUGUST	NOVEMBER	FEBRUARY
Tees Valley Unlimited progress report	Tees Valley Unlimited progress report	Tees Valley Unlimited progress report
	Multi Area Agreement draft for approval	Multi Area Agreement final approval
Sub National Review	Comprehensive Spending Review – implications for the Tees Valley	Implementation of Sub National Review progress
	Implementation of Sub National Review - progress	State of the Tees Valley approval of report
	Review of role and composition of the Skills and Employment Board	Review of Tees Valley Unlimited structure
	TVP Single Programme monitoring report	TVP Single Programme monitoring report
Durham Tees Valley / Heathrow link		
Employability Scoping report		
	Strategic issues/Policy reports arising from work of programme/events	Strategic issues/Policy reports arising from work of programme/events

LEADERSHIP BOARD		
SEPTEMBER	DECEMBER	MARCH
Tees Valley Unlimited progress report	Tees Valley Unlimited progress report	Tees Valley Unlimited progress report
Sub National Review	Comprehensive Spending Review – implications for the Tees Valley	
	Multi Area Agreement – draft for approval	Multi Area Agreement – draft for approval
Communications Strategy	Communications Strategy – progress report	Communications Strategy – progress report
		State of the Tees Valley – approval of report
		Review of Tees Valley Unlimited structure
Durham Tees Valley / Heathrow link		
Private Sector Business Group		
	Strategic issues/Policy reports arising from sub board work programmes/events	Strategic issues/Policy reports arising from sub board work programmes/events

PLANNING AND ECONOMIC STRATEGY BOARD		
SEPTEMBER	JANUARY	APRIL
Land Review for South Tees – interim conclusions	Completion of Land Review for North and South Tees	
Energy Strategy Scoping report		Energy Strategy completed
	Logistics Study Brief	
	Financial and Business Services Study brief	
Regional Spatial Strategy - modifications		Regional Spatial Strategy – outcome of consultation on modifications
	Tees Valley Joint Minerals and Waste Development Plan – approval of options report for consultation	Tees Valley Joint Minerals and Waste Development Plan – results of consultation on options report
	European Programmes 2006-13	European Programmes – progress report
	European Initiatives – opportunities for the Tees Valley	
Catterick Garrison – implications for the Tees Valley		
Strategic Housing Market Assessment – approval of study	Strategic Housing Market Assessment – draft report for approval	
	Green Infrastructure Study – Action Plan	
Strategic issues/Policy reports arising out of regional bodies/events	Strategic issues/Policy reports arising out of regional bodies/events	Strategic issues/Policy reports arising out of regional bodies/events

TRANSPORT FOR TEES VALLEY		
OCTOBER	JANUARY	APRIL
Tees Valley Bus Network Review – approval of business case	Tees Valley Bus Network Review – progress report	Tees Valley Bus Network Review – progress report
	Tees Valley Heavy Rail Improvements/Metro – progress report	Tees Valley Heavy Rail Improvements/Metro – approval of business case
A66/A19/A174 Area Action Plan – approval of plan	A66/A19/A174 Area Action Plan – progress report	A66/A19/A174 Area Action Plan – progress report
Tees Valley Annual Monitoring Report – approval of final version		
	Aviation White Paper	
	National Ports Policy	
	Regional Funding Allocation – schemes for inclusion	
	Northern Way – progress report on transport work programme	
Strategic issues/Policy reports arising from regional bodies/events	Strategic issues/Policy reports arising from regional bodies/events	Strategic issues/Policy reports arising from regional bodies/events

EMPLOYMENT AND SKILLS BOARD		
OCTOBER	JANUARY	APRIL
LSC report on sector labour demands	Progress on skills/employability strategy depends on the outcome of these initial reports	Progress on skills/employability strategy depends on the outcome of these initial reports
University of Teesside paper on higher level skills		
Employability Scoping report – approval of report and the next stages		Employability Study to be completed by April
Employer engagement – results of discussions with private sector		Skills Study to be completed by June 2008
	Review of role and composition of skills/employability board	

