

TRANSPORT FOR TEES VALLEY

**Meeting to be held at Castlegate Quay, Moat Street, Stockton. TS18 3AZ
at 2.00pm on Tuesday 26 January 2010**

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|----|---|-----------------------------|-----------------|
| 1 | APOLOGIES | | |
| 2 | CONFLICTS OF INTEREST | | |
| 3 | NOTES OF MEETING HELD ON 21 JULY 2009 | Attached | |
| 4 | MATTERS ARISING | | |
| | • Tees Valley Bus Network Improvements | Verbal | Jonathan Spruce |
| | • Tees Valley Metro | | |
| | ITEMS FOR INFORMATION | | |
| 5 | ISSUES ARISING FROM THE BUSINESS CASE WORKSHOPS | Attached | Jonathan Spruce |
| 6 | FORMAT OF THE BUSINESS CASE | Attached | Jonathan Spruce |
| | ITEMS FOR PRESENTATION | | |
| 7 | DELIVERING A SUSTAINABLE TRANSPORT SYSTEM | Presentation/
Discussion | |
| 8 | ANY OTHER BUSINESS | | |
| 10 | DATE OF NEXT MEETING(S) | | |
| | • Tuesday 27 April 2010 | | |
| | Meeting to be held at 2pm – venue to be confirmed | | |
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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.**

TRANSPORT FOR TEES VALLEY

**Meeting held at Castlegate Quay, Moat Street, Stockton on Tees at
2.00pm on Tuesday, 21st July 2009**

ATTENDEES

Councillor Peter Jackson	Hartlepool BC	Chair
Councillor David Lyonette	Darlington BC	
Councillor Bob Cook	Stockton BC	
David Marshall	Association of North East Councils	
Simon Dale	Redcar and Cleveland BC	
John Anderson	Darlington BC	
Dave Stubbs	Hartlepool BC	
Vanessa Gilbert	Highways Agency	
Mike Robinson	Stockton BC	
Neal McCay	Durham County Council	
Andrew Bainbridge	North Yorkshire County Council	
Richard Whitehouse	Durham Tees Valley Airport	
Brian Glover	Middlesbrough BC	
Tom Bridges	ARUP	
Andrew Johnson	Government Office North East	
Alastair Smith	Hartlepool BC	
Jonathan Spruce	Tees Valley Joint Strategy Unit	
Steve Payne	Tees Valley Joint Strategy Unit	
Sarah Johnson	Stockton BC	

APOLOGIES

Councillor Charles Rooney	Middlesbrough BC
Councillor Mary Lanigan	Redcar and Cleveland BC
Nigel Cay	Network Rail
Councillor David Budd	Middlesbrough BC
Barrie Mason	North Yorkshire County Council
Adrian White	Durham County Council
Mark Wilson	One NorthEast
Simon Dove	One NorthEast
Penny Marshall	Government Office North East

1 CHAIR'S WELCOME

The Chairman (PJ) welcomed attendees to the meeting and thanked the previous Chairman (DL).

2 NOTES OF THE MEETING ON 28TH APRIL 2009

The minutes of the meeting held on 28th April 2009 were agreed as a true record.

3 CONFLICTS OF INTEREST

None.

4 MATTERS ARISING

Regional Funding Advice Round 2

The Board was presented with a report that provided an update on the Regional Funding Advice Round 2. The revised programme was presented to the Board.

Strategic Rail Partnership

The Board was informed that the Strategic Rail Partnership now had a Terms of Reference and a job description had been drawn up for a Partnership Manager.

Community Infrastructure Fund

JS thanked all Officers for their work and indicated that a response to the business case submitted in May is imminent from the Government. It was also noted that the visit from Lord Adonis originally planned for July would now be taking place in September. An event had been planned at Darlington Station. AJ (GONE) agreed to circulate the date of the September event to Board Members.

5 TEES VALLEY BUS NETWORK IMPROVEMENTS

The Board was provided with an update report on the progress of the Bus Network Improvements major scheme.

On 23 June 2009, the Minister of State for Transport, Sadiq Khan, had announced that the Tees Valley Bus Network Improvements project had been granted Programme Entry status by the Department for Transport (DfT). The total funding package was around £60 million, of which £40 million was being provided by the DfT, and the remainder by the Tees Valley Local Authorities and private sector contributions.

The project covers all corridors across the Tees Valley on which the core commercial services operating during the

daytime between Mondays and Saturdays either is at, or will be at, a minimum of six services per hour, fixed for a minimum period of five years. Details of the list of corridors included within the project were provided to the Board, broken down by Borough.

The Board was given details of the types of measures to be implemented on these corridors. The services included within the project were also provided to the Board, broken down by Borough.

Having gained entry into the Government's forward programme, there is a need to secure Full Approval for the project within the next six months. In order to secure the Government funding, an updated business case was required that demonstrated more detailed modelling of the benefits of the agreed measures, as well as some market testing of the cost estimates included within the original bid, and a confirmation of the final cost estimates and expected contributions.

The Board was advised that the next steps within the project would be to:

- develop the schemes within the early part of the revised infrastructure schedule to obtain supplier prices;
- obtain the necessary traffic orders to implement the measures planned within the first year of the project; and,
- work with the Joint Strategy Unit and bus operators to confirm the anticipated benefits for the corridors.

There would also be more local consultation on the proposals for each of the corridors later in 2009, with the aim of substantial work starting early 2010, assuming final Government approval, and completion of work on all of the corridors planned for mid-2012.

It was noted that the Project Board met on Friday 17 July to agree the infrastructure schemes for Year 1.

RESOLVED that the information be noted.

6 DURHAM TEES VALLEY AIRPORT

It was explained that in response to the recent consultation on Reforming the Framework for the Economic Regulation for UK Airports, the Joint Strategy Unit prepared a submission on behalf of the Local Authorities. A copy of the submission was provided to the Board.

In summary, the response rejected totally the proposals and arguments put forward in the proposed regulatory framework justifying the lack of any proposals for the maintenance of regional connectivity to Heathrow, an issue that had been raised by Members previously.

It was noted that discussions were continuing with the Regional Minister and his counterparts in Yorkshire and Humber and the South West, as well as through The Northern Way to try to form a coalition of similar views on regional airport connectivity in an attempt to signal to Government the consequences of the current regulatory framework to regional airports and the clear need for change.

It was explained that ONE were currently looking at whether a Public Service Obligation (PSO) was viable and the likely costs of this. The results of the work were expected by September. The Board endorsed the work by ONE.

RESOLVED that the information be noted.

7 DELIVERING A SUSTAINABLE TRANSPORT SYSTEM

The Board considered a report on Delivering a Sustainable Transport System (DaSTS). The Board was provided with a note from One NorthEast (ONE) which gave a succinct summary of the DaSTS process and its aims and objectives.

At the end of June, the Region submitted its work programme in accord with Stage 1 of the process outlined in the note. This would determine the work required within the North East over the next two years to feed into the scheme prioritisation exercise beyond 2014 and the longer term transport strategy.

Consultants Arup had been commissioned by ONE to lead the preparation of the North East's response, with the clear brief to draw on many of the existing sources of evidence as to the Region's challenges and priorities, primarily two reports agreed by the Region within the last 12 months.

The conclusions of the work programme put forward a number of key studies that were required by the Region to inform Stages 2 to 4 of the DaSTS work. The Board was given further details of some of the key studies.

It was noted that given that the work programme recognised the need to develop work further on the Tees Valley's internal accessibility, the connections with the Tyne & Wear City Region, as well as continuing to work with the Highways Agency to develop improvements for the A66 and A19, it was considered that the work programme encompassed the requirements to develop the Tees Valley's case within DaSTS.

It allocated a significant proportion of the regional allocation for

development funds to the Tees Valley to undertake new data collection in order to update the existing multi-modal and micro-simulation transport models, which should offset some of the issues recently experienced with the DfT through appraisal of major schemes. The Board was provided with a copy of the proposed work programme.

A representative from Arup gave a short presentation on the DaSTS process for the North East.

The Board discussed the possibility of high speed rail links elsewhere in the country and how this could link with the region.

RESOLVED that the information be noted.

8 LOCAL TRANSPORT PLAN 3

Members of the Board were reminded that at the last meeting, the Joint Strategy Unit had indicated that the process of preparing the Third Local Transport Plan (LTP3), covering the period from 2011 to 2016, had begun with a consultation on the draft LTP guidance from the Department for Transport (DfT).

The Local Authorities had been considering the scope, content and format of LTP3, given that the DfT was not intending to issue prescriptive guidance as it did previously, that LTP3 would no longer be a 'bidding' document – indicative block allocations up to 2019 had already been provided – and that there would no longer be any formal monitoring of LTPs.

It was explained that a key theme within the development of LTP3 in the Tees Valley would be joint working between the five Local Authorities wherever possible. This would help to deliver efficiencies and provide a stronger co-ordinated voice for the City Region. To facilitate this, an LTP3 Joint Working Group had been established with representation from the Authorities and the JSU.

The Board was presented with a framework diagram showing the agreed split of responsibilities with the JSU leading on the development of the City Region Transport Strategy and the five Authorities leading on the development of their individual LTP3s. The Board was given further details of the main elements of the framework.

The Board received a presentation from the Transport Strategy Team of the JSU that outlined the intended way forward.

It was explained that LTP3 would be a relatively short document that would refer to other relevant documents and could be easily updated.

It was noted that there was a Local Transport Plan 3 workshop on 7th September.

RESOLVED that the information be noted.

9 ANY OTHER BUSINESS

None.

10 DATE OF THE NEXT MEETING(S)

Tuesday, 20th October 2009

Tuesday, 26th January 2010

Tuesday, 27th April 2010

Meetings to be held at 2pm – venue to be confirmed

Report of: Director of Tees Valley Joint Strategy Unit
Report to: Transport for Tees Valley Board
Date: 26 January 2010
Subject: Issues arising from the Business Case Workshops
Item for: Discussion

SUMMARY

The Business Case workshops were extremely well attended and raised some critical issues which need to be resolved in developing the business case. They are:

- a) The format and purpose of the strategy;
- b) The balance of the strategy between improving economic performance and tackling deprivation;
- c) The balance between the low carbon economy and other key sectors;
- d) The need for an enhanced comprehensive start up/business development/incubation programme;
- e) Is there a need for a new approach to regeneration in the light of the credit crunch?
- f) How do we resource housing and regeneration development in the future?
- g) Changing the attitudes of the Tees Valley public towards public transport;
- h) How do we brand the Tees Valley?
- i) How do we better integrate arts/culture/tourism projects into regeneration?
- j) How do we best influence national agencies in the provision of skills needs and demands in the Tees Valley?

The Board is asked for views on these issues.

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

1.0 INTRODUCTION

1.1 The purpose of the report is:

- a) Arising from the workshops already held set out the key issues which need to be considered in developing the business case; and
- b) To identify any further work we need to carry out taking forward the business case.

2.0 WORKSHOPS

2.1 We have to date held five workshops on the economy, transport, housing and regeneration, tourism/culture and the arts, and employability and skills. The workshops have been well-attended and the response from the participants has been overwhelmingly positive. The final workshop business investment has had to be postponed twice, once because of the Corus announcement and a special Corus Task Force meeting and the second because of the weather. This workshop will be rearranged.

2.2 The full minutes of the workshops are attached. This report sets out the issues we need to address.

3.0 ISSUES ARISING FROM THE WORKSHOPS

a) What does the strategy look like?

3.1 There is a need to consider the format of the strategy. We still have a number of sub regional strategy documents being produced such as the sub regional housing strategy. Many of these documents are more assessment than strategy. We therefore propose that we have one strategy document for which we need to give a name supplemented by a set of delivery plans which could be sub regional topic based such as transport or local connectivity or a major regeneration project such as Middlehaven.

3.2 A paper proposing the format of the strategy is included on the agenda of this meeting.

b) The balance of the strategy between improving economic performance and tackling deprivation.

3.3 One of the critical questions that is arising from the economy and regeneration sessions is the question of balance between improving economic performance and tackling deprivation. The work we have been carrying out on the low carbon economy is about improving

economic performance and creating GVA which is entirely sensible. The large scale regeneration projects are also about improving economic performance. The critical policy challenge that we need to tackle is to identify how we ensure people from deprived communities can gain access to jobs in these economic growth areas.

c) The balance between the low carbon economy and other key sectors

3.4 Whilst it is accepted that the development of the low carbon economy is a key element in the future development of the Tees Valley economy, it is important that other sectors are not forgotten. There is a concern that at a time of delivering public sector resources, regional agencies and Government will concentrate on the low carbon economy. Key issues such as the development of the advanced engineering sector, the continued development of digital city and innovation connectors in each Borough, the development of logistics, the development of the service sector, small business development and the development of the Northern Gateway Container Terminal and the Darlington Gateway proposals are also important.

d) The need for an enhanced comprehensive start up/business development/incubation programme

3.5 The economic assessment shows that the performance and creation of small firms is improving. There is still much to be done. There is a need to build on the existing programme of business development to identify gaps, develop a proactive approach and speed up progress. The recent consultancy work by GVA Grimley should enable us to develop a clear strategy.

e) Is there a need for a new approach to regeneration in the light of the credit crunch?

3.6 As a result of the credit crunch, questions are being asked as to whether the traditional model for the regeneration of major sites i.e. masterplan, procure and developer and then implement needs to become more flexible. It is noticeable that in the larger sites we have effectively moved away from the one developer approach. The current financial climate therefore means that we need to understand better what the market will provide, divide our larger sites into more manageable parcels, plan sites better with uses that relate to neighbourhood communities and take advantage of opportunities that take place which will benefit a town by transferring resources. A good example is the realisation in Middlesbrough that the area by the Boho has more interest from developers than other areas in Middlehaven.

3.7 A critical issue is to ensure that if we improve economic performance we also improve the quality of life in the Tees Valley by improving the housing, retail and cultural offer which enables us to reduce leakage of

spend out of the Tees Valley. By ensuring that we retain more residents and expenditure in the Tees Valley, we can ensure more retail and service jobs are created for those with lower levels of skills.

f) How do we resource housing and regeneration in the future?

3.8 There has been in the last two years a 50% reduction in ONE Single Programme capital resources and a likely cut in HCA resources of probably 30%. A critical issue for us is how to resource housing and regeneration programmes. As a strategy document we need to include our aspirations but recognise that our delivery period may well be more long term.

3.9 It is clear from discussions with the HCA that local authorities will be expected to contribute more resources to regeneration projects. Most of the Tees Valley authorities have been looking at the potential for prudential borrowing, asset backed vehicles and other initiatives such as Accelerated Development Zones. ONE has also been exploring the use of European funding mechanisms such as Jessica or the European Investment Bank. Two issues arise:

- a) Can we fund our regeneration aspirations and if not how do we prioritise?
- b) Do we need to develop new funding models for regeneration?

g) Changing the attitudes of the Tees Valley Public towards public transport

3.10 One of the issues we face is persuading the Tees Valley public that public transport is reliable, and that this and non-motorised modes are both a viable alternative to the private car as well as having environmental and health benefits. Road congestion is low compared to other parts of the country and the £100 million investment in the transport system already agreed is going to make a major improvement in terms of reliability and quality. Learning from the experience of the Darlington Local Motion project, we will need to use the transport network more effectively and actively promote its benefits. The use of modern technology such as being able to obtain up to date transport information on your mobile phone, the development of the Connect Tees Valley web site and the development of smart ticketing will all help demonstrate a more integrated network that works for everyone in the Tees Valley.

h) Branding in the Tees Valley

3.11 The main issues arising from the Tourism/Culture Arts discussion was the development of a strategy based on a low cost approach to developing over time the Tees Valley brand.

i) Better integration of Tourism, Arts and Culture projects into Regeneration

3.12 We need to be more innovative in making the case for tourism, arts and culture projects as part of the economic development/regeneration agenda.

j) Employability and Skills

3.13 The main conclusions of the workshop were:

- a) The new agency framework for skills and employability is becoming far more centralised on a national basis. Unless we have a clear strategy and an evidence base to clearly set out the Tees Valley needs, we will have training programmes that do not meet our needs.
- b) We need to go down the route of obtaining section 4 powers to influence commissioning of training.
- c) We need to develop the capacity to provide up to date intelligence on skills needs and demands – any restructuring of the JSU needs to create this capacity.

A report on the agenda identifies how this can be done.

4.0 CONCLUSIONS

4.1 The Board is invited to comment on the issues raised in this report.

Business Case Development Event
The Tees Valley Economy
Friday 9 October 2009

Presentation on Globalisation and the impacts on the Tees Valley (Paul Mooney, ONE)

The following points were raised in a discussion following the presentation:

- In relation to climate change concerns were raised as to how seriously some countries were about reducing Co2 emissions. It was noted that there was recognition that there was a wider price to pay for all.
- It was important to recognise the obligation the region has to Tesco and Asda as major employers and also importers. The infrastructure for them to expand needed to be considered.
- Taxation and environmental issues were discussed in the context of globalisation. It was noted that how far we need to adjust our behaviour was the question. There were also the implications of cutting co2 emissions to consider.
- Emissions trading was discussed. It was possible that some competitive advantage could be lost therefore coordination was important.
- It was expected that technological change would have an adverse affect on employment.

Key points (Lee Shostak)

- If there is to be a real focus on how the Tees Valley will earn a living in the future then need an answer the question 'what investment does the public sector need to make to strengthen the Tees Valleys capacity to import and export?'
- In light of the deprivation legacy, what kind of investment do we need to be making to the third sector and the skills of those people so that they are better able to contribute to the economy?

Presentation on The Tees Valley Economy (John Lowther, TVJSU)

The following points were raised in a discussion following the presentation:

- The TV has low levels of people at skill level 4.
- Better links with the trade unions were needed.
- There was a need to improve the intelligence to understand what was happening globally and how this affected the TV. Better links with companies needed to be made in order that issues could be flagged up early. Local managements at chemical companies could also play a part.
- It was noted that the impacts of the changes in working practices as a result of the recession and the ways in which employers and trade unions had been reacting to retain jobs could mean that some changes could become more permanent.

Key points (Lee Shostak)

- The future of the economic strategy must highlight what else we need to do in relation to education, learning and skills.
- There has been a lot of good news in the press, particularly changes in the TV vs changes nationally. The TV has gotten its fair share of economic growth which is most likely a mixture of luck, location and the efforts of TV partners.
- The kinds of decisions made in the economic strategy and business case in terms of what we are going to do and what help we need are critical to maintain momentum and address the recession.

Group discussions took place to consider the following questions:

1. Does the material that has been presented feel right – is it the Tees Valley you recognise?
2. Are there any other key issues that are missing and need to be considered?
3. What are the three key challenges for Tees Valley moving forwards?

The following feedback was presented:

Table 1

Q1. Yes but:

- Flagged up the issue of the age profile and qualifications of those in the key industries.
- Considered that there were gaps in the information on the service sector and that a better understanding of this was needed.

Q2. It was considered that:

- More detail and information is needed on external companies regionally and internationally.
- A concern was raised over the third sector not being involved in the event as it was considered they had a key role to play.

Q3. Challenges:

- Generating aspirations in the community.
- Managing the balance between the short, medium and longer term.
- Getting the balance right between the public and private sector in the economy.

Table2

Q1. Yes but highlighted the need for key strategic choices.

Q2.

- Highlighted the need for updated data.
- Considered that branding for the Tees Valley was missing and that in order to create confidence we need to create the right business conditions.
- There is a need for Leadership in the Tees Valley.

Q3. Challenges:

- Being joined up – having the confidence to ensure inward investment.
- Being focussed on a diverse range of businesses.

- Continuing the history of responsible investment in the area whilst recognising that industry and employment are going through transition.

Table 3

Q1. Yes but some surprises:

- Unemployment rises in Stockton and Darlington
- Extent of growth in the service industry a concern
- Noted that the downturn was slower to hit the Tees Valley so slower to recover
- The quality of employment being created e.g. contact centres

Q2.

- Wealth generation/relative wealth – interesting point about rise in earnings but questions raised on how it compares to earnings in the rest of the country and where people live.
- Gap in information in the service sector – need more on this to understand the challenges and opportunities. No mention of tourism. Skills transfer was discussed in terms of transferring from manufacturing to the service sector.

Q3. Challenges:

- CO2 emissions pressure – Tees Valley produces more per head. The answer is not to shut down industry but to think about how to develop structurally in the long term. Carbon capture and storage buys us some time while we develop key structural change.
- Co-ordination and anchoring of assets – Leadership and co-ordination of the public and private sector working together to promote the location and our assets. Used the example of the Rotterdam model where the city owns the assets.
- Skills – discussion on raising aspirations and the learning culture. Challenge of balancing the national 14-19 agenda against our need for the retraining of the older workforce. The idea of someone taking a personal risk to learn a new skill for a job that isn't located in the area was discussed.

Table 4

Q1. Yes but highlighted that the data is out of date.

Q2.

- Skills – need to have home grown skilled people but also aim to attract people to the area.
- Need to establish how we got here in terms of what the Tees Valley looks like – have we an identity and what makes us different?
- Need to have a better understanding of the service sector in order to attract it to the area and grow the sector.

Q3. Challenges:

- Developing the low carbon economy
- Ensure that have a highly skilled and flexible workforce

Table 5

Q1. Yes, echoed the points about the data being out of date.

Q2.

- Considered that the relative success in economic performance doesn't square with what is seen on the ground in terms of polarised communities. More understanding is needed on how the economy affects those areas.
- Need to protect and nurture key industries in the sub region with an emphasis on entrepreneurship and development. The over reliance on the public and service sector needs to be addressed.

Q3. Challenges:

- Skills gap – understanding the importance of skills in an ageing population and the impact of this.
- Economic strategic vision for the low carbon economy and skills and the offer of the Tees Valley. In comparison to the global economy, is it distinct enough and unique?
- Match aspiration for ideas and innovation with public and private investment going forward.

Table 6

Q1. Yes interesting to see the data.

Q2.

- Need to hang onto manufacturing. Tees Valley needs to be in a position to attract and retain.
- Tees Valley would be uniquely placed to have new industry and retain it – carbon capture.
- Skills process needs to be replenished.

Q3. Challenges:

- Business creation – the right balance is needed. Smaller industries could flourish but need the right kind of small industries.
- Market forces – do we need a structured plan on how assets used?

Table 7

Q1. Yes – recognise low carbon industry as potential industries.

Q2. Highlighted the interconnectivity of so many issues – need to understand more where place and communities contribute to it.

Q3. Challenges:

- Future skills and how drive up the demand for higher level skills.
- How devise a realistic suite of intervention and business needs in the new economic climate.
- What sort of models are needed to drive public and private investment.
- Investment in the public – how we make investment here count and have an impact.

Presentation on The North/South Tees Industrial Development Framework (Paul Noble, Parsons Brinckerhoff)

Presentation on The Low Carbon Economy (Chris Pywell, ONE)

Key Points from the session and how to proceed (Lee Shostak)

- It is a work in progress and opportunities have been identified.
- New institutional arrangements are challenges.

- The public and private sectors need to work together.
- Important to focus on how to strengthen the Tees Valleys ability to export and import international trade and its role in the global economy.
- Skills/Learning/Culture of Learning/Replenishing Skills base – need visible leadership and championing key priorities and how take advantage of strengths we have.
- Businesses going through change, restructure of global economy and move to carbon economy and potential of carbon capture storage gives a big advantage. Need to be clear what strengths are and strengthen ability to earn a living.

Business Case Development Event
Connecting the Tees Valley
Tuesday 20 October 2009

Presentation on Current Transport Trends and Challenges (Steve Payne, JSU)

Presentation on the Initial Findings of the Economic Assessment (Heather Heward, JSU)

The following points were raised in a discussion following the presentations:

- Forecast rise in the population – it was highlighted that the forecasted rise was expected to increase the older population groups and that this would have an impact on connectivity.
- The issue of how the Tees Valley is going to earn a living in the next 10-15 years was discussed.
- The sustainable travel planning work with the University was discussed.

Group discussions took place to consider the following questions:

1. Does the material that has been presented feel right – is it the Tees Valley you recognise?
2. Are there other issues missing?
3. What are the three key transport challenges for the City Region moving forwards?

The following feedback was presented:

Table 1 (?)

Q1. Yes, satisfied with the information. Various points raised:

- Earnings have gone up but it is relative and how does it compare to the national average?
- Recognised that more info is needed on rural transport
- Need strategic approach and more formal planning
- Identifying the future growth points, drivers and what markets need access to
- Theme led approach to address connectivity in the Tees Valley

Q2. Considered report covered issues in the Tees Valley but walking and cycling missing.

Q3. Challenges:

- Leisure
- Accessibility
- Network Management

Table 2 (Penny)

Q1. Yes is Tees Valley we recognise:

- Public Transport base not as strong as indicated
- One of the things that has shaped it is the polycentric nature of settlement and the way it is related

Q2. Need to concentrate on LDF's and core strategies

Q3. Challenges:

- Getting land use, planning and transport interface right.
- Delivering sustainable development and reducing CO2 emissions
- Funding – how maintain momentum once money has been spent and keep the pace of change going.

Table 3 (Jim J)

Q1. Yes:

- Considered there was an over emphasis on the employability agenda. Need more exploration on place agenda, leisure agenda etc.

Q2.

- Need to talk about the polycentric nature of the city region and the impact it has.
- Look at such issues as childcare and location of employment, low level of belief in public transport system and the health agenda.
- Need more on CO2 agenda

Q3. Challenges:

- Confidence – perceptions, what is available etc.
- Connectivity – exploring the challenges that the polycentric region gives us to connect town centres together – cross boundary working.
- Integration – integrated bus and train network.

