

OPERATIONAL PLAN 2008/09 'CREATING GREAT PLACES TO LIVE'

ACTIVITIES, ACTIONS AND PLANNED OUTCOMES

**This document describes the activities,
actions and planned outcomes in 2008-
09 to achieve the
Vision and Strategic Objectives set out
in our Business Plan 2008-11**

WORKING PRIORITIES 2008/09

This document sets out under five key headings BNG working priorities for 2008/09:-

- 1. Our Operating Environment**
- 2. Our Places**
- 3. Improving Organisational Performance**
- 4. Our Programme 2008/09**
- 5. Our Priorities**

1. Our Operating Environment

Many external factors and changes will affect our ability to maintain delivery of our programme and ambitions during 2008/09. We will need to respond and adapt to change in the National Agenda and co-operate closely in the development of new structures for delivery of regeneration and new initiatives which come forward during the year.

Locally we need to further improve partnership working and performance to achieve maximum results from potentially more limited funding and develop a creative attitude to achieving results in our areas. We need to ensure that our plans take account of changes in the macro and local environment which could affect the potential for improvement within the BNG area.

Activity 1: Gateshead and Newcastle in Partnership – CDC, NGI, BNG

Outcome:

A better performing partnership that is a key part of the wider partnership structure creating sustainable communities in NewcastleGateshead.

Action 1.1:

Work closely with CDC and NGI to influence and inform the Gateshead and Newcastle Partnership.

Officer: AM/KA

Deadline: ONGOING

Key milestones include Board consideration of proposals in September 2008 for BNG's contribution to the partnership; closer working between BNG, CDC & NGI etc

On track: Progress being made.

Progress Report: Proposals being drawn together for how BNG can contribute to the partnership and work more closely with the other two 'sister partnerships'.

Activity 2:
Homes and Communities Agency (HACA):

The forming of the new Regeneration Agency bringing together the funding of the Housing Corporation and English Partnerships by 2009 and the inclusion of Housing Market Renewal within the delivery functions of the agency means a transfer of the direct responsibility for the programme from CLG during 2008/09, part way through the next funding period.

Outcome

Smooth transition to new Agency will maximise opportunity to invest in BNG area.

Action 2.1:

Continue to work closely with CLG and the emerging Homes and Communities Agency (HACA) organisation to ensure smooth transfer of responsibilities, promoting BNG track record as partnership organisation.

Officer: AM

Deadline:
On track:
Action 2.2

Look for opportunity to influence the future use of HMR funds to achieve greater investment in regeneration in BNG and complement other funding streams.

Officer: AM

Deadline:
On track:
Progress Report:
Activity 3:

Growth Points – the announcement of the New Growth Points gives the opportunity to build on the transformational activity already started.

Outcome:

To plan for growth in the heart of Tyneside through an initial focus on renewal areas, spreading out along the Tyne Gorge.

Action 3.1:

Proactive contributions to the establishment of the team and governance of the Growth Point Initiative and Delivery Plan.

Officer: AM/KA

Deadline: New Growth Point announcement April originally – put back to June, now believe before summer recess of Parliament

On track: Expression of interest submitted. Deadline for submission of Delivery Plan will be revised depending on above

Action 3.2: Securing a key role for BNG in the delivery of the Growth Point Delivery Plan – alignment of funding.		
Officer: KA/IM	Deadline:	On track: Dependent on 3.1
Progress Report: The Government is yet to make an announcement on the New Growth Points. An initial action plan for the development of a Delivery Plan has been drafted should our expression of interest be supported.		

Activity 4: Local Housing Company		
Outcome: Potential new method for delivery of growth.		
Action 4.1: Support / contribute to the delivery of Affordable Housing.		
Officer: AM	Deadline: Ongoing	On track: awaiting outcome/approval of NCC submission.
Progress Report: An announcement on the LHC for Newcastle imminent. Discussions are ongoing on potential sites and scope of the LHC. Scotswood will form the heart of the first LHC for Newcastle.		

Activity 5: Local Area Agreements / Multi Area Agreements (Understanding): There is a significant opportunity to use Housing Market Renewal and the pooling system which already exists between Newcastle and Gateshead through BNG to promote a Multi Area Understanding (MAU) for Housing which will set out cross area shared targets and outcomes. An MAU would give the opportunity to eventually develop a more holistic approach to regeneration across LA boundaries.		
Outcome: Considered response to potential new ways of working, building on existing arrangements and creating more sustainable housing for communities.		
Action 5.1: Continue discussions on the principles which could be incorporated into an Agreement as part of discussions with Gateshead Newcastle Partnership and NCC and GC on the future of BNG.		
Officer: KA/AM	Deadline: ONGOING March 2009	On track: Linked to action 1.1. Still to commence.
Progress Report: The Board Awayday considered the potential relationships within the		

Gateshead Newcastle Partnership however this proposal is influenced by Action 1.1.		
Action 5.2 Further develop the proposal to understand how other Housing funding streams operate across BNG area, e.g. ALMO Decent Homes and Housing Corporation NAHP can be better aligned.		
Officer: IM	Deadline:	On track:
Progress Report:		