TEES VALLEY LIVING			
SEPTEMBER	OCTOBER	JANUARY	MARCH
Preparation of HMR Business Plan	Approval of HMR Business Plan	Programme of HMR for 2008-11	Programme of HMR for 2008-11 – agreement of programme
	Outcome of Regional Housing Board SHIP process		
		Strategic Housing Market Assessment – draft report for approval	
			Develop sub regional housing strategy policy/research programme

Report of: Hugh Lang, Chairman
Report to: Leadership Board
Date: 12 September 2007
Subject: COMMUNICATION STRATEGY
Item for: Information/Decision

SUMMARY

1. This report considers a range of issues relating to the development of a Communications Strategy and proposed action plan.

RECOMMENDATION

The Leadership Board is requested to note the content of this report and approve the action plan.

1. PURPOSE OF REPORT

1.1 Communication Strategy

2. BACKGROUND

2.1 Tees Valley Unlimited (TVU) has been established to oversee the implementation of the Tees Valley City Region Business Case – a 10 year investment strategy to improve the economic performance of the Tees Valley City Region.

2.2 Tasked with the delivery of the Business Case, TVU is therefore responsible for a wide range of complex investment projects throughout the region and these are detailed within an array of high level documents currently in circulation. Whilst this level of detail is essential to enable TVU to communicate with Government Departments and related public bodies it is obvious that a very different approach is required in communicating TVU's purpose, objectives and subsequent achievements to both the general public and the business community.

2.3 It is important that we recognise the scale of the communications challenge. In reality whilst there is a substantial public sector awareness of TVU, it is a very different story within both the business community and the public as a whole.

2.4 TVU must therefore decide how it wishes to promote itself within the Region in terms of both message content and delivery mechanisms. It is essential to counter the perception which may well exist in some quarters that TVU is yet another Public Sector Quango that will take decisions in isolation, with little reference to the people and businesses of the Region.

2.5 In summary, TVU and its raison d'etre remains predominantly an internal public sector initiative that requires the development of a much more inclusive communication strategy if it is to achieve its optimum potential, and recognition within the Region.

3. BRANDING

3.1 Whilst remaining unconvinced as to the brand potential of Tees Valley Unlimited, advice would suggest that alternatives such as Tees Valley City Region would be politically insensitive to the wider geographical region as defined within the Northern Way document. Discussion on this point is required.

- 3.2 Assuming acceptance of the above argument, then it is considered important that we introduce some form of 'strap line' that provides some clarification about the organisation. This would seek to address matters such as; raising aspirations, developing a better place for people to live – we must communicate this in some way to the people of this region.

Some examples would include;

'Open for Business'
'Investing for your future'
'Tomorrow's City region'
'Where People come first'

- 3.3 Clearly the Board will have views on what the 'message' should be but it is perhaps worth considering the key principles and objectives set out in the Business Plan - for example the requirement for us to grow our economy faster and raising our levels and quality of employment. That might suggest a strap line such as 'Growing Faster-Working Smarter' but no doubt there will be many other suggestions from Board members.
- 3.4 What is crucial is that consideration should be given by the Board on how we establish the TVU (or whatever) brand before we embark on any form of communication strategy.

4. STRATEGY

4.1 Objective

To ensure that the purpose, values and aspirations of TVU are clearly communicated to the people of the region, whilst ensuring that feedback and comment is positively encouraged.

4.2 Target Audiences

- The Business Community – Key focus of the Peer Assist Review in terms of engagement.
- Partnership member organisations...including their staff
- Other partners...local, regional and national, including other agencies, voluntary sector etc.
- Local Members of Parliament, Ministers and Civil Servants

- Media...local, regional and national
- The public

4.3 Target Messages

- The role of TVU
 - Relationship with other agencies/partners
 - Objectives and key priorities
 - Accountability to the local community

N.B. – Initially these messages will be extracted from the Business case. Moving forward, these messages will change to communicate both progress and outputs achieved by TVU.

