

Use of Resources Summaries	Bridging Newcastle Gateshead	Manchester Salford Partnership	Renew North Staffs	Partners in Action	New Heartlands
	Performing Well	Performing Strongly	Performing Strongly	Performing Strongly	Performing Well
Strengths	<p>An evidenced based approach to targeting of HMR resources on spatial and thematic priorities, and appropriate challenge at appraisal panel and board level.</p> <ul style="list-style-type: none"> • Sound approaches to financial and performance monitoring, programme and risk management. • Some good achievements in respect of cost savings. • Appropriate input to decision making at a strategic and project level by key partners and agencies, including English Partnerships (EP) and the Housing Corporation. • Strong alignment, including with the new growth point programme. • Some good achievements in respect of sustainability and a developing strategic understanding of sustainable development issues. 	<p>Finances are targeted at strategic priorities based on extensive housing market intelligence.</p> <ul style="list-style-type: none"> • Robust use of options appraisal including effective challenge through the sub committees and sounding board. • Strong risk management and effective financial and performance monitoring. • Strong partnership working including effective governance arrangements, enabling strategic partners such as English Partnerships and the Housing Corporation to inform key decisions. • Synergy between HMR objectives and national, regional and local strategies across the pathfinder including the recent growth bid. • Effective procurement arrangements, such as framework agreements are producing added value such as local supply chains and local labour training. • A coordinated approach to asset management and the use of capital receipts. 	<p>Market renewal strategies are closely aligned with local and regional strategies.</p> <ul style="list-style-type: none"> • Interventions are directed into areas of greatest need and where they will have the greatest impact. • Good use of options appraisal as a tool for making informed investment decisions. • An efficiency plan with targets for savings is in place, and an efficiency group has been established to identify efficiency savings across the wider regeneration partnership. • Investment programme has been agreed with key agencies such as local authorities, English Partnerships and the Housing Corporation. • Alignment with developing complementary economic regeneration initiatives. • Finances and risk are managed in an effective manner. 	<p>An established market intelligence programme informs strategic decisions and appraisal processes.</p> <ul style="list-style-type: none"> • Robust appraisal processes are in place which include consideration of revenue implications, and the delivery programme is regularly reviewed. • Effective risk management and financial controls are in place. • The strategy is well aligned with national and regional agendas, including growth and renewal. • An integrated financial plan which incorporates English Partnerships and Housing Corporation finances. • Good achievements in respect of sustainable development. • Proactive review of board arrangements and staffing and skills requirements. 	<p>A comprehensive approach to options appraisal</p> <ul style="list-style-type: none"> • Strong alignment between current regional and local strategies and the market renewal strategy • Robust approach to devising, monitoring and evaluating its programme of interventions • Appropriate procurement arrangements are in place to enable effective delivery of plans • Comprehensive and detailed market intelligence supports intervention plans • Effective and appropriate input to strategic decisions and monitoring by key partners including English Partnerships and the Housing Corporation • Successful working with partners to attract additional investment
Areas for Improvement	<p>Further development of the efficiency model to include time bound measurable targets for improving efficiency, including targets for cash savings.</p> <ul style="list-style-type: none"> • Refining the existing approach to scoring options for project appraisals to provide clear reasoning behind selection of preferred options. • Continuing to pursue opportunities for improving efficiency through joint procurement and partnering approaches. 	<p>Developing the existing good practice into an overall strategic approach to value for money, including an enhanced approach to benchmarking.</p>	<p>Developing a more comprehensive approach to benchmarking costs.</p>	<p>Expanding the approach to benchmarking costs, and ensuring that information on assets is fully recorded.</p>	<p>The HMR programme is not fully aligned with the developing Growth Point initiative.</p> <ul style="list-style-type: none"> • Costs have not been fully benchmarked and a strategic approach to securing planned efficiencies across the HMR area has yet to be developed. • Actual and potential capital receipts are not fully reported.