Table 4 (Ian)

Q1. Yes but data needs unpicking further.

Q2.

- Impact and inter relationship between housing, regeneration, health, education etc.

Q3. Challenges:

- Carbon reduction
- Advocacy at a national level
- Spatial Integration

Presentation on Connecting beyond the City Region (Jim Darlington, ONE)

The following point was raised in a discussion following the presentation:

- There is currently no data or information on the wider economic link between Tyne & Wear and the Tees Valley.

Group discussions took place to consider the following questions:

1. What particular needs does the Tees Valley have in connecting outside the City Region?
2. How can the City Region ensure that these needs are met in future?

Table 1. (Penny)

Q1. Needs:

- Understanding the connection with Tyne and Wear
- Links with North Yorkshire
- Importance of the A19 and A66

- Rail Gauge Enhancement – vital and affordable
- East Coast Mainline – danger that no investment in the east coast due to resources needed for high speed rail links

Q2.

- Study on Tyne and Wear connection to be done as part of Dasts.
- A19 Corridor – work ongoing but is a need for Local Authorities to support this with complimentary measures
- Keep the pressure of DfT and Network Rail to complete work on the rail gauge

Table 2 (?)

Q1. Needs:

- Gauge enhancement for freight.
- Link with Tyne and Wear important
- Connections with Yorkshire, the North West and London important

Q2.

- Explore the rail linkages between Middlesbrough, Newcastle and Sunderland
- Transpennine improvements to roll and stop would be helpful
- More lobbying by the region and being more joined up with the private sector

Table 3 (Ross)

Q1. Needs:

- Need to look at strategic drivers for industries in terms of where need connections to – need to encompass new industries
- Good international connections to the markets
- Good connection to London
- Invest in the east coast mainline now
- Understanding the connection with Tyne and Wear
- Connect to North Yorkshire
- Prioritising is important

Table 4 (Simon)

Q1. Needs:

- Consistent messages
- Considered that all the information needed to understand travel patterns wasn't to hand
- In terms of the TV economy – is it still reliant on inward investment?
- Access to economic centres
- Rail access – intercity express programme – journey times important
- Rail strategy – ratification gaps in network

Q2.

- More information and evidence needed to build the business case
- Cross regional collaboration – transpennine and city region and the opportunities it will bring

Summary of key points (Jonathan Spruce)

- The city region has changing demographics and needs
- 3 challenges that came out in all group discussions – legibility and promotion of network, reduction in carbon emissions and land use integration
- Access to other economic centres – what they are dependent on and what we are trying to promote. Gauge network and ports have fundamental role.
- Lobbying – need a well evidenced and coherent strategy

Business Case Development Event
Housing and Regeneration
Thursday 5 November 2009

The National and Regional Context – Presentation on the role of the HCA and the critical challenges facing the region (Pat Ritchie, Regional Director, HCA)

The following points were raised in a discussion following the presentation:

- The issue of affordability in relation to house prices was raised. It was noted that it was relative to the rest of the country and income.
- Making the case for ongoing public investment in place was discussed. It was considered that the case needed to be made jointly between HCA, ONE and the Tees Valley. Lining up investment better and stimulating the housing market was considered a challenge for the Tees Valley.
- Partners needed to share more information in relation to prospects and their current position.
- No one area was doing better than others. Yorkshire had more information sharing and trade offs.

Presentation on 'Where are we now and what challenges are we facing?' – (John Lowther, Tees Valley JSU and Jim Johnson, TVL)

Group discussions took place to consider the following questions:

1. Does the material that has been presented feel right – is it the Tees Valley you recognise?
2. Are there other key issues that are missing and need to be considered?
3. What are the three key priorities for the Tees Valley moving forwards?

The following feedback was presented:

Table 1

Q1. Yes.

Q2. How we continue to work towards the strategic vision in the Tees Valley whilst managing more acute concerns.

Q3. Priorities:

- Leadership – the priorities are different between the 5 LA's
- Investment in the Tees Valley – what has been the impact? Is investing in the Tees Valley value for money? Where will investment make a difference? Can we afford to achieve our priorities?

Table 2

Q1/Q2. Yes but caveats:

- Potential to accommodate growth – essential
- Danger of losing the need to address poverty stricken neighbourhood/homes
- Gap in analysis on deprivation/social inclusion

- Practical measures of neighbourhood management (if the focus on bricks and mortar)
- Programmes need to address both the physical and human dimensions
- Some programmes need long term commitment in a holistic way
- How does the future economy relate to this?

Q3. Priorities:

- Strong shared view of economic risks, realities and possibilities
- Long term planning and commitment to holistic regeneration of existing communities
- Remain true to our main strategic projects, urban core and town centres

Table 3

Q1. Yes but raised concerns over how much closer partners could work together.

Q2. Various points raised:

- Infrastructure fundamentally important
- Quality of urban areas important
- Flexibility of funding

Q3. Priorities:

- Agreed economic masterplan – prioritisation across boundaries
- Joined up working
- Town Centres – infrastructure and quality

Table 4

Q1. Yes – needed to be more of a link with the previous business case

Q2.

- Need to consider social regeneration and how regenerate communities
- Need to consider how link to wider issues such as building schools for the future
- Link to economic growth patterns
- Transformation investment – making a difference to people

Q3. Priorities:

- Partner funding with delivery – make sure keep momentum
- Place agenda linked to economic growth

Table 5

Q1. Yes but considered that references to the community as a whole were quite light.

Q2.

- Important to keep looking beyond the recession but also need action in the near future
- Problem of funding in the future – need innovative ways of joining together

Q3. Priorities:

- Sustainable communities – how we contribute to economic growth in the longer term
- Climate change agenda – high standards of low carbon emissions at the same time as trying to deliver a volume of new buildings

Table 6

Q1. Yes but need to remember rural dimension.

Q2.

- Links to economy
- Establish a criteria/framework against which priorities can be set

Q3. Priorities:

- Doing the right thing – quality, the right product, the right tenure mix, neighbourhoods that fulfil a purpose
- Right time – recognise where we are and what can be achieved over the next 5 years
- Right place – where do we want the market to appear? How rigorous, open and objective we are at applying this

Table 7

Q1. Yes

Q2/Q3.

- Chance to step back and look at it pragmatically and review the picture of the Tees valley
- Review existing priorities
- General Election – impact of this. Need to be able to react to changes

Panel discussion – how do we take housing and regeneration forward in a time of public sector funding constraint?

General comments of the panel

Malcolm

- Sustainable regeneration has to be about creating places where people want to live and raising aspirations.
- One of the dangers is that emphasis is lost on lessons from programmes such as Sure Start.

Neil

- De-risking sites in the Tees Valley was important to encourage the private sector to invest.

Simon

- Housing companies are still looking for development opportunities and would like to be involved with Local Authorities from an early stage.

Kevin

- Concerns that losing edge over rest of region. Need to get a clear vision together and look at delivery.
- Concerns around private landlord sector and the impact on future housing provision. Need to understand the sector more.

Angela

- Lobbying for our fair share of funding in the North East needs to continue.
- Important to continue to be creative and innovative and lead the way regionally and challenge new models of central government.

Neil

- Attention going forward needs to be on creating places people want to live and also tackling negative places.

The Panel answered questions and the following points were raised:

- New Deal for Communities was discussed – it was considered that the approach had been successful in Hartlepool. A plan was produced at the beginning and was accepted by TVL and Councils and had the approval of the residents.
- It was noted that the business plan needs to have a clear view about where deprivation is concentrated in the communities.
- The Panel discussed what more could be done to stay ahead of the game. It was suggested that a case study of a hypothetical town could be carried out in terms of looking at solving the social issues with new development and cross funding streams. It was also considered important for all partners to meet to avoid pre supposing what others are doing. It was noted that there was a need to be experimental in a time when more was needed for less money. The concept of having a ‘year zero’ to focus on planning was suggested.
- There was a real opportunity to focus on place in terms of attracting funding with quality plans.
- The Tees Valley could do something similar to Durham in terms of pulling together strands of funding and how to use them. The Tees Valley could consider doing total place.
- The Tees Valley could have holistic planning for areas with public sector partners delivering the plan for each area.
- It was noted that an important part of the strategy was neighbourhood planning for the future. Hartlepool’s LSP were signed up to the plans.

Key issues arising from the session (Pat Ritchie):

- ‘Prioritise’ was the core message from the session. Developing a clear sub regional framework would help prioritisation.
- Need to step back and look at what the Tees Valley has been doing – are the priorities, objectives and outcomes right?
- Understanding the market and being realistic.
- Transformation on a larger scale is still important – need to be much clearer about the impact on people and communities and ensure more joined up. In terms of the holistic theme, need to look at education, employment and skills etc.
- Where does the Tees Valley want to focus?
- Being creative and innovative and looking at different models of delivery
- Good opportunity to use this process to look at the economic direction of the Tees Valley, also timely.

Lee Shostak comments:

- If going to get prioritisation process then have to define clear criteria that’s the work of regional, sub regional and national level. Need to

ensure that each Local Authority gets something out of the investment plan and a culture of openness and transparency is needed.

Business Case Development Event
Tourism, Culture and the Arts
Tuesday 24th November 2009

The following presentations were given:

The Tees Valley economy and the role of visitor economy - John Lowther, Tees Valley Joint Strategy Unit

Current trends and challenges in the visitor economy - David Kelly, visitTeesvalley

The visitor economy from a rural perspective - Ian Wardle, Redcar & Cleveland Borough Council

Role of culture, arts, creative industries in the place shaping/regeneration agenda - Reuben Kench, Stockton Borough Council

Group discussions took place to consider the following questions:

1. Does the material that has been presented feel right – is it the Tees Valley you recognise?
2. Are there any other key issues that are missing and need to be considered?
3. What are the three key priorities for the Tees Valley moving forwards?

The following feedback was presented:

Table 1

Q1. Yes

Q2. Linking the Tees Valley to other regions such as North Yorkshire and Durham.

Q3. Challenges:

- Packaging up what the offer is – events and experiences programme
- Improving the story telling of the Tees Valley and what it is rooted in
- Working with partners and organisation outside of the Tees Valley Boundaries

Table 2

Q1. Yes. A work in progress but TV beginning to be distinctive and find its place in the region.

Q2.

- Recognise changes to the funding environment.
- How maintain the high levels of aspiration.
- Importance of political leadership.
- Balancing different priorities.

Q3. Challenges:

- Better place
- Skills and aspirations

- Events

Table 3

Q1. Yes. Competition between the boroughs is healthy, Want people to experience the whole of the TV.

Q2.

- Consider our industrial heritage.
- Need facilities for people to eat.

Q3. Challenges:

- Defining the brand and the offer.
- Branding.
- Defining what have on offer and getting baseline infrastructure right.

Table 4

Q1. Yes – information relating to numbers of day visitors and trends interesting.

Q2.

- Industrial and traditional heritage of the area
- Great days out
- Need to develop some investment

Q3. Challenges:

- The brand – developing this and how it is tackled
- Pride in great days out in TV and promoting it
- Packaging major events – e.g. promoting what other things people can do/see whilst visiting the tall ships.

Table 5.

Q1. Yes

Q2. Evidence – Understanding what we've got, how its used and by whom. Looking at economic return on investment.

Q3. Challenges:

- Continuing to make the case for this type of investment.
- Integration of Durham/ North Yorkshire and 5 LA's and how come together to look at whole offer.
- Understanding quality of life and visitor economy.

The following presentations were given:

Tees Valley from a visitor perspective - Tania Robinson, One NorthEast

Tees Valley from the inward investor perspective - Neil Kenley, Tees Valley Regeneration

Group discussions took place to consider the following question:

1. What three practical actions could be taken to increase recognition of the Tees Valley brand?

The following feedback was presented:

Table 1.

Q1. Can't afford to get cold feet about the Tees Valley brand.

Actions:

- Postcode Change
- Key organisations, including LA's, using Tees Valley in addresses/promo materials etc
- Looking into the Tees Valley name being used in standard drop down menus on websites

Table 2

Q1. Its about quick wins and longer term campaigning.

Actions:

- Encourage people to use Tees Valley as a line in addresses.
- Could be a destination on signage on major routes.
- Harnessing the next generation – encourage use of Tees Valley in schools.

Table 3

Q1. Actions:

- Use the Tees Valley Unlimited 'swoosh' on all materials.
- Unique opportunity to use .tv domain name.
- Need to decide on brand and stick with it.

Table 4

Q1. General discussion on whether need to promote TV as a brand to visitors. Whilst recognised that come a long way in other spheres there was not a comfortable recognition that going in the right direction in promoting TV as a brand/destination for visitors. Opinion of Stuart Green that takes time to change a brand and need to get into schools to get local acceptance.

Table 5

Q1. Actions:

- Postcode
- Signage
- Campaign to sell the name.

Summary of key points (Lee Shostak)

- Important to the Tees Valley economy – economic benefits and investment improving the quality of lives.
- Need to have clear/strong plans to make tourism stronger. Shouldn't underestimate the tourism area management plan.
- Aspirations need to be higher in tourism terms.
- Need to take significant steps forward in order to achieve brand change.
- More attention to industrial heritage and distinctive qualities in the TV.
- The region as a whole is having significant success. Not many regions in England can claim the same success.

- Business Case must set out clearly what has been done and what we are intending to do and when. Also what we are going to do with the private sector and what LA's and regional bodies are doing.

Tourism Culture and the Arts Business Case Development Event

Summary of Table discussion

(Cllr Bob Cook, Richard Poundford, Tania Robinson, Pat Green, David Kelly, Sandra Cartlidge, Linda Edworthy, John Lowther)

Question 1.

Does the material that has been presented feel right – is it the Tees Valley you recognise?

- Yes TV we recognise - Always a work in progress but TV starting to look more distinctive and we are beginning to understand better what our USP's are.
- Material presented suggests have a lot of strengths in the visitor market but need to resolve the 'brand' issue. Investment needs to recognise strengths.
- Important to have a sensible strategy that uses strengths well and provides a firm foundation to go forwards on. Have we now got the right product to go forwards? Getting the TV name out there is another matter altogether.

Question 2.

Are there any other key issues that are missing and need to be considered?

- Public sector funding environment has to be there. Must not dampen aspirations. An investment plan will be produced and it is important to have an idea from the outset of what we are doing, where we are going and identify ways to fund the activities.
- It was considered that elected members had a good understanding of the visitor economy.
- In terms of cultural facilities a venue /theatre was needed but it was acknowledged that this would have to be on a larger scale to attract people

Question 3.

What are the three key priorities for the Tees Valley moving forwards?

- Brand – for those inside and outside the TV to recognise it.
- Placeshaping
- Upskilling
- Public facing employers
- Reducing deprivation
- Maximising value of events

Question 4.

What three practical actions could be taken to increase recognition of the Tees Valley brand?

- Changing the postcode – it was acknowledged that this was difficult to do.
- Consistency with signage in the region.
- Adding 'in the Tees Valley' when talking about Middlesbrough, Stockton etc.
- Messages in employees' payslips re the Tees Valley – acknowledged that many looking towards electronic payslips.
- Senior level management using 'Tees Valley' in conversations.
- Having 'Tees Valley' on drop down address menus on websites as currently not referenced.
- Change Teesside University to Tees Valley University – acknowledged that this could create issues and would be more of an option once the Tees Valley brand had been established.
- Changing letter heads to 'Darlington – in the Tees Valley' for example and using Tees Valley on job adverts.
- Need better quality information and photos on regional website.
- Re brand the OS map.

Notes of TVU Culture and Tourism branding workshop

Participants:

Malcolm Armstrong
Brian McClean
Councillor Stella Robson
Sarah Tennison
Stuart Green
Kelly Hopkins
Ian Stewart
John Irvin
(Victoria Cornfield – scribe)

1) Does the material that has been presented feel right – is it the Tees Valley you recognise?

- overall a good representation and felt the material was inspirational
- Tees Valley is a missed opportunity, there is lots to do here, a diverse range of activities e.g. activity tourism very strong
- The people round the table felt that they had good knowledge of the Tees Valley destination and offer however it is very difficult to gage the opinion of the general public.
- Tees Valley still has no identity, the word “Tees” means something but the word “Valley” is confusing.
- Confusion with promoting the towns and villages on the outskirts of the Tees Valley – are they in or are they out? It was felt we need to include these within the offer as the resident and visitor does not recognise political boundaries.
- A clear message is that there is a vibrant mix in Tees Valley
- The variety of the area could be a weakness as other areas of the North East have a clearer, stronger offer e.g. Northumberland – rural, NewcastleGateshead – city, Durham – world heritage site/recognised cathedral.
- Industrial heritage is a key strength to the area that binds the Tees Valley together.
- History of the area was missing from the material presented. Need to root heritage in activity.
- Tees Valley needs a recognisable product
- Tees Valley is known for its cutting edge design and technologies, innovation and creativity – “Engineers of the imagination”.

2) Are there any other key issues that are missing and need to be considered?

- need to extend the catchment area
- target key stakeholders/residents and visitors along the River Tees e.g. including Richmond, Teesdale
- include product in the outskirts of Tees Valley within the overall offer.

3) What are the three key priorities for Tees Valley moving forward?

- Partnership working with North East and North Yorkshire
- Packaging activity together and clustering of events
- Telling the Tees Valley story – where are it's roots

4) What three practical actions could be taken to increase recognition of the Tees Valley brand

- 5/6 members of the group were unsure if Tees Valley was a brand. They didn't feel it was anything people can identify with.
- Some felt the Tees valley brand works for government but not for visitors.
- It was felt the Tees Valley brand was stronger in a business capacity rather than for visitors as residents currently didn't recognise that they lived in the Tees Valley.
- It was felt that for Tees Valley to work it needed real resource behind it – but also debated whether this was needed if the individual visitor attractions within the area was strong.
- "Is the Tees Valley too elusive an idea"
- However it felt if the brand was to work all those involved in marketing within the Tees Valley had to agree to it and sign up to playing their part.

Business Case Development Event
Employment and Skills
2nd December 2009

The following presentations were given:

**Where are we now and what challenges are we facing? –
John Lowther, Tees Valley JSU**

Key Points (Lee Shostak)

- Economic Strategy and the overall shape of the economy and how things are going to change is becoming clearer.
- Big challenge – need to be confident that skills and employability provision is in line with the economy, particularly the low carbon economy and other key sectors.

The Changing Skills Landscape – Petrina Lynn, LSC (Skills Funding Agency)

Key Points (Lee Shostak)

- A new Government will recognise the strengths of the current machine. Stability more important than further change. More responsibility locally.

High Level Skills – Meeting the skills challenge – results of research – Dr Ruth Helyer and Dionne Lee, Teesside University

Key Points (Lee Shostak)

- In terms of engaging with the business community demand led itself is not the answer. Needs to be a continuous dialogue to meet the current and future market needs.

**Changes to National and Regional arrangements for 14-19 –
Dorothy Smith, LSC (Young People's Learning Agency)**

Key Points (Lee Shostak)

- Future of Tees Valley is in Sub Regional Working.

**Tees Valley Arrangements for 14-19 - Julia Morrison,
Stockton Borough Council**

Group discussions took place to consider the following questions:

1. Does the material that has been presented feel right – is it the Tees Valley you recognise?
2. Are there any other key issues that are missing and need to be considered?

The following feedback was presented:

Table 1

- More information is needed on entry level jobs (levels 1 and 2)
- Coherence of the offer to employers – need more discussion around partners getting together to clearly articulate the offer to employers
- More is needed on the role of brokerage
- 14-19 Groups – how do we better support disadvantaged groups?
- Cross border working – links to N Yorks and other LA's

Table 2

- Its important that the business case is structured to allow us to deal with things we don't yet know about
- Look more at transferring of skills and learning at level 4
- Need to have more interaction with Sector Skills Council

Table 3

- Look at higher level skills in relation to small companies
- Businesses are interested in attitude and enterprise skills as well as qualifications
- In terms of level 4 – are those with this level in employment at the same level as their qualifications?

Table 4

- Considered that the sub region is the right level to do this.
- Need to understand the economic drivers.
- The inherent advantage of the Tees Valley is still relevant – aim to exploit industry etc and explore the energy sector.
- Capital investment into chemicals not not generate jobs but others may for example ports.
- Decline of industry – what does it mean and what contingencies are in place?

Table 5

- More communication needed – how are employers and deliverers going to understand the new landscape?
- Relationship between funding streams and local priorities
- Concerns over interpretation and understanding of credit system
- Rural environments etc – where do these economies play their part?
- Considered that there are mixed messages over the low carbon economy – need more understanding on it.
- Dependency culture needs to be looked at.

Table 6

- Use historic Skills base and ensure transferable skills for existing and new workforce
- What are the attractions to keep people here and also encourage people to come back

- Grasp opportunities to diversify. Support attitudes, expectation and aspirations of young people

Table 7

- In the changing landscape we need something understandable
- Need to understand what happens post 25.
- Culture of dependency/unemployment – need to understand aspirations of young people
- Develop role models
- Training offered – could use the voluntary sector to train.
- Look at potential for national training levy.
- Could we have a sub regional graduate programme?

The following presentations were given:

Jobcentre Plus Provision in Tees Valley – Chris Livingstone, Jobcentre Plus

Key Points (Lee Shostak)

- Must not underestimate the challenge – need to strip out duplication and get the best value for money from all the money allocated
- High level of people in the TV on benefits but the onus is on us now to ensure any money is used in a complimentary way
- Focus on joining up and planning further provision in a way that reflects changes in the JCP offer

Tees Valley Employability Framework, current activity – Sue Hannan, JSU

Role of TVU – How could we influence development of mainstream employment and skills provision (to include lessons from other areas)? Donna-Louise Hurrell, Shared Intelligence

Group discussions took place to consider the following questions:

1. What are the key priorities for Tees Valley Moving Forward ?
2. Should we prepare a case to Government to influence the Regional Skills Strategy and DWP/ SFA/YPLA funding?
3. How should we engage with employers?

The following feedback was presented:

Table 1

Q1.

- Ensure employment and skills board is effective and has employer representation

- Need longer term view of employer demand
- Ensure emerging industries are engaged
- Need effective communication

Q2. No to case direct to Govt, yes to regional route.

Q3.

- Need to work collaboratively, consistently and coherently.
- One person to speak with employers on behalf of TVU
- Need effective communication strategy

Table 2

Q1. More clarity and identification of sectors going forward.

Q2. Yes should be a Tees Valley response. Need an employer led skills board. Need to involve small medium and large employers.

Q3. Yes should be a single point of contact.

Table 3

Q1. Need a work and skills plan – concentrate on how generate wealth creators

Q2. Yes but only when we have point 3 right.

Q3. There is a difference between meaningful engagement and engagement for show

Table 4

Q1. Need to understand what the skills needs are.

General points:

- Businesses have made huge strides in consistency of service. Potential for threat to that with such local arrangements.
- Work gone into FE sector – needs to be more responsive to needs of employers.
- Consumer focus – quality of service from JCP going against grain of localisation

Table 5

General Points:

- There is a clear case for needing to align a collective Tees Valley strategy
- Section 4 powers relates to some of direction of skills funding agency
- Need a clear and accessible narrative about economic opportunities in the Tees Valley
- There is a skills gap around career management – support people in managing their careers

Table 6

General Points:

- Aspirations and engagement – need to change peoples perceptions within the Tees Valley about the Tees Valley
- Engagement – need more 1 to 1 intelligence gathering from businesses
- Priorities – need to be working closer together

- Yes need to make case to Govt
- Need a connection between the Tees Valley business case and demand led agenda

Table 7

Q1.

- Communications – difficult to engage
- There is a huge amount of info and we still have very real challenges
- We have a sophisticated network of provision – need to ensure we don't lose this

Q2. Yes if accept the principle that want influence over destiny – needs to be linked to bigger total place agenda.

Q3. There are barriers and confusion over the ever changing profiles – success in the sub region demonstrates good access for employer routes.

Summary/Moving forward – Lee Shostak

- There is an urgency and need given the scale of the numbers out of work. Need to take challenges and opportunities talked about today.
- Tees Valley has a good track record in joint working.
- There are very significant changes in government policy underway and still to come. There will be serious changes in the welfare reform approach.
- Vacuum of opportunities – it will open the door for the Tees Valley to provide real leadership in employment and skills. Opportunity for the Tees Valley to have far more control and responsibility for the provision of skills and employment services.
- Need to embrace the ongoing steady stream of continuous intelligence. Gathered in a sensible way with business link and working with employers to help them with their future needs.
- Integrate employment services with housing. High degree of overlap with those in social housing and JCP so need to take advantage of the overlapping client base.
- Opportunity to join up and achieve very ambitious targets of the learning needs of the 14-19 agenda. Need to be going above the national average.
- Opportunities to align adult skills training and the joined up offer to those out of the labour force.
- Should be pitching for section 4 but should be making the changes now rather than waiting until get it.

12 months from now:

- Have clarity on the needs of each client group in the out of work population and how we help them back into work.
- Have confidence that have a strong flow of intelligence coming from large and small businesses in the Tees Valley and use the intelligence to shape 14-19 and adult skills.
- Using the skills funding agency to encourage and assist employers to upskill the existing work force.

- Using the 14-19 money to build the most skilled workforce in Britain/Europe and ensure getting best value for the money being invested.
- Know that the tools already in place are being used and have succeeded in bidding for formal powers.

Discussions from Employment and Skills Business Case Development Event

Table discussion

1st session

- HLS Report – big companies will be linked in to this but what about SME's? Are the companies who responded large or small?
- Skills agenda seems to be just qualifications and for most businesses its about flexibility, attitude to work etc.
- Are we driving GVA or learning/work opportunities (i.e. 80% service sector but concentrating on 20% manufacturing)
- Universities/Colleges/Schools need to turn out 'employable people' not just people with high quals.
- Need to use existing jobs available as stepping stones to higher level jobs.
- Not everyone is capable of filling these HLS roles – manage expectations.
- Although L4 people are for the most part in employment – not necessarily in high level skilled jobs.
- What about retention of graduates in the Tees Valley after they leave university? Have we got the other attributes to keep them/attract them – lifestyles etc.

2nd session

- Work and Skills Plan – need to churn out 'wealth creators'.
- Find out what we need for Tees Valley re skills and communicate that – work and skills plans/LEA etc
- Yes should prepare a case to government.
- Employers – large companies in Tees Valley are not even UK owned. Engage with employers associations and have close links with SSCS. Formalise links with employers. Make it clear that this will give them leverage over the skills agenda.
- Meaningful engagement vs engagement for show.

Table discussion

2nd session

- Need clarity and identification of sectors. Where will the opportunities come from and what will they be?
- Yes should prepare a case to govt. Need an employer led Skills Board. Need to include small medium and large employers. Be proactive – make it worthwhile for employers but ensure it is not just about their agendas.
- Need a single point of contact.

Table discussion

1st and 2nd Sessions

- The presentations felt right for the Tees Valley.
- We need to develop and share a clear understanding of the future economic drivers in TV. Then determine what that means for skills. Where will the main opportunities be?
- How many jobs per sector? Skill levels required?
- What will the 'low carbon economy' actually generate in terms of numbers (and other new economy sectors e.g. digital media)
- We need to recognise that many of our economic assets are the same now as 150 years ago e.g. Coastal location, deep water port, access to Europe, readily adaptable skilled workforce etc
- Attention needs to be given right across the employment spectrum i.e. the major players in chemicals, engineering etc who may invest 100's of £m but only generate 10's of jobs need to be nurtured. At the other end of the scale, bringing the workless into employment is a vital challenge. This will narrow the GVA gap between TV and the national average.
- We need a more widespread discussion of our contingency plans which respond to decline/withdrawal in steel and chemicals. How does the TV respond?

Table discussion

1st session

- Yes, recognised the Tees Valley.
- How is this to be communicated to employers?
- Funding streams and local priorities.
- Tensions between DCSF school tables – local agendas
- Concerns about interpretation and understanding of credits.
- Lots about structure – but what are we doing/should be doing?
- Tension around funding streams and regional agenda/local needs.
- Rural/other priorities/areas
- Mixed messages over low carbon economy/carbon capture
- Dependency culture – aspirations.
- Intelligence re business needs/ambition

2nd session

Priorities:

- LA working closer to shape agenda. Need a bigger voice.
- Focus on the TV Business Case as framework/driver.
- Connect TV to the demand led agenda.
- Changing aspirations.
- Better use of intelligence of information that is already out there.

Engagement

- Communications/shaping key sectors.
- More 1 to 1 rich intelligence

Table discussion

2nd session

Q1.

- Need to ensure Emp/Skills Board is effective with employer representation which is invigorated.
- Need longer term view of employer demand for emp/skills ensuring it's relevant.
- Need to ensure new/emerging industries are engaged.
- Need to ensure effective communication agenda appears to be fragmented.

Q2. No to case direct to govt, yes via regional route, will have stronger case and need to emphasise role/strength of TV.

Q3.

- Via employers organisations i.e. Chamber. One person on behalf on TV to speak to employers.
- Effective communications strategy.
- Need to work collaboratively, consistently, coherently.

Table discussion

1st session

Q1. Yes we broadly recognise the Tees Valley from the presentation.

Q2. Key issues:

- Use historic skills base and ensure transferable skills for existing and new workforce.
- Exploring risks, don't put all eggs in one basket, take all opportunities to diversify but don't lose the natural advantages in sub region.
- Look at what attraction is in sub region for employers and learners.
- Consider attitudes/aspirations/expectations of young people.
- Education and industry need to work together to help young people understand what opportunities are available and change perceptions of industry.

Report of:	Senior Assistant Director, Tees Valley Joint Strategy Unit
Report to:	Transport for Tees Valley
Date:	Tuesday 26 January 2010
Subject:	Format of the Business Case
Item for:	Discussion

SUMMARY

1. The accompanying paper, "Issues Arising from the Business Case Workshops", set out a number of issues that have arisen from the TVU Business Case events held to date. In terms of the format of the Business Case, three main issues came out from the events:
 - What does the strategy look like?
 - There is general support for a Total Place approach to housing and regeneration – how do we take this concept forward?
 - There is a need to prioritise our interventions thematically and in terms of geographical priorities for economic development, housing development and regeneration – how do we take this forward and build it into the single conversation discussions?
2. All of these issues will impact on the format of the Business Case, and it is prudent to have a brief discussion about the format of the Business Case before substantial work is done and the format and content is fixed.
3. The purpose of this paper therefore is to offer some suggestions on the format and content of the Business Case for discussion by the Board Members.

1. INTRODUCTION

- 1.1 Five of the six TVU Business Case events have now been held – all have been well attended, and all have resulted in open debate about the key challenges and the City Region's priorities going forward.
- 1.2 There have also been a number of common emerging issues, and the accompanying agenda item set these out in more detail. A number of them have an impact on the format and the content of the revised Business Case.
- 1.3 The purpose of this paper therefore is to offer some suggestions on these for discussion by the Board in advance of substantial work starting on the drafting of the document.

2. KEY MESSAGES

- 2.1 At each of the TVU Business Case events, the JSU has started the proceedings by setting out that the purpose of the event is to help shape the revised Business Case in Spring 2010. However, one of the key messages that has come from the meetings is that the City Region needs to spell out exactly what the revised Business Case is for.
- 2.2 The October 2006 document contained a lot of descriptive text, particularly on the economic make-up of the area and the future plans. There is an emerging consensus that the statutory economic assessment will contain much of this information, and so we need to be very clear at the start – **what is the Business Case actually for?**
- 2.3 The October 2006 document was also developed with a heavy bias towards the public sector – it recognised the crucial role of the private sector, but the fact that TVU did not exist when the document was drafted means that it had less direct steer from the private sector in its development.
- 2.4 Now that TVU is a true public-private partnership, this situation is different, and so there is the opportunity to use the private sector in a more constructive manner. Those private sector Board members attending the events were keen that the revised Business Case is succinct and clear, and less like a development programme. So there is a need for the document to **be clear and concise to engage the private sector.**
- 2.5 Following on from private sector involvement in the Business Case itself, the private sector Board members are also keen that the City Region is seen as one that actually achieves things and is “open for business” in the early part of an economic recovery. There have been some comments about the large number of strategies that exist and questions about how these translate into actions on the ground. Multiple strategies are seen as a “turn off” for many in the private sector.
- 2.6 There has also been considerable debate on how TVU and the Business Case is relevant to the deprived communities across the Tees Valley – it clearly is, through the range of priorities that are being championed and

delivered, but this message is not necessarily clear. The revised Business Case therefore needs **to articulate a single strategy that has links to the different communities and their priorities.**

- 2.7 The external influences on the Tees Valley since October 2006 have been somewhat turbulent, and the shared opinion about the immediate future is that the only certainty is that uncertainty will prevail. It would therefore be a waste of valuable time and effort to produce a document that is rendered irrelevant by events within months of its publication.
- 2.8 The General Election sometime in 2010 will also signal a change, whatever the make-up of the new Government, with all parties signalling significant cuts in public sector funding, possibly starting in the latter part of next year. So it is important that the revised document **is flexible and adaptable to changing circumstances.**
- 2.9 Finally, the Business Case events have all shown that the City Region has some unique opportunities going forward, in addition to some of the more immediate challenges. Furthermore, the success of TVU and the strength of the partnership puts the Tees Valley in a good place to take advantage of these opportunities.
- 2.10 The Business Case itself presents an opportunity to recognise the current situation but set out in which direction we are heading and what type of economy that everyone is trying to facilitate. The document needs **to set out that we are aiming to deliver a thriving place with a more resilient and more diverse economy, as part of a managed transition.**

3. WHAT DO THESE MESSAGES MEAN FOR THE BUSINESS CASE?

- 3.1 Taking on board these key messages, and with a mind to the timescale and capacity for developing the new document, it is suggested that a different format for the document be adopted.
- 3.2 This format will see one overarching, high level document, fed by a number of key assessments, and supported by a series of delivery plans. This suggestion tries to address the message about a clear and simple strategy that is resistant to change, with the detail concentrated in delivery plans that re-inforce the impression that actions will follow.
- 3.3 This format matches the principles of TVU and City Regional working, that of subsidiarity. It tries to mirror the approaches taken to the development of the last set of Sustainable Community Strategies, which are, in general, visioning documents, outlining key priorities, with action plans linked to supporting LAAs and action plans, where most of the detail is concentrated.
- 3.4 This format should also provide a clearer link to the Sustainable Community Strategies, and hence provide a more obvious connection between TVU activity and the individual communities. Starting with the Sustainable Community Strategies, individuals will be able to see which elements are considered better delivered at a City Region level, linking up to the City

Region Business Case, but being able to trace delivery back down to individual locations.

- 3.5 This suggestion has more recently been tested, and agreed, when examining options for the Third Local Transport Plan in that it provides the right balance between City Region and local priorities and actions whilst showing the linkages between them.
- 3.6 A diagram illustrating the suggested format, and the main linkages to other documents, is included at the end.

4. INITIAL THOUGHTS ON THE CONTENT OF THE BUSINESS CASE

- 4.1 If the suggested format is endorsed, then the Business Case itself should become the clear, concise, yet flexible document that the key messages articulate.
- 4.2 A possible skeleton of the actual document is as follows:
- Introduction – what is the purpose of the document and why publish it now? **This is where we answer the message about what the Business Case is for.**
 - Tees Valley Economy – a brief review of where our economy is now, and where we want to get to. **This is where we set out our desire to move towards a more resilient and diversified economy and what this might look like for us.**
 - The Outcomes – a summary of where we are trying to get to and what the delivery of the Business Case will mean, to the economy and to people within the Tees Valley. **This is where we can make strong linkages to and from the Sustainable Community Strategies and demonstrate the impact of the Business Case on our communities.**
 - Transition to the New Economy – a review of the threats and opportunities that lie on the path to the new economy, and how the Business Case is resistant to this. **This is where we confirm that the document is flexible and resistant to change.**
 - Priorities for Intervention – setting out what strategic priorities are needed to realise our aspirations, pitched at quite a high level, advocating the Total Place concept, and providing signposts to individual delivery plans, as well as the overall Investment Plan. **This is where we articulate a clear, concise strategy that grabs the attention of the reader.**
 - Delivering the Business Case – a short concluding section setting out the role of TVU and its partners and putting forward some key ‘asks’ of the new Government to be taken forward into the refresh of the MAA.

- 4.3 Ideally, the document should be ideally around 20-30 pages, with extensive use of graphics and photographs, as with the individual Sustainable Community Strategies. Because of its strategic nature, it will hopefully be resistant to significant change, as our strategic direction and transition to where we want to be should not alter, although how we get there might.
- 4.4 The suggested content and format has been discussed by Officers within the City Region, with the proposal to have one 'visioning' City Region document, supported by a series of delivery plans, endorsed in principle. It was felt that such an approach would allow us to articulate what TVU's role is and how it intends to deploy its resources, providing clarity to both TVU Board Members and external partners.
- 4.5 The issue was raised, however, of whether, if this was to be a wider ranging Tees Valley City Region Integrated Strategy, there would be statutory procedures to follow, such as an Appraisal of Sustainability (AoS) and a Strategic Environmental Assessment (SEA). The document would also need to be tested against emerging Local development Frameworks and through the normal procedures of the five Authorities.
- 4.6 Whilst this was still seen as a desirable step, it was agreed by the Directors that there was a need to have a concise 'vision' or 'prospectus' with a clear narrative, for Summer 2010, in accord with the Business Case timescale discussed previously. It is proposed that this is more along the lines of a 20-30 page high level document that would not therefore require an AoS or SEA.
- 4.7 Beyond the General Election, in line with LDF timescales and the review of the five Sustainable Community Strategies, the more detailed strategy could be developed, in association with an AoS and SEA, with clear scrutiny from the five Councils. There would still need to be stakeholder consultation, using LSPs and scrutiny where desirable, of the high level document.
- 4.8 Much of the high level document will be fed by work already undertaken, or ongoing, in particular the economic assessment, the Low Carbon Economic Transition Plan, the sub-regional housing assessment, the DaSTS transport work, business and enterprise strategy, education and skills provision and the single conversation.
- 4.9 Recognising this mechanism is important because it places these individual elements in their proper context – almost all are enabling mechanisms. For example, land use proposals attract businesses that invest here because there are good transport links and the right type of housing supply for their employees, with a good supply of local labour with appropriate skills.
- 4.10 The Business Case events have shown that all of these issues need to be considered together for the whole picture to emerge and for the chance of success be maximised. For reasons of maturity of the partnership and confusion in responsibility (some of which still exists in the skills agenda), not all of these enabling mechanisms were considered in the previous Business Case.

- 4.11 Having the detail within the delivery plans will also help to re-inforce the argument that the high level summary of the Business Case to be launched in Summer 2010 is not the appropriate document to have an AoS or SEA, but that much of the option development work takes place in developing the delivery plans, all of which are well evidenced and grounded within policies that have already been through such procedures.
- 4.12 The fact that these more specific items are all enabling mechanisms also opens up the debate about whether there should be individual strategies for housing, transport, business and enterprise, green infrastructure, regeneration, etc. In the concept of Total Place, should the Business Case simply act as the City Region strategy (as the Sustainable Community Strategies do at a local level), with these other “strategies” gradually phased out over time?
- 4.13 This would leave the delivery (or action) plans to take a much more prominent role in demonstrating that the City Region was not just all about talking, but it also had clear actions in mind, involving both the public and private sector. Involvement of the private sector when developing the delivery plans is crucial, but brings significant rewards in terms of their involvement, as has been shown with the North and South Tees Industrial Framework study. Indeed, it may be that TVU Leadership Board members are asked to take a lead in developing the action plans in their own areas of expertise.
- 4.14 These delivery plans could be geographically based, eg Darlington Gateway or Greater Eston; they could be thematically based, eg logistics sector or skills; or there could be a mixture of the two, eg North and South Tees Industrial Framework (a geographical concentration focusing on the low carbon economy) or Housing Growth Points (spatially identified sites for more housing).
- 4.15 The important part about whatever delivery plan type is adopted is that they relate back to the Priorities for Intervention within the Business Case and provide evidence of the Outcomes that will be achieved, in both cases showing the contribution to the achievement of the Total Place concept.
- 4.16 Finally, whereas the overall strategic direction may not change, how we achieve our vision will, and this is where the delivery plans play an important role. As external circumstances change, new opportunities arise, and the inevitable funding cuts bite, it will be the delivery plans that can alter, not the overall strategy. How this is working in practice is shown by some of the five major regeneration sites – they are still working towards the vision that was set out at the start of the projects, but the delivery phasing and mechanisms have altered as time has progressed. We need to articulate this approach in the revised Business Case.

5. BENEFITS OF THE SUGGESTED APPROACH

- 5.1 The suggestions set out in this paper on the format and content of the revised Business Case are intended to stimulate debate within the Tees Valley before substantial work is undertaken on the document.

5.2 As well as trying to respond directly to the key messages coming from the Business Case events, there are a number of benefits of adopting the approach identified. These include:

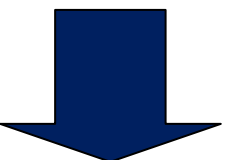
- It will provide a high level document setting out what TVU's role is, and how it intends to use its resources, in a way that can be readily understood by TVU partners, central Government, the private sector and the general public;
- The strategic nature of the main document will allow an agreed, clear message to be articulated to a new Government whilst individual delivery plans are developed at their own appropriate pace;
- It will be an inclusive suite of documents that shows how many of the issues discussed at the Business Case events contribute to the Tees Valley as the place to which we all aspire;
- It will allow appropriate ownership of the different elements, reducing the possible strain on resources and increasing "buy in" from all sectors to the document;
- It will form the basis of the Tees Valley component of the Integrated Regional Strategy (or its successor document);
- It will be clear about the role of all partners in delivery, and what specific help may be needed from Government; and
- It will provide something that is balanced towards action rather than strategic thinking, which should appeal to any new Government.

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The Suggested Context and Format of the New City Region Business Case

City Region Business Case – single, integrated vision and strategy showing what elements are best done at a City Region level, with added value – showing clear links to communities

- INFLUENCED BY:**
- Economic Assessment
 - Low Carbon Economic Transition Plan
 - Sub-Regional Housing Assessment
 - Employment Framework
 - DaSTS Study on Future Transport Priorities
 - Business and Enterprise Framework



DARLINGTON	HARTLEPOOL	MIDDLESBROUGH	REDCAR & CLEVELAND	STOCKTON

5 No Sustainable Community Strategies



- DELIVERY PLANS:**
- Darlington Gateway
 - Greater Eston
 - 5 No Town Centres
 - Tees Valley Metro
 - Housing Growth
 - North South Tees Industrial Development Framework
 - Business and Enterprise
 - HMR