4.4 Communication Channels

- Direct communication with member organisations, partners, local MPs, Ministers and Civil Servants (e.g. briefings on TVU as a whole and specific issues)
- Direct communication with the public (e.g. publications/website)
- Development of an E-Bulletin
- Communication via local/regional/national and specialist media
- Communication via Member channels (e.g. local authority/business organisation publications)
- Spring Conference – As the work streams come together later this year, it is suggested that a Conference be held to provide the Region with an update on progress and the way forward. This would include presentation(s) from Central Government.

4.5 Communications Network

- TVU's own resources – It has already been agreed that funding will be made available for an internal resource to co-ordinate both administrative and consultation activities.
- Member organisations' communication services
- Partners' communications services

4.6 Consultation and Feedback

Communication is a two way process and whilst it is essential that clear messages are disseminated by TVU, it is equally important that appropriate channels are created through which feedback can be received.

- Sub group performance through comment cards
- Promotion of feedback through the website
- As TVU progresses it is important to consult with interested parties to assess perceived performance, clarity in communication and encourage feedback.

5. **ACTION PLAN 0-6 months**

- Secure internal resource (as part of a wider administrative and external communications role). As this role develops, one of the key responsibilities will be to assess both the performance of TVU and its communication strategy through consultation with relevant parties.
- Retain media consultant
 - Establish media plan
 - Proactive approach to deliver regular, positive messages through the media
- Arrange Press briefings
 - Request support for a series of articles on the objectives of TVU (economy, transport, skills etc) at no cost
- Organise a Spring Conference
- Commission website design (with specific focus on back office functionality)
- Develop an E – Bulletin database and agree procedures with other partners to facilitate use of their own internal systems as required
- Briefings – review scope of JSU presentations made to date, re-assess future content to deliver the right messages and define target audiences

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Report of: Director of Tees Valley Joint Strategy Unit
Report to: Leadership Board
Date: 12th September 2007
Subject: DURHAM TEES VALLEY AIRPORT – HEATHROW LINK
Item for: Information

SUMMARY

1. Attached are the two letters sent to the Competition Commission and to the Department for Transport concerning the implications of the proposed CAA Charging Policy at Heathrow on the Durham Tees Valley – Heathrow link. A number of meetings are taking place over the next 2 weeks and an update on the issue will be given at the meeting.

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Our Ref: 1749

Your Ref:

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John Lowther

22nd August 2007

Mr John Banfield
Inquiry Director
Competition Commission – BAA London Airport Inquiry
Victoria House
Southampton Row
London
WC1B 4AD

Dear Sir

HEATHROW AIRPORT PRICE CAPS 2008-13

I am writing to express the concern of the Tees Valley local authorities on the implications of the proposals from the Civil Aviation Authority on charges levied on airlines at Heathrow on the Tees Valley economy. I understand that the Competition Commission is currently considering the CAA's proposals and as such I am writing to make you aware of our concerns.

The CAA propose a price cap range for 2008-13 of RPI+4% pa to RPI+8% p/a which will increase charges at Heathrow by 44-73% over the review period. On this basis Durham Tees Valley Airport have been notified by bmi that it is not able to sustain the operation of short feeder services into Heathrow such as the Durham Tees Valley – Heathrow route.

The implementation of price caps at Heathrow will inevitably result in the continued reduction of UK domestic feeder services into Heathrow and their ultimate replacement by international air services operated by large aircraft providing increased profits to BAA at the expense of increased peripherality for the UK regions such as the Tees Valley.

The loss of the bmi service to Heathrow from Durham Tees Valley will severely impact on the Tees Valley economy. 35% of passengers on the flight to Heathrow are interchanging direct on to other European and intercontinental flights, most of whom are business passengers. For these reasons an alternative service to Gatwick, Stansted or London City would not be an adequate substitute to replace the Heathrow service. The rail option is unattractive because of the requirement to change once at Kings Cross to the Piccadilly line or twice for the Paddington rail link, a journey at best of at least 4 hours.

In the Tees Valley we have the second largest chemical/petrochemical complex in Europe with major international companies such as SABIC, BASF, Petroplus, Huntsman, Terra, Avecia, Johnson Mathey and world-class engineering and architectural design practices such as AMEC, Whessoe, Aker Kvaerner and Cleveland Bridge who depend on easy access via

Heathrow to both markets and their head offices. If it becomes increasingly difficult to travel direct by air from Heathrow to Durham Tees Valley then there is a danger that when investment decisions are made by global companies they will locate elsewhere because of the difficulty of travelling by air to the area. In this way the competitiveness of a peripheral region like the Tees Valley is reduced.

It is Government policy through its PSA targets to reduce the £30 billion output gap in GVA between the north and south. PSA target 1 for the DTI and the Treasury is to demonstrate further progress by 2008 on the Government's long term objective of raising the productivity growth over the economic cycle, improving competitiveness and narrowing the gap with our major industrial competitors. PSA target 7 for the DTI, Treasury and DCLG refers to the need to maintain substantial improvements for the economic performance of all the English regions by 2008 and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006. The loss of the Durham Tees Valley – Heathrow flight because of charging policy at Heathrow will make it more difficult to close the output gap.

In most countries airports are seen as major drivers of economic growth. The recent Regional Spatial Strategy for the North East of England proposes major growth of airport related industry at Durham Tees Valley Airport and planning permission for a major business park on the north side of the airport and a major development for airport related industry on the south side of the airport has been granted and development is expected to commence on the north side shortly and the on the south side in 2009. The route to Heathrow is a critical factor in attracting and developing airport related industry and hence the economic growth of the Tees Valley.

The proposal for increased charges affects primarily the non BAA airports. Where BAA are the operator of a provincial airport as well as Heathrow there is scope for cross subsidisation. Clearly this protects UK internal flights from Glasgow, Edinburgh and Aberdeen but still leaves non BAA owned airports such as Newcastle, Durham Tees Valley and Leeds/Bradford at a disadvantage.

For these reasons, the Tees Valley authorities request the Commission to consider the introduction of some sort of charging structure that safeguards the slots at Heathrow for regional feeder services for the UK like Durham Tees Valley in recognition of their special role in supporting the UK economy. Options could include the development of a separate charging structure for UK domestic feeder services, the safeguarding of Heathrow slots that have been operated from any UK region for a period of greater than 10 years, or a differential pricing policy based on the size of aircraft which is the practice at most other airports but not Heathrow.

The Tees Valley authorities consider that the Competition Commission should consider these broader issues. Our links to Heathrow have been in place for over 37 years. Everyone in the region, especially the business community and the agencies and organisations involved in the regeneration of the North East, feel strongly on this issue. We would urge the Competition Commission to consider these issues seriously in its deliberations.

We believe one mechanism the Commission should explore is a public service obligation. The Department for Transport's White Paper – The Future of Air Transport – published in December 2003 sets out Government policy on the issue of slots at London airports. Paragraph 4.44 states that:

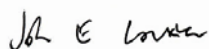
“In recognising the importance of regional services, the Government is prepared to intervene in well defined circumstances to protect slots at the London airports for such services by imposing Public Service Obligations (PSOs). The imposition of a PSO enables the slots used for that service to be ‘ring-fenced’, so that airline cannot use them for a service to an alternative destination. The rules for imposing PSOs are set out in European regulations (Regulation 2408/92 and Regulation 95/93).

4.45 - The Government will apply PSOs where, in accordance with the existing EU Regulation 2408/92, three criteria are met:

- The route is to a peripheral region, or to a development region, or is a ‘thin’ route; we will consult shortly on the details of this;
- The air service concerned is vital to economic development for the region; and
- A PSO is required to ensure an adequate level of service. We will be consulting regional stakeholders and the aviation industry shortly on an appropriate definition of ‘adequate’ bearing in mind the importance to travellers of services at both peak and off peak times.”

In the event of a solution not being found, the Tees Valley authorities consider that the Department for Transport should consider developing a public service obligation for feeder services from areas such as Durham Tees Valley since it is clear that the Durham Tees Valley satisfies the criteria set out in para 4.45 of the White Paper.

Yours sincerely



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John Lowther

22nd August 2007

Ms Sandra Webber
Head of Civil Aviation Division
Zone 1/25
Department for Transport
Great Minster House
76 Marsham Street
London
SW1P 4DR

Dear Madam

HEATHROW AIRPORT PRICE CAPS 2008-13

I am writing to express the concern of the Tees Valley local authorities on the implications of the proposals from the Civil Aviation Authority on charges levied on airlines at Heathrow on the Tees Valley economy. I understand that the Competition Commission is currently considering the CAA's proposals and as such I am writing to make you aware of our concerns.

The CAA propose a price cap range for 2008-13 of RPI+4% pa to RPI+8% p/a which will increase charges at Heathrow by 44-73% over the review period. On this basis Durham Tees Valley Airport have been notified by bmi that it is not able to sustain the operation of short feeder services into Heathrow such as the Durham Tees Valley – Heathrow route.

The implementation of price caps at Heathrow will inevitably result in the continued reduction of UK domestic feeder services into Heathrow and their ultimate replacement by international air services operated by large aircraft providing increased profits to BAA at the expense of increased peripherality for the UK regions such as the Tees Valley.

The loss of the bmi service to Heathrow from Durham Tees Valley will severely impact on the Tees Valley economy. 35% of passengers on the flight to Heathrow are interchanging direct on to other European and intercontinental flights, most of whom are business passengers. For these reasons an alternative service to Gatwick, Stansted or London City would not be an adequate substitute to replace the Heathrow service. The rail option is unattractive because of the requirement to change once at Kings Cross to the Piccadilly line or twice for the Paddington rail link, a journey at best of at least 4 hours.

In the Tees Valley we have the second largest chemical/petrochemical complex in Europe with major international companies such as SABIC, BASF, Petroplus, Huntsman, Terra, Avecia, Johnson Mathey and world-class engineering and architectural design practices such as AMEC, Whessoe, Aker Kvaerner and Cleveland Bridge who depend on easy access via Heathrow to both markets and their head offices. If it becomes increasingly difficult to travel direct by air from Heathrow to Durham Tees Valley then there is a danger that when

investment decisions are made by global companies they will locate elsewhere because of the difficulty of travelling by air to the area. In this way the competitiveness of a peripheral region like the Tees Valley is reduced.

It is Government policy through its PSA targets to reduce the £30 billion output gap in GVA between the north and south. PSA target 1 for the DTI and the Treasury is to demonstrate further progress by 2008 on the Government's long term objective of raising the productivity growth over the economic cycle, improving competitiveness and narrowing the gap with our major industrial competitors. PSA target 7 for the DTI, Treasury and DCLG refers to the need to maintain substantial improvements for the economic performance of all the English regions by 2008 and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006. The loss of the Durham Tees Valley – Heathrow flight because of charging policy at Heathrow will make it more difficult to close the output gap.

In most countries airports are seen as major drivers of economic growth. The recent Regional Spatial Strategy for the North East of England proposes major growth of airport related industry at Durham Tees Valley Airport and planning permission for a major business park on the north side of the airport and a major development for airport related industry on the south side of the airport has been granted and development is expected to commence on the north side shortly and the on the south side in 2009. The route to Heathrow is a critical factor in attracting and developing airport related industry and hence the economic growth of the Tees Valley.

The proposal for increased charges affects primarily the non BAA airports. Where BAA are the operator of a provincial airport as well as Heathrow there is scope for cross subsidisation. Clearly this protects UK internal flights from Glasgow, Edinburgh and Aberdeen but still leaves non BAA owned airports such as Newcastle, Durham Tees Valley and Leeds/Bradford at a disadvantage.

For these reasons, the Tees Valley authorities request the Commission to consider the introduction of some sort of charging structure that safeguards the slots at Heathrow for regional feeder services for the UK like Durham Tees Valley in recognition of their special role in supporting the UK economy. Options could include the development of a separate charging structure for UK domestic feeder services, the safeguarding of Heathrow slots that have been operated from any UK region for a period of greater than 10 years, or a differential pricing policy based on the size of aircraft which is the practice at most other airports but not Heathrow.

Whilst we all understand that the Government wants to see fair competition at Heathrow, this should not be at the expense of increasing peripherality from the English regions. Two of the Department for Transport's key aims are:

- To sustain economic growth and improved productivity through reliable and efficient transport networks
- To enhance access to jobs, services, social networks, reaching the most disadvantaged.

Furthermore, the Treasury PSA targets outlined above stress the need to reduce the productivity gap between the north and south and improve competitiveness. The loss of the

Heathrow flight because of charging policy at Heathrow runs directly counter to these important national objectives. We believe therefore that there is a strong case for the Department for Transport to intervene to find a mechanism of safeguarding slots at Heathrow for regional feeder flights such as those from Durham Tees Valley.

We believe the mechanism the Department should explore is a public service obligation. The Department for Transport's White Paper – The Future of Air Transport – published in December 2003 sets out Government policy on the issue of slots at London airports. Paragraph 4.44 states that:

“In recognising the importance of regional services, the Government is prepared to intervene in well defined circumstances to protect slots at the London airports for such services by imposing Public Service Obligations (PSOs). The imposition of a PSO enables the slots used for that service to be ‘ring-fenced’, so that airline cannot use them for a service to an alternative destination. The rules for imposing PSOs are set out in European regulations (Regulation 2408/92 and Regulation 95/93).

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In the event of a solution not being found, the Tees Valley authorities consider that the Department for Transport should consider developing a public service obligation for feeder services from areas such as Durham Tees Valley since it is clear that the Durham Tees Valley satisfies the criteria set out in para 4.45 of the White Paper.

Yours sincerely



John Lowther
Director
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Report of: Director of Tees Valley Joint Strategy Unit
Report to: LEADERSHIP BOARD
Date: 12TH September 2007
Subject: List of Meetings
Item for: Information

SUMMARY

1. List of meetings attended by members of the Tees Valley Joint Strategy Unit, since June 2007, attached.

- 4.6.07 Peer Review NEA Tees Valley
- 4.6.07 Connect Tees Valley Steering Group
- 4.6.07 Maglev Study Inception meeting
- 5.6.07 One NorthEast Leaders' conference
- 5.6.07 Mike King, Humber Economic Partnership
- 5.6.07 Coastal Arc Planning meeting
- 6.6.07 North Yorkshire/Richmondshire/Hambleton/Yorkshire Forward re MAA
- 6.6.07 Tees Valley Metro NR Brief Review
- 6.6.07 Digital City Board
- 6.6.07 Tees Valley Local Authority Leaders/Mayors
- 7.6.07 MAA working group, CLG, London
- 7.6.07 IDEA Housing Conference, Gateshead
- 8.6.07 Faber Maunsell re ITS Strategy
- 11.6.07 RSS Management Group
- 11.6.07 Tees Valley Metro SPAD briefing
- 12.6.07 RSS Planning Managers
- 12.6.07 JPTG transfer meeting
- 13.6.07 TVU Leadership Board
- 13.6.07 RTPi seminar, Sunderland
- 13.6.07 A19/A66/A174 area action plan progress meeting
- 14.6.07 Area Tourism Partnership
- 14.6.07 Tees Valley Metro Project Team Review
- 15.6.07 Chief Engineers' away day
- 18.6.07 One NorthEast – European issues
- 18.6.07 Sub Regional Housing meeting
- 19.6.07 Chris Duffill, Shared Intelligence
- 19.6.07 Nick James, LSC
- 19.6.07 Tees Valley Broadband/Communications meeting
- 20.6.07 Tees Valley Local Authority Chief Executives
- 20.6.07 Northern Way Research Forum
- 20.6.07 Tees Valley CCP workshop
- 22.6.07 Bus Network Improvements Business Case
- 25- 27.6.07 Karlsruhe
- 28.6.07 NEPIC Leadership Team Meeting
- 28.6.07 Shared Intelligence – worklessness meeting
- 28.6.07 Tees Valley Metro Chief Executive Review
- 28.6.07 Tees Valley Metro Project Board
- 29.6.07 Tees Valley Real Time Siemens visit
- 29.6.07 RFA working group, GONE
- 2.7.07 Connect Tees Valley steering group
- 2.7.07 4ps Gateway Review pre meeting
- 3.7.07 JPTG transfer HR meeting
- 3.7.07 Northern Ports Rail Capacity Workshop
- 3.7.07 Green/Blue Heart Study
- 4.7.07 Directors of Regeneration
- 4.7.07 RFA working group meeting with DfT
- 4.7.07 County Durham Economic Partnership
- 4.7.07 Digital City Board
- 5.7.07 Pre meeting with Faber Maunsell
- 5.7.07 A19/A66 steering group

- 6.7.07 High Speed Ground Transport working group
- 9.8.07 A19/A66 workshop
- 10.7.07 Hugh Lang, Durham Tees Valley Airport re Sky Express
- 10.7.07 Tees Valley Bus Network Improvements Leven Valley update meeting
- 10.7.07 Tees Valley Living Planning and Economic Strategy Board
- 11.7.07 Peter Scott, HBC
- 11.7.07 Tees Valley Unlimited Employment and Skills Board pre meeting
- 11.7.07 Tees Valley Bus Network DfT meeting
- 12.7.07 Area Tourism Partnership
- 12.7.07 RSS Management Group
- 12.7.07 Tees Valley Metro Project Team Review
- 12.7.07 A19 congestion meeting
- 13.7.07 Green Infrastructure meeting
- 13.7.07 European Strategy Group
- 13.7.07 Chief Engineers' meeting
- 16.7.07 MAA Seminar, CLG, London
- 17.7.07 Iraqi delegation – Middlesbrough BC – city regions and collaborative working in sub region
- 17.7.07 Bus Network Gateway Review start-up meeting
- 17.7.07 Tees Valley Eco Footprinting workshop
- 17.7.07 Tees Valley Unlimited Transport for Tees Valley Board
- 17.7.07 Bus Network Gateway Review feedback meeting
- 18.7.07 Tees Valley Local Authority Chief Executives
- 18.7.07 Stockton EMT transport update
- 18.7.07 Bus Network Gateway Review feedback meeting
- 19.7.07 RSS/Airport – Stockton BC Planning Dept
- 19.7.07 Stephen Green, Entrepreneurs Forum
- 19.7.07 Tees Valley Living Board
- 19.7.07 Bus Network Gateway Review close out meeting
- 19.7.07 Tees Valley Bus Network Improvements Comprehensive Bus Stop Audit close out meeting
- 20.7.07 Neil Schneider, Stockton BC
- 20.7.07 Presentation to Hambleton DC re TVU
- 20.7.07 North Middlesbrough update meeting
- 23.7.07 Post 2008 Single Programme, One NorthEast
- 23.7.07 Tees Valley bus Network Bus Operator Business Case meeting
- 24.7.07 Tees Valley Unlimited Employment and Skills Board
- 25.7.07 Darlington BC update meeting with Richard Alty
- 26.7.07 Tourism meeting with North Yorkshire CC
- 27.7.07 Malcolm Potter, Tees Valley Engineering Partnership
- 27.7.07 Geoff Brown, GB Management Solutions
- 30.7.07 Debriefing following Employment and Skills Board
- 31.7.07 Presentation to Richmondshire DC re TVU
- 31.7.07 RSS Special Plenary
- 1.8.07 Jo Povey, One NorthEast
- 6.8.07 Strategic Housing Market Assessment
- 6.8.07 Tees Valley Unlimited meeting, One NorthEast
- 6.8.07 Nick Muse, One NorthEast
- 7.8.07 Jonathan Lamb, Business Link North East

- 7.8.07 Dr Stan Higgins, NEPIC and Matthew Clifford, Stockton BC re land availability and the process industry
- 7.8.07 Tees Valley Unlimited Programming Group
- 8.8.07 Baroness Andrews/TVL
- 8.8.07 Rose Lister, Tees Valley Arts
- 9.8.07 Jon Carling, NERIP
- 9.8.07 Tees Valley Metro Project Board
- 10.8.07 Shared Intelligence worklessness meeting
- 10.8.07 Hugh Lang re Tees Valley Unlimited
- 10.8.07 Chief Engineers' meeting
- 13.8.07 Directors of Regeneration
- 14.8.07 4ps Gateway Review training, London
- 15.8.07 Tees Valley Local Authority Chief Executives
- 16.8.07 Jim Darlington, Government Office North East – transport update
- 16.8.07 A19/A66 steering group
- 16.8.07 Nick Brown, Minister for the North meeting with Tees Valley Local Authority Chief Executives
- 17.8.07 Neil Schneider, Stockton BC re Multi Area Agreement
- 20.8.07 High Speed Ground Transport working group, Gateshead
- 21.8.07 ACAS disciplinary training
- 21.8.07 JPTG - HR issues
- 22.8.07 Tees Valley Unlimited Executive Board
- 23.8.07 Tees Valley Metro Chief Executive Review
- 23.8.07 Richard Alty/John Simpson, Darlington BC re Multi Area Agreement
- 28.8.07 Luton Busway Planning meeting
- 29.8.07 Strategic Housing Assessment
- 29.8.07 Peter Scott, Hartlepool BC re Multi Area Agreement
- 29.8.07 Local Authority Leaders/Mayors meeting
- 29.8.07 Ian Wardle, Redcar & Cleveland BC re Multi Area Agreement
- 29.8.07 Catherine Forbes, NEA re Travel Bill consultation response
- 30.8.07 Joe Docherty, TVR re Multi Area Agreement
- 30.8.07 Nigel Astell and Martin Fox re Metro
- 30.8.07 Transport briefing for Councillor Mary Lanigan and Simon Dale, Redcar & Cleveland BC
- 30.8.07 Stockton Borough Council Cabinet re Metro
- 30.8.07 George Garlick, Stockton BC re Multi Area Agreement
- 30.8.07 Kierston Wasson, Common Purpose
- 31.8.07 Tim White, Middlesbrough BC re Multi Area Agreement
- 31.8.07 NERIP sub group
- 31.8.07 Negotiating team meeting re visit to Brussels
- 3.9.07 Chris Duffill, Shared Intelligence
- 3.9.07 Alistair Howarth, One NorthEast
- 3.9.07 Nigel Kidwell, Jacksons Solicitors
- 3.9.07 Digital City Board
- 3.9.07 Labour Party, Redcar & Cleveland
- 3.9.07 Redcar & Cleveland Scrutiny Panel
- 4.9.07 Peter Ellis, Renew Tees Valley
- 4.9.07 Tony Chapman, University of Teesside
- 4.9.07 HMR, Darlington
- 4.9.07 Tees Valley Regeneration re Multi Area Agreement

- 4.9.07 Ian Parker re Waste Management Strategy
- 4.9.07 Stockton Renaissance re Metro
- 5.9.07 Local Authority Chief Executives
- 5.9.07 Colin Arnott GHK re One NorthEast Business Accommodation Project
- 5.9.07 Network Rail Stakeholder Event, York
- 5 – 7.9.07 Brussels
- 6.9.07 Joint Passenger Transfer Group HR meeting
- 6.9.07 A66/A19/A174 Area Action Plan
- 7.9.07 Next Generation Broadband Research
- 7.9.07 Joint Waste Management Group
- 7.9.07 Hartlepool Partnership Metro presentation
- 7.9.07 Tees Valley Bus Network Improvements Hartlepool Infrastructure Register meeting
- 10.9.07 Presentation to delegation from PriceWaterhouseCooper
- 10.9.07 Luton Gateway Review
- 11.9.07 Stacy Hall/David Kelly re Area Tourism Partnership
- 12.9.07 Launch of newly updated Market, Stockton
- 12.9.07 Tees Valley Unlimited Leadership Board

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