	Transform South Yorkshire	Elevate East Lancs	Gateway Hull	Urban Living	Tees Valley Living
	Performing Adequately	Performing Well	Performing Well	Performing Adequately	Performing Adequately
Strengths	<p>The programme of interventions is aligned to its strategic priorities, and to wider sub regional and regional regeneration strategies</p> <ul style="list-style-type: none"> • A continuing focus on high quality design • Robust risk management and effective financial systems and controls are in place • A variety of procurement arrangements and good use of options appraisal • Strong formal and informal partnerships with key players including English Partnerships and the Housing Corporation. 	<p>A sound and improving approach to ensuring spend is targeted at delivery of strategic priorities.</p> <ul style="list-style-type: none"> • Appropriate use of options appraisal at various levels and robust project appraisal systems, with effective challenge of projects by the pathfinder. • A well developed approach to financial and performance monitoring, enabling delivery issues to be identified at an early stage and responses formulated. • Representation of key partners and agencies including English Partnerships (EP) and the Housing Corporation at various levels, including on the board and governing body. • A good approach to design quality and sustainability. • Proactive advocacy and influencing role, helping to raise the capacity of delivery partners, alongside developing the pathfinder core team. 	<p>Comprehensive and detailed market intelligence supports intervention plans.</p> <ul style="list-style-type: none"> • A sound approach to financial and performance monitoring, and risk management. • Contracts have been let in a modern manner using partnering arrangements. • An efficiency plan has been agreed and some savings made. • Strong alignment between regional and local strategies, and the market renewal strategy. • An investment programme agreed with key agencies such as local authorities, English Partnerships and the Housing Corporation. 	<p>The programme of interventions is aligned to its strategic priorities, and robust risk management and effective systems and controls are in place.</p> <ul style="list-style-type: none"> • A strategic commissioning approach for projects has been adopted, and there is good use of options appraisal. • A high degree of emphasis upon design quality. • Strong formal and informal partnerships with key players including English Partnerships and the Housing Corporation. • Systems are in place to make efficient use of the assets. 	<p>Targeted investment within priority areas where market weakness is most pronounced.</p> <ul style="list-style-type: none"> • A sound approach to financial and performance monitoring and good systems of internal control. • Strong support from English Partnerships (EP), the Housing Corporation, Government Office for the North East and the Regional Development Agency. • Good alignment with existing initiatives and funding streams. • A strong track record of partnership working within the sub-region, and developing prospects for complementarity with growth point proposals.
Areas for Improvement	<p>Developing its efficiency plan into a wider value for money strategy.</p> <ul style="list-style-type: none"> • Ensuring the diverse needs and aspirations are identified for each intervention scheme, and that the impact of its plans for all sections of the community are assessed. • Assessing the robustness of the output figures reported by the local authorities. • Strengthening the approach to benchmarking costs and sharing good practice within the sub region and among other pathfinders. • Reviewing its costs and the capacity in the pathfinder and among partners to deliver the wider sub regional plans for regeneration. 	<p>Producing a comprehensive efficiency plan which includes time-bound targets for cash savings across a range of activity.</p> <ul style="list-style-type: none"> • Continuing to pursue opportunities for improving efficiency through joint procurement and partnering approaches. • Increasing levels of private sector investment and further developing a strategic approach to maximising the value of capital receipts. 	<p>Developing a strategic approach to value for money, including a more proactive approach to identifying and securing efficiencies.</p> <ul style="list-style-type: none"> • Enhancing monitoring arrangements for specialist services provided by Hull City Council against agreed service level agreements. • Improving the approach to benchmarking costs. 	<p>Developing a formal efficiency plan and value for money strategy.</p> <ul style="list-style-type: none"> • Collecting robust information on public and private sector leverage. • Ensuring communities are appropriately consulted on plans and proposals on an ongoing basis. • Strengthening the approach to benchmarking costs. • Reviewing ongoing use of high levels of interim staff and consultants. 	<p>Enhancing the overall approach to project appraisal, including an increased focus on outcomes and more robust challenge of deliverability.</p> <ul style="list-style-type: none"> • Developing a wide-ranging efficiency plan with targets for savings, and proactively considering opportunities for joint procurement and partnering arrangements. • Establishing a protocol for use of capital receipts, and developing consistent mechanisms for reporting and managing risk. • Reviewing and if necessary bolstering the capacity of the partnership to develop and manage the programme.