

Bridging NewcastleGateshead Service Level Agreement 2008-11

Purpose

- To specify the functions to be carried out by each of the partners for the continued partnership working of Bridging NewcastleGateshead (BNG and its partner Local Authorities – Newcastle City Council and Gateshead Council).
- To specify the amount of revenue funding available to each partner for these three years.
- To allow delivery partners greater flexibility to manage staffing resources provided through BNG to deliver the outcomes identified in this document.
- To ensure a clearer understanding of the delivery of key outcomes by all partners that are central to the continued operation of the partnership.
- To establish a formal process for reviewing and improving the way in which the partnership operates.

Underlying Principles of Behaviour

In addition to the specific outcomes set out below all partners are expected to:

- Understand the strategy and investment programme for 2008-11
- Engage positively and constructively with the partnership
- Treat colleagues with courtesy and respect
- Promote the partnership positively to partners
- Take responsibility for the success of the partnership
- Understand the importance of their role within the partnership

Strategic Objectives of the Service Level Agreement

This document will aid the delivery of BNG's objectives in the period 2008-11:

- To continue our programme of innovative funding and delivery through the creation of joint venture investment vehicles to add value to public investment, increase the impact of capital receipts and use of assets, and realise procurement cost savings.
- To sustain our track record of community engagement in the major changes making the urban core more attractive, offering more choice and diversity of homes and tenure, giving people a voice in developing the quality of their environment and raising ambitions and aspirations.
- To secure even stronger integration of local investment and service delivery with partner local authorities, private and social sector partners and local people to create attractive, affordable and sustainable neighbourhoods.
- To further develop our track record through effective place making.

How the Document Works

In the first instance this document will be agreed by BNG Board.

It will be reviewed bi-annually by the Partnership Improvement Team through detailed theme reports prepared by the reporting officer from which a summary report will then be prepared for BNG Board.

Where performance issues arise that cannot wait for the timetabled six-monthly review for a response, these will be considered by a specific report tabled at the closest Partnership Improvement Team meeting.

Responsibility for monitoring and reporting against that performance management criteria set out in this document rests with the officers identified in the table below. The officer will table the report with their respective workstream to ensure a cohesive approach across the partnership.

The document will be formally reviewed on an annual basis by the Partnership Improvement Team. Deficiencies identified sooner than this will be reviewed by a paper to the Partnership Improvement Team and then and variations being endorsed by BNG Board.

Targets

The following outputs will be delivered.

<i>OUTPUT MEASURE</i>	2008-09		2009-10 (tbc)		2010-11 (tbc)		TOTALS (tbc)	
	<i>HMR</i>	<i>Match</i>	<i>HMR</i>	<i>Match</i>	<i>HMR</i>	<i>Match</i>	<i>HMR</i>	<i>Match</i>
Homes constructed or converted:	160	50	200	100	220	130	580	280
of which private housing	135	40	180	90	200	120	515	250
of which social housing	25	10	20	10	20	10	65	30
Homes refurbished, repaired or otherwise improved:	720	0	730	0	910	0	2360	0
of which private housing	620	0	680	0	910	0	2210	0
of which social housing	100	0	50	0	0	0	150	0
Properties acquired for pathfinder purposes:	110	0	130	0	105	0	345	0
of which private housing	105	0	125	0	105	0	335	0
of which social housing	5	0	5	0	0	0	10	0
of which commercial properties	0	0	0	0	0	0	0	0
Land acquired for pathfinder purposes (in hectares)	0	0	0	0	0	0	0	0
Properties and homes demolished:	230	0	320	0	210	0	760	0
of which private housing	140	0	270	0	170	0	580	0
of which social housing	90	0	50	0	40	0	180	0
of which commercial properties	0	0	0	0	0	0	0	0

Warranted Match Funding (

In accordance with the Deed of Variation each participating Authority warrants that the following amounts are committed as match funding to the programme:

Gateshead Council £Xm
Newcastle City Council £Xm

High Profile Projects

There are a number of projects within the existing investment programme for 2008-11 that can be classed as high profile, these are:

- Scotswood EXPO
- Cruddas Park
- Gateshead Strategic Procurement
- Bensham and Saltwell

- Walker Riverside new build

A performance management framework exists for projects funded through BNG, but this alone is not proportionate to the value, public profile or risk of these projects.

A detailed report for each project will be produced and updated on a monthly basis outlining progress against key milestones. This will include the project development phase where a substantial amount of risk exists. This will be available as an information item to all relevant meetings including Programme Management Group, Executive Management Team, Appraisal Panel, BNG Board.

Revenue Costs - 2008 - 11

The table below shows HMR allocation for the period 2008-11 along with the revenue element. CLG is minded to award 90% of the funding allocated for 2009-10 and 2010-11. The balance plus or minus 10% is subject to confirmation and will depend on progress made on the scheme towards meeting its targets, work with HCA and market conditions.

	Capital	Revenue	Total
2008-09	£ 31.35m	£ 2.61m	£ 34m
2009-10	£ 29.5m	£ 2.5m	£ 32m
2010-11	£ 26.5m	£ 2.5m	£ 29m

This SLA excludes projects that are revenue funded eg Private Rented Projects through HMR.

Themes, Roles and Management of the SLA

THEMES	BNG	GATESHEAD	NEWCASTLE	PERFORMANCE MANAGEMENT CRITERIA	THEME REPORTING OFFICER AND GROUP
Leadership	<ul style="list-style-type: none"> • High profile Chair to represent BNG nationally • Manage BNG Board • Manage BNG Board sub-groups • Relationship with CLG, Audit Commission, CABE, National Audit Office, Homes and Communities Agency • Work with other pathfinders to promote national awareness • Manage cross-boundary working • Independent challenge • Evidence based approach • Focal point for sub-regional activity • Raising political awareness • Strategic risk management • Provide annual report • Detailed overview of high profile projects 	<ul style="list-style-type: none"> • Board membership, Senior Officer and Executive Member to link into decision making at a senior level within the local authority • Development of Area Regeneration strategies • Strategic alignment • Champion high profile projects 	<ul style="list-style-type: none"> • Board membership, Senior Officer and Executive Member to link into decision making at a senior level within the local authority • Development of Area Regeneration strategies • Strategic alignment • Champion high profile projects 	<ul style="list-style-type: none"> • Attendance at Board by LA nominees • Executive team meetings planned and recorded • Board appraisals complete by BNG Chair • High profile 'champions' identified for major and other complicated projects • Publication of Annual report • Set out approach to major emerging issues set out by Advisory Group and Appraisal Panel 	<ul style="list-style-type: none"> • AM and executive management group
Research	<ul style="list-style-type: none"> • Lead on the Housing Market Intelligence Model and coordinate the vitality indices to clarify and present changes in the BNG market • Determine, manage and 	<ul style="list-style-type: none"> • Gathering and acquiring data to monitor performance of the housing market including progress towards programme outcