



Reviewing the Resources of the BNG Partnership in the Delivery of Growth and Renewal

1. Background

BNG is a Strategic Investment Partnership made up of representation from Newcastle and Gateshead Local Authorities, Government Office for the North East, Homes and Communities Agency, Local Strategic Partnerships, together with independent Members. It has an independent Chair.

As one of the 10 'pathfinders' nationally, BNG manages the Housing Market Renewal Programme on behalf of the partners and Government.

Allocated funding for 2008/11 is £96m, which has been developed into a business plan and programme to address housing market failure in the inner urban core of Newcastle and Gateshead.

The Partnership has recently been commissioned by the Local Authorities to manage the New Growth Programme for NewcastleGateshead. Allocated funding for Growth projects 2008/11 is currently £4.7m. This has been combined with the HMR programme as one Programme of Development for Renewal and Growth.

Bridging NewcastleGateshead (BNG) now wish to commission a review to assess the current capacity and allocation of resources across the programmes of Renewal and Growth in the period of 2009/11 and the years following to enable effective and efficient delivery of the Vision for NewcastleGateshead into the future.

In addition, the Partnership is continuing to achieve and develop further strategy research and evidence to add value and support the regeneration of Newcastle and Gateshead.

The Partnership is confident, strong and well established. It is seeking to appoint consultants who will report and provide a challenge and impetus to current ways of working and revenue resource allocation across the Partnership for the future. The work will respond to the current operating environment changes and delivering the challenges of the programme in the current market situation.



2. **Scope of the Review**

The consultant will be required to address the following issues:-

- All of the current sets of resources across Programme of Renewal and Growth are to be included in the review (detailed current information will be provided).
- Resources will be reviewed on a thematic basis. This is not an individual comparison of posts and costs but a review of where and how themes of work should be carried out and the resources, funding and people required.
- The use of consultants / framework agreements needs to be reviewed. This may be either to reduce or increase the use of consultants for any of the themes but advice is required on how to achieve specialist advice with limited resources.
- It will be necessary to identify any duplication across the Partnership and any requirement to streamline or combine resources in all of the themes of work.
- It should be noted that funding for revenue projects is currently £2.755m for 2009/10 within HMR budgets and Growth and this gives competing pressures on staff and projects.

3. **Themes of the Review**

The themes identified are:-

- Research, Strategy
- Evidence collation and interpretation of Housing Market Intelligence
- Marketing and Communication and Places
- Delivery of Housing Market Renewal and Growth
- Finance and Financial Advice
- Design Quality, Enabling and Review
- Programme Management
- Management Administration
- Procurement and Use of Consultants

This is not an exhaustive list. Consultants will be asked to advise on potential themes for the future or additional responsibilities not covered by current resources.

The Review is expected to produce a report and recommendations which can be used to plan future resourcing and amend current allocations of resource where appropriate.



4. **Context of the Review**

The Partnership has recently been commissioned to deliver Growth as well as Renewal. There is a requirement to identify any gaps in resource and re-examine delivery structures to respond to Renewal and Growth in the context that Growth brings with it extremely limited revenue resource.

The environment in which the Partnership operates has been, and still is, changing. We are increasingly linking our work to the Tyne and Wear City Region and the preparation of a joint LDF by both Local Authorities will have implications for the way the Local Authorities work together. The delivery of Growth and Renewal as Government programmes are now within the Homes and Communities Agency. The Partnership is also accountable to the Gateshead and Newcastle Partnership, the strategic partnership of the two Local Authorities under which BNG operates. Newcastle has a Transformation Programme which has adopted new principles and structures for management across the authority. The outcomes of this will need to be taken into account. The Partnership is also preparing for the next CSR. Consultants will be expected to comment on any potential shift in resources these changes may require.

In the Gateshead and Newcastle Partnership BNG is established alongside the sister companies of Newcastle CDC, who have responsibility for preparing an economic masterplan for Newcastle and Gateshead and NGI, who provide tourism and destination services for both Newcastle and Gateshead. This is a new relationship with developing synergies which add to the context of BNG and the scope of work of the partnership in future.

5. **Management Methodology of the Review Brief**

As a Review rather than a research opportunity, this is a dynamic piece of work which will be overseen by the Executive Team of the Partnership;

- Anne Mulroy, Director, BNG;
- David Slater, Executive Director of Environment and Regeneration, NCC, and;
- Sheila Johnston, Director of Development and Enterprise, Gateshead Council.

It will also require input from a wider group of the Senior Officers Partnership which has already been established to consider future resources. This group is;



- Anne Mulroy, Director, BNG;
- Karen Anderson, Head of Research and Strategy, BNG;
- George Mansbridge, Head of Housing Development and Partnership Management, NCC;
- Richard Beedle, Manager: Strategic Regeneration Programmes Unit, NCC;
- Andrew Marshall, Programme Manager, Gateshead Council;
- Stuart Timmiss, Head of Planning and Environmental Strategy, Gateshead Council;
- Ian Mackintosh, Head of Finance, BNG; and
- Jonathan Dunk, Head of Programme Management, BNG.

The Review will require both desk top research and face to face interviews with key members of staff, stakeholders and members of BNG Board.

The Review will fall into two stages:-

Stage 1 will clarify the current resources available to the Partnership and how they are used and combined with other resources across the Partnership.

Following Stage 1 completion a project review will take place to determine the specific needs and more detailed brief.

Stage 2 will follow up the analysis of the review with an assessment of the resource allocations for each of the themes identifying gaps/overlaps, potential for streamlining and combining resources across the partners to achieve greater efficiencies in operation.

6. **Appointment of Consultants**

This appointment will be made on the basis of the two stage process. Consultants will need to clearly indicate how they will approach this work and identify what the scale of work is required to achieve recommendations on the future use of resources. Innovative approaches would be welcomed.

Assessment of tenders will be made on:-

- i) Written response to this brief with costs against the work identified
- ii) interviews of tenderers' methodology of timescale and proposals for both stages of work by the Executive Team of BNG.