Activity 6: Partnership Working: Effective partnership working is crucial to move the programme forward to achieve our vision. Some work has already begun and closer arrangements exist across the Board, partners and stakeholders.		
Outcome Efficient and effective working arrangements across the partnership.		
Action 6.1: Improve effectiveness and efficiency using the new model.		
Officer: IM	Deadline: March 2009	On track:
Action 6.2: Establish Partnership Improvement Team to develop and complete work plan to ensure due consideration to key areas of management and development, including structures, processes and best practice.		
Officer: DL	Deadline: June 2008	On track: Initial work plan agreed June 2008
Action 6.3: Develop a Partnership Agreement that delivers and monitors effective capacity and skills for the delivery of the programme.		
Officer: JD	Deadline: September 2008	On track: Almost complete
Progress Report: Action 6.1 - Model developed and presented to PIT Action 6.2 has involved the agreement of an initial workplan that will focus the work of the PIT on key themes such as design, housing options and private sector renewal as well as seeking to improve the partnership's performance on issues raised in Audit Commission Performance Reviews. Action 6.3 – as the scope of the Agreement goes beyond the activity directly within BNG's remit, including essential activity such as employment and skills development, the document will be known as the Partnership Agreement. The three parties named in the Agreement have been involved in its development. A further meeting is planned in July, but the September deadline is expected to be met.		

Activity 7: Develop our work on Promotion of Place and continue to develop our communications within BNG and also with our key partners, influencers and residents.		
Outcome: To develop a clear neighbourhood vision and maximise residents' understanding as well as opportunities to influence our work.		
Action 7.1: Community Engagement Event in 2008 to promote best practice across Pathfinder area.		
Officer: MP	Deadline: July 2008	On track: Event on 10 July 2008
Action 7.2: Promote the results of our research via the 'results' papers, events etc.		
Officer: KA	Deadline: AS RESEARCH COMPLETED	On track: 2008 research has just started
Action 7.3: Publish "three sixty" stakeholder magazine twice a year.		
Officer: KA/MP	Deadline: Late Spring and Autumn	On track: Issue 2 published in May 2008
Action 7.4 Active participation / direction of the work of the overarching NewcastleGateshead Communications and Marketing Group and the BNG Communications and Marketing Management Group		
Officer: KA/MP	Deadline: 1 st meetings & agreement ToR and workplans August 2008	On track: Meeting dates set up; draft ToR prepared
Progress Report: Good progress is being made in relation to all elements of this outcome. The second three sixty magazine has been sent to stakeholders, the community engagement event has been held and preparations have been made for the first meetings of the new workgroups, including a pre-meeting with the partners concerned.		
Action 7.5: Explore the potential to complement the work of NewcastleGateshead Initiative's (NGI) LIVE; WORK; LEARN themes to promote the BNG area and places within it.		
Officer: KA/MP	Deadline: ONGOING	On track: Branding being used whenever appropriate
Outcome: Improvement in the reputation of BNG places / more positive media coverage.		

Action 7.6: Promotion of BNG area / schemes to residents / prospective buyers outside BNG area.		
Officer: KA/MP	Deadline: Timescales vary according to stage each place is at in terms of delivery Framework – March 2009	On track:
<p>Progress Report: 7.5 – Branding of LIVE, WORK, LEARN, VISIT being used wherever appropriate in BNG publications and responses to key national, regional and local consultations. More specific work still to do with NGI once action 1 further progressed.</p> <p>7.6 - Great Places continues to promote the transformation of the BNG area to residents. BNG are involved in the overarching West End of Newcastle approach to marketing the area and specific work on Cruddas Park and Scotswood Expo. Walker Riverside already has a marketing strategy, Places for People are the lead on delivering this; regular meetings take place with BNG, PfP and the City. There is no specific strategy for promoting Byker to a wider market although opportunities are being sought to link this to the Ouseburn strategy. BNG have commented on the Gateshead draft Communications and Marketing Strategy and will be part of a small group of officers which further develop it over the next few months. The activity of these different areas will be considered together and pulled together in to a marketing framework/strategy including any opportunities to promote the wider place at the new Communications and Marketing Groups.</p>		

Activity 8: Develop learning opportunities within and across Pathfinders		
Outcome: To promote excellence in our organisation and with other HMR Pathfinders.		
Action 8.1: Continued contribution to Audit Commission Learning Events, Forward Strategy meetings, Communication Group, Directors' Forum		
Officer: Management Team	Deadline: ONGOING	On track:
Action 8.2: Chair National Finance Forum, Programme Management.		
Officer: IM	Deadline: March 2009	On track: IM continues to chair Finance Forum and facilitated the Audit Commission event on Benchmarking and VFM

Action 8.3:

Visits to Pathfinders and other agencies and developments to share information and best practice and feed back to our partners.

Officer: Management Team

Deadline: ONGOING

On track:

Progress Report: BNG took a lead role in the development of the ToR and workplan for the Pathfinder Forward Strategy Group and presented at a recent workshop on affordability. The Pathfinder Finance Forum, which BNG chairs has also met with the Audit Commission to inform their approach to the value for money review due to take place in autumn 2008. BNG's Value of Good Design research includes other interested pathfinders. 8 delegates from the BNG partnership attended the HMR learning event in June, attending workshops on translating strategic vision into great places to live; place making; sustainability; HMR and economic development and successful mixed tenure.

Activity 9:
Further develop the Panel of Experts to assist Advisory Group and Appraisal Panel.
Outcome:

To ensure we act on the best advice, critique and challenge to our activities.

Action 9.1:

Identify individuals with expertise, to fill gaps, develop shared learning across BNG, establish annual programme of meetings which develop shared learning and facilitate decision-making.

Officer: KA/JD

Deadline: ONGOING

On track:

Progress Report: Relevant 'experts' informing discussion and ideas for improvement on themes considered by the Advisory Group.

Activity 10: Work with Board Members and their organisations to share good practice and knowledge transfer and develop new approaches.		
Outcome: To ensure BNG maximises its expertise and knowledge to develop up to date and innovative approaches, to deliver excellent governance across the Partnership and maximise accountability.		
Action 10.1: RDA, EP and LAs, GONE involvement in BNG's Learning Events programme.		
Officer: AM/KA	Deadline: ONGOING	On track: Events being planned
Progress Report: Board members invited to Community Engagement event; further event planned for September (Design) and joint event with National Housing Federation for their members across the North East, EP and Housing Corporation, ALMOs and strategic housing services etc on housing options and the role of intermediate tenure in November.		

Activity 11: Understanding of complementary investment in jobs, education, leisure, open space to ensure delivery of sustainable communities and provision of neighbourhoods where people want to live.		
Outcome: More joined up approach to regeneration		
Action 11.1: Updates to strategic reviews and gantt charts; meetings with relevant officers and organisations		
Officer: AM/KA	Deadline: ONGOING	On track:
Progress Report: Strategic review gantt charts updated every 6 months. Annual meetings to provide more detailed update of complementary activity/plans. Attendance at area forums, project and programme boards where relevant areas of regeneration are discussed and approaches agreed.		

2. Our Places

Bridging Newcastle Gateshead covers an area in the heart of Tyneside but it is made up of many distinct places, each with different characteristics, challenges and opportunities. The review of the strategic commissions will identify the role and potential transformation of these places. However, in each area, there will be a need for innovative approaches to deliver sustainable improvement and place shaping, and marketing to improve perceptions and meet the aspirations of existing but especially new people. Joined up action to tackle anti-social behaviour and encourage community cohesion is also needed to underpin investment in the physical environment.

Activity 1:

Innovation, sustainability and pathfinding:

BNG actively practices and promotes innovation and pathfinding amongst its delivery partners. In 2008-2009 this will include further development of our Housing Market Intelligence Model and Vitality Indices and innovative research to inform our decisions.

Outcome:

Potential to monitor the impact of BNG and others' interventions to transform neighbourhoods.

Action 1.1:

Explore potential to monitor change over time of particular indicators within the VI domains for both areas.

Officer: KA

Deadline: March 2008

On track: Approach piloted by NCC to be shared with Gateshead

Action 1.2:

Analyse house price data, and changes in vacancy and turnover levels. Improve reports to identify average selling price of new build compared to resales.

Officer: KA

Deadline: Board reports September 2008 and January/February 2009

On track: report to be prepared for September

Action 1.3:

Update the Target and Trajectories Model.

Officer: KA

Deadline: September 2008

On track: Models being updated

Progress Report: reporting will take place in September when analysis of year-end data is complete. Trends for available data being monitored eg. vacancies in BNG area still remaining

steady or reducing slightly (other than for specific neighbourhoods where demolition is planned) despite media stories to the contrary for other pathfinder areas.

Activity 2:
Build on the 'Modelling Future Markets' research, by Professor Glen Bramley through scenarios covering the New Growth Points and 'credit crunch'.

Outcome:
 A better understanding of the impact of different interventions.

Action 2.1:
 Complete research and discuss outcome with Advisory Group and other key stakeholders.

Officer: KA	Deadline: December 2008	On track:
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Progress Report: Research will be commissioned in September. Contact made with Professor Bramley.

Activity 3:
Develop practical solutions for improving housing options including affordability.

Outcome:
 Improved housing options for existing and potential BNG residents.

Action 3.1:
 Agree brief, appoint consultants, produce report and practical recommendations for Board consideration.

Officer: Management Team	Deadline: March 2008	On track:
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Progress Report: Research commissioned – arc4 to carry out. Phase 1 to report in September 2008 and phase 2 in March 2009.

Activity 4: Encourage delivery partners to carry out innovative community engagement exercises as part of consultation strategy.		
Outcome: Community continues to support the programme & understands what is going on and recognises positive change.		
Action 4.1: Promote 'special' engagement budget for this purpose.		
Officer: KA/MP	Deadline: ONGOING	On track: Budget allocated in full for first quarter
Action 4.2: Share good practice via community engagement workstream/ information events.		
Officer: MP	Deadline: ONGOING	On track:
Progress Report: Innovative ideas being supported with the budget including: <ul style="list-style-type: none"> - My Sunderland Road: Past, Present, Future: Bringing together local schoolchildren and the Readers At Home group to share memories of the Sunderland Road area, and look at plans for the future. - Greater High Cross Living Places Event: Engaging with private sector landlords in the renewal of the area. - World in Walker: Cohesive arts, music and craft sessions for the community. - Sharing Places, Creating New Public Spaces: bringing together residents and architect and designers to explore the design and use of public spaces and streets in Walker. Good attendance at workstream. Workshop held 10 July.		

Activity 5: Encourage and support the delivery of better design including working towards carbon neutral homes/renewable energy in BNG.		
Action 5.1: Promote BNG's commitment to sustainable development through guiding and influencing developments from initial design brief stage through to planning and delivery on site and through implementation of Value in Design Research findings.		
Outcome: A greener BNG.		
Officer: JS	Deadline: ONGOING	On track:

PROGRESS REPORT

The Value in Good Design Research and the BNG Design Principles and Standards for New Build Developments are progressing in tandem and together these will ensure sustainability measures are incorporated into all developments. It is anticipated that the Value in Good Design research will be completed in July (Stage 1) and September (Stage 2) while the Design Standards will be adopted by Board in July 2008. Once the Design Standards and Principals for New Build Developments have been adopted it is intended to commence work on a range of standards applicable to residential refurbishments which will focus, in part, on sustainability measures.

Action 5.2:

Develop guidance for partner developers through the development of Design Protocols which align with other quality thresholds and which will provide high standards of design and sustainable construction for BNG funded projects.

Outcome:

Economic and social benefits to local people through better design standards which will provide higher performance through modern construction methods and layout.

Officer: JS

Deadline: JULY 2008

On track:
PROGRESS REPORT

The 'protocols' have evolved into BNG Design Principles and Standards for New Build Developments and are progressing towards Board for approval in July 2008. It is anticipated that these standards will be augmented by the Value in Good Design research will be completed in July (Stage 1) and September (Stage 2). Once the Design Standards and Principals for New Build Developments have been adopted it is intended to commence work on a range of standards applicable to residential refurbishments.

Action 5.3:

Financially support the provision of homes with these attributes. Carry out further analysis of the value given to these design elements/standards by residents and developers compared to cost of providing them. (Stage One of Value in Good Design Research to be completed for July 2008. Second stage of research to be completed by Autumn 2008).

Outcome: Build homes with appropriate space and quality standards to meet standards identified in research and Design Standards.

Officer: JS/IM

Deadline: July/September 2008

On track:
PROGRESS REPORT

All new build developments in receipt of BNG funding will be required to meet a range of design standards which will ensure appropriate measures are in place to ensure high levels of sustainability as well as securing good external aesthetic appearances. The Value in Good Design research will also inform future decision making in determining where funding is directed. This work will be completed in July (Stage 1) and September (Stage 2) 2008.

Action 5.4:

Carry out research on 'Value of Good Design' with clear recommendations for prioritisation of HMR funding.

Outcome:

Effective use of limited resources to secure good quality homes.

Officer: JS/KA

Deadline: Autumn 2008

On track:

Progress Report: Stage One of this research will be completed by WA Fairhurst and Partners for July 2008 with Stage 2 being completed for Autumn 2008. The findings will be presented to Board by the end of 2008. For reference, Stage 1 of the study undertakes a desktop review of all the main empirical and non empirical design standards and guidance which are currently informing new development. Areas of crossover, both complementary and conflicting, will be identified together with recommendations. Stage 2 of the study will examine a range of design facets featured in the Stage 1 research and will survey the views of residents and developers alike in order to establish a hierarchy and determine what 'value' is placed upon these. These findings will help guide and influence future HMR funding decisions.

Activity 6

Meeting aspirations

Over the last 3 years we have greatly improved our understanding of the housing market and peoples' housing aspirations. Through our research programme, we have identified what we need to do to encourage people to stay and new people to come to live in the pathfinder area. We will build new homes for families and homes with superior space and quality standards to meet aspirations identified in research.

Action 6.1:

Completion of new homes in Walker, Boklok and Sunderland Road.

Outcome:

Families staying/ moving into BNG. Meeting needs / aspirations of buyers, attracting buyers to BNG area, developing more easily adaptable properties with affordable warmth.

Officer: JD

Deadline: March 2008

On track:

Progress Report:

Walker.

Phase 1a of Riversgate comprising of 28 units is on site with expected completion this year. Cambrian Phase 2 was expected to deliver 30 units in 2008/09 but it is uncertain whether this scheme will start this year. The Stack was due to deliver 28 units this year but has now been moved back to a start on site in 2009/10.

Boklok.

The first phase of 36 apartments has been completed, the next phase of 57 houses is due to start on site in Autumn 2008. A new project manager has been appointed to replace Aveburys.

Sunderland Road.

The first phase is now complete but at this stage there are no plns for BNG involvement in subsequent phases.

Activity 7

Place, promotion and reputation

We want to create great places to live. Place making is at the heart of our work; we want to enhance the heritage of what is already here as well as provide improved and new homes in an environment, and with facilities, that meet aspirations. To do this will require physical interventions but also marketing and promoting how our places are improving. Also means working with partners who can provide other facilities (non-housing).

- **Create great places, as well as great homes, to ensure that the environment meets aspirations.**

Outcome:

Safe and pleasant environments – great places to live.

Action 7.1: Annual Strategic Reviews to clarify progress on identification of funding and progress on delivering public realm improvements.		
Officer: KA/JS/IM	Deadline: Summary update March 2008; fuller update September 2008	On track:
PROGRESS REPORT		
Action 7.2: Ongoing design reviews and work with CABA.		
Officer: JS	Deadline: ONGOING	On track:
PROGRESS REPORT BNG has continued to foster a close working relationship with CABA. The CABA enabling service provided to the HMR Programme has been focussed on the Value in Good Design Research. CABA sit on the steering group and were also on the interview panel. Future enabling services will be identified with CABA as the value in Good Design draws to a close.		
Action 7.3: Continue new developments with Home Zones in Walker, Byker and the BoKlok scheme in Felling.		
Officer: JS	Deadline: ONGOING	On track:
Progress Report: Gantt charts update Q2 2008/9. The promotion of good public realm in residential streets will be promoted in all BNG schemes and this is now being embedded in Council Planning Policy. This will be augmented by the emerging BNG standards. Schemes in Walker, Byker and BoKlok will continue to be developed in accordance with these standards.		

<ul style="list-style-type: none"> ▪ Communicate and feed back what is happening in the area to residents and stakeholders 		
Outcome: Strategies and plans informed by residents' views of their area and stakeholders' views of what is deliverable.		
Action 7.4: Quarterly 'GreatPlaces' residents' newsletters.		
Officer: MP	Deadline: April, July and October 2008 and January 2009	On track:

Action 7.5: 2 pa threesixty stakeholder magazines.		
Officer: KA/MP	Deadline: May and September/October 2008	On track:
Action 7.6: Regular updates to MPs, Councillors and other audiences on projects in their areas.		
Officer: AM/MP	Deadline: ONGOING	On track:
Action 7.7: Proactive dialogue with the media including National Pathfinder work.		
Officer: MP	Deadline: ONGOING	On track:
Progress Report: Positive Radio Newcastle interview with Head of Research and Strategy about improvements in Bensham and Saltwell. Resident and stakeholder newsletters sent out as planned. MPs and Councillors to be sent letters from the Director with copy of Annual Report.		
Action 7.8: Website development		
Officer: Management Team/MP	Deadline: ONGOING	On track:
Progress Report: Website transferred over to new content management system and will be complete by end August. Training to follow to enable BNG officers to provide more timely updates.		

<p>Activity 8 Respect and community cohesion The Government's Respect Agenda (2005) and the specific Respect Protocol between the Government, each pathfinder and the relevant partner local authorities highlight the importance of tackling anti-social behaviour, and if not corrected, could undermine our investment in the physical nature of different neighbourhoods.</p> <p>Various research and residents' surveys indicate that fear of crime and anti-social behaviour is still an issue for the BNG area, which needs to be tackled if we are to create great places to live.</p> <p>▪ Contribute to the Respect Agenda.</p> <p>Outcome: More sustainable communities.</p>

Action 8.1: Monitor the Respect Delivery Plan setting out how BNG and its partners will tackle anti-social behaviour through their interventions.		
Officer: KA	Deadline: Review assessment due June 2008; Next review September 2008	On track: June assessment = 'performing strongly'

▪ **Ensure people from different communities have the opportunity to benefit from BNG interventions and try to meet any specific housing needs in the area.**

Outcome:
 More diverse and cohesive communities.

Action 8.2:
 Ensure development plans include larger and 'flexible' homes that are capable of meeting the needs of minority communities identified in previous research.

Officer: JS	Deadline: ONGOING	On track:
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PROGRESS REPORT
 While emerging BNG Design Standards and Principles will secure flexible homes, this is already being achieved in schemes such as James Street where Home Housing propose conversion of flats to homes for sale. BNG continues to make appropriate representations to this effect when consulted on major planning applications and policies documents.

▪ **Achieve continuity of revenue support particularly for neighbourhood management to support areas through change.**

Outcome:
 Providing integrated funding solutions using all resources available to support BNG areas including Working Neighbourhoods Fund, ERDF.

Action 8.3:
 Work with LAs and other partners to secure other sources of funding/alternative solutions.

Officer: IM/JD	Deadline: March 2009	On track: GC mainstreamed funding from 2008-09. Budget tapers for NCC from 2009-10
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Action 8.4:
 Continue to lobby on Capital and Revenue issue with CLG.

Officer: IM	Deadline: March 2009	On track: CLG contacted and limited success achieved for 2008-09
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Progress Report:

8.1 – BNG has been assessed as performing strongly in terms of Respect – the only pathfinder partnership to achieve this.

8.3 – BNG is developing a Partnership Agreement that will allow partners more flexibility in managing their revenue resources to deliver agreed outcomes.

Activity 9
Alignment of Funding

Ensure the alignment of our programmes with other programmes for Housing, Economic Development, Respect and Community Cohesion.

Outcome:

More effective use of BNG and other programme resources to achieve transformational impact in communities.

Action 9.1:

Contribute to the development of the Sub Regional and Regional Strategies and research.

Officer: KA

Deadline: ONGOING

On track:

Action 9.2:

Working with the Local Authorities, Regional Housing Board and Housing Corporation (and Decent Homes) to ensure the SHIP programme is aligned with BNG.

Officer: Management Team

Deadline:

On track:

Action: 9.3

Contribute to the RES action plan and encourage complementary economic development investment eg skills development and tackling worklessness.

Officer: AM/KA

Deadline: ONGOING

On track:

Action 9.4:

Establish a process for identifying capital receipts 2008/09 and a plan for their future application.

Officer: IM

Deadline: September 2008

On track:

Progress Report:

9.1 – BNG to be on steering group for Northern Way/ONE research on Residential Futures of Tyne and Wear City Region.

9.3 – BNG response to Prosperous Places consultation submitted 16 June 2008.

9.4 – Monitoring form amended to capture capital receipts. Appraisal system identifies potential receipts. Paper to be discussed at Management Team

3. Improving our Organisational Performance

Improving our organisational performance and effectiveness is crucial to maximise the benefit of our programme and its impact on changing the places in which we work.

Activity 1

Continue the process of governance review and strengthening of Board membership.

Outcome:

Effective and efficient governance structure and decision taking.

Action 1.1:

Introduce Board induction programme.

Officer: JC/AM

Deadline:

On track:

Action 1.2:

Continue annual Board Appraisal process.

Officer: JC

Deadline:

On track:

Progress Report:

Activity 2

Develop strategic approach to value for money (VFM):

Outcome:

Better performance on vfm and efficiency, maximising use of resources to achieve greater benefit.

Action 2.1:

Deliver actions contained within vfm efficiency wheel.

Officer: Management Team

Deadline: March 2009

On track:

Action 2.2:

Prepare for Audit Commission review and National Evaluation of value for money.

Officer: IM

Deadline: September 2008

On track:

Review and update efficiency plan 2006/08		
Action 2.3: Work with partners to review the existing efficiency plan and seek further opportunities to demonstrate efficiency gains.		
Officer: IM	Deadline: March 2009	On track:
Progress Report:		
Action 2.4: Partnership Agreement		
Officer: JD	Deadline: September 2008	On track:
Progress Report: 2.1 – Model developed and populated. Regular updates to Management Team 2.2 – Presentations to PIT and Delivery Team. Evidence being collected. 2.3 – Efficiency model presented to PIT and PMG. Will need to be closely monitored and efficiency gains captured. 2.4 – Further discussions are being held with the partners signing up to the Partnership Agreement. Completion is expected by September 2008.		

Activity 3 Develop bespoke performance management framework for BNG:		
Implement new performance management framework		
Outcome: Improved decision making, management information flow and more focus on risk management in decision making.		
Action 3.1: Implement new performance management framework		
Officer: JD	Deadline: March 2008	On track:
Progress Report: A performance management framework has been agreed by the Project Appraisal Panel. Performance Management Reports are being prepared in line with this document. An evaluation of the 2007/08 investment programme is underway. In addition to this key project milestones are now being monitored to assist in end of year forecasting.		

Improve risk management		
Outcome: Improved identification and management of strategic risks.		
Action 3.2: Review and update strategic risk register on a 6-monthly basis. Hold strategic risk workshop in September/October.		
Officer: IM	Deadline: October 2008	On track:
Progress Report: 3.2 - Risk register reviewed in March 2008. Strategic risks to be reassessed at workshop in September/October		

Activity 4: Employee Development		
Action 4.1: Become IIP accredited.		
Officer: IM	Deadline: March 2009	On track:
Outcome: More effective core team.		
Action 4.2: Determine training requirements of team including development opportunities, diversity and appraisal training.		
Officer: Management Team	Deadline: September 2008	On track:
Progress Report: 4.1 - IIP considered by Management Team. Decision required as to what elements, if not all, we will adopt. 4.2 – Training requirements being determined through appraisal process.		

4. Our Programme 2008/09

An investment programme is in place for 2008/09 as part of 2008/11 Business Plan to fund key interventions that will deliver our strategic objectives for 2008/11. Action is required to monitor the progress of this programme to ensure that programme targets agreed with CLG are achieved.

We will also need to develop the forward investment programme to ensure it can respond to new opportunities and challenges.

Activity 1

Programme determined to deliver spend and outputs for 2008/09 in accordance with Deed of Variation signed by Gateshead Council, Newcastle City Council and CLG.

Outcome:

2008/09 programme delivered.

Action 1.1:

See attached programme summary and cashflow profile – Appendix 1.

Officer: JD

Deadline: March 2008

On track:

Progress Report:

An investment programme that reflects the resources available and agreed strategic priorities this in place and will deliver this year. Projects that make up this programme are being developed or are currently on site.

Activity 2

Monitor that match funding delivered in accordance with Deed of Variation.

Outcome:

Holistic programme delivered.

Action 2.1:

See attached pie chart detailing match funding requirements – Appendix 2.

Officer: IM

Deadline: March 2009

On track:

Progress Report:

2.1 – monitoring form amended to collect match funding

Activity 3 Establishment of effective management of BNG Core Team budget.		
Outcome: BNG Team successfully managed in accordance with Service Level Agreement commitments.		
Action 3.1: Monthly budget monitoring to take place.		
Officer: IM	Deadline: March 2009	On track:
Progress Report: 3.1 – Monthly report to Management Team		

Activity 4 Programme continuously monitored.		
Action 4.1: Monthly meetings of Programme Management Group and regular reports to Board in accordance with revised performance management framework.		
Outcome: BNG objectives met, priorities met, programme delivered.		
Officer: JD/IM	Deadline:	On track:
Action 4.2: Effective programme management and monitoring of cashflow projection on a monthly basis.		
Outcome: Meet Deed of Variation, fulfil CLG requirements, deliver BNG programme and objectives.		
Officer: IM	Deadline: March 2009	On track: Deed of Variation not yet received from CLG
Progress Report: 4.1/4.2 – regular reports to PMG, PAP and Board.		

Activity 5 Partnership Agreement continuously monitored.		
Outcome: Delivery of BNG's objectives and programme.		
Action 5.1: Six monthly reports to Partnership Improvement Team.		
Officer: JD	Deadline: March 2008	On track:
Progress Report: Once terms of the Partnership Agreement have been agreed, reports outlining progress against the outcomes. These reports will then be circulated to BNG Board highlighting any areas for action.		

Activity 6 Deliver agreed CLG programme targets.		
Outcome: Delivery of investment programme to achieve the vision for BNG.		
Action 6.1: Facilitate the construction of 50 homes		
Action 6.2: Construct 150 homes		
Action 6.3: Demolish 330 properties		
Action 6.4: Acquire 125 properties		
Action 6.5: Refurbish 720 homes		
Officer: JD	Deadline: March 2008	On track:
Progress Report: Projects are in place that when delivered will achieve the output targets outlined above. However, there is a clear risk that BNG will not deliver 150 new homes this year. The output numbers that are included within the final deed of variation may be revised to reflect a reduced new build number. This information will then be updated in the next presentation of this document.		

5. Our Priorities

Planning for the future – it is essential to maintain a clear, accurate vision and plan for the future to demonstrate to Government, our Partners and Communities that BNG will bring forward successful Housing Market Renewal and in time, growth.

Activity 1:
Continue productive review of our Forward Strategy.

Action 1.1:
 Advisory Group to identify and review key developments / proposals for our operating environment and places.

Outcome:
 Progress towards the delivery of our 'Changing Place' document and Business Plan.

Officer: KA

Deadline: ONGOING

On track:

Progress Report: Advisory Group discussed and advised on the approaches to strategy formulation and delivery for Deckham and Byker on 25 April.

Activity 2:
Publish Annual Report.

Outcome:
 Clear statement of what has been achieved 2008/09.

Action 2.1:
 Agree format and content.

Action 2.2:
 Publish report.

Officer: KA/MP

Deadline: 14 July 2008

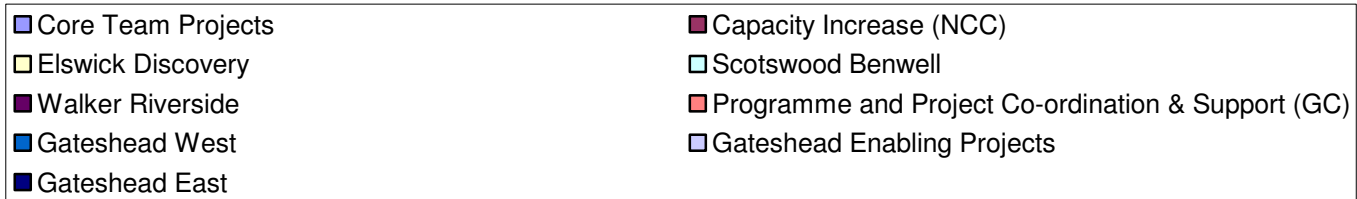
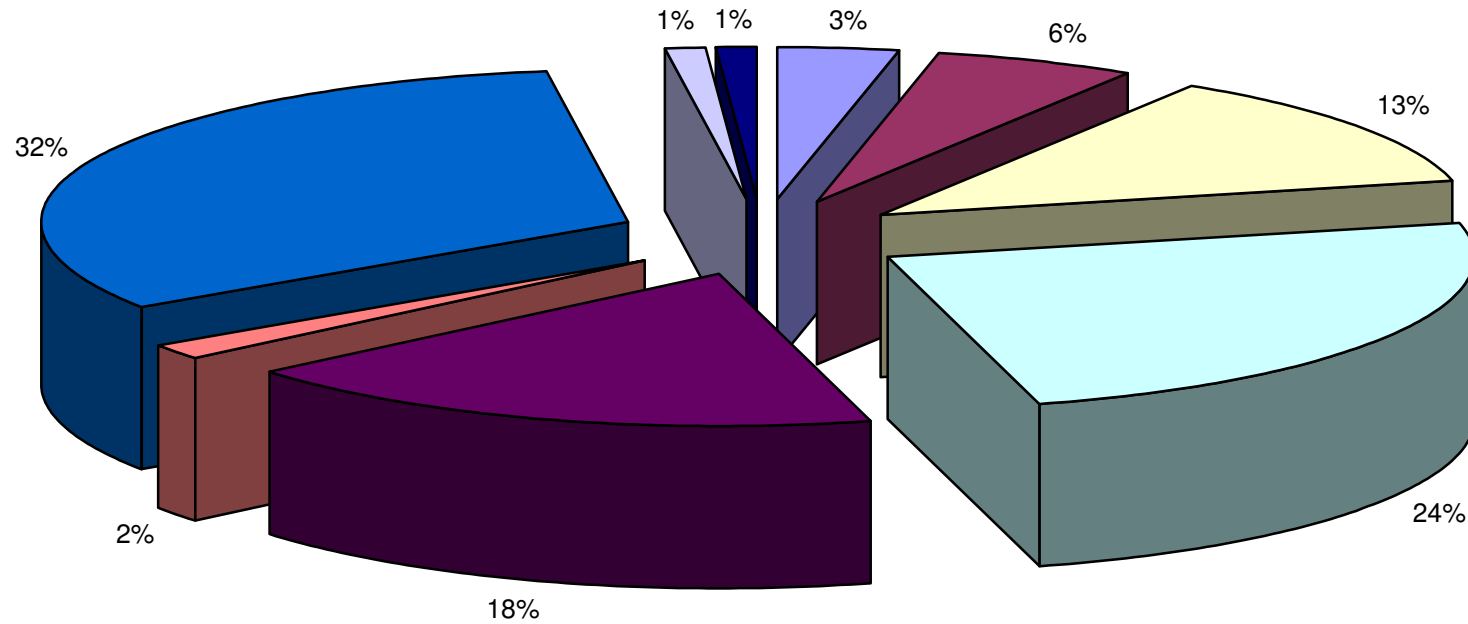
On track:

Progress Report: Content and format agreed at May Board meeting. Document to be submitted to CLG 14 July. Statement of grant usage submitted 16 June 2008.

Activity 3: Transfer to HaCA.		
Outcome: Transitional arrangements in place to transfer smoothly to Homes and Communities Agency (HaCA).		
Action 3.1: Participate and influence transfer from CLG to HaCA.		
Officer: AM	Deadline: March 2009	On track:
Progress Report:		

Activity 4: Deliver Growth Points strategy.		
Outcome: Through linking growth to renewal, secure the sustainable and transformational change of NewcastleGateshead.		
Action 4.1: Contribute towards development of Delivery Plan.		
Officer: KA	Deadline: See activity 3 - our operating environment	On track:
Action 4.2: Agree further actions for delivery.		
Officer: AM/KA	Deadline: as above	On track:
Progress Report:		

BNG Programme 2008-09

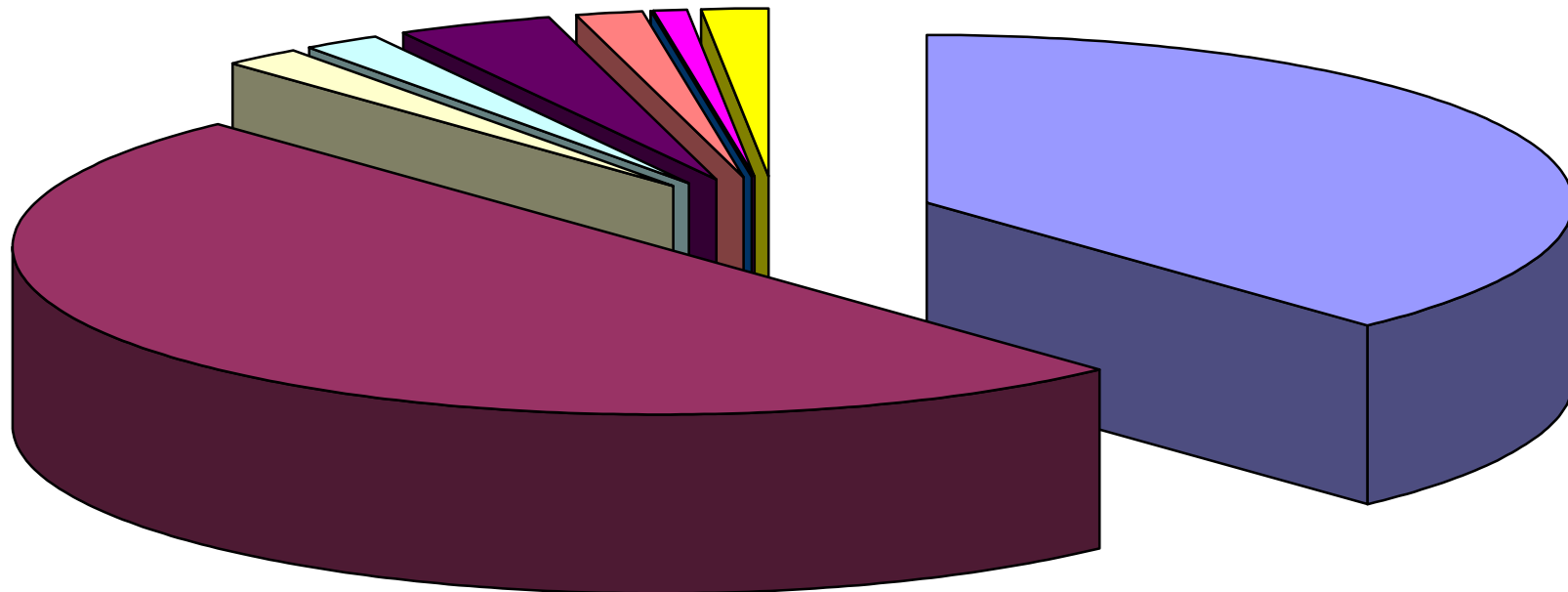













Draft BNG Programme 2008-09

Strategic Intervention Area	£000s
Core Team Projects	1,111
Capacity Increase (NCC)	1,883
Elswick Discovery	4,283
Scotswood Benwell	8,277
Walker Riverside	6,189
Programme and Project Co-ordination & Support (GC)	521
Gateshead West	10,943
Gateshead Enabling Projects	454
Gateshead East	339
	34,000

Draft Programme 2008-09	£000s
HMR	34,000
Private Sector	44,592
Housing Corporation	1,735
SHIP	1,770
English Partnerships	3,500
New Deal for Communities	1,479
Newcastle City Council	108
Area Based Grant	15
RSLs	15
DEFRA	670
One North East	1,460
	89,344

Total Programme 2008-09



 HMR	 Private Sector	 Housing Corporation	 SHIP
 English Partnerships	 New Deal for Communities	 Newcastle City Council	 Area Based Grant
 RSLs	 DEFRA	 One North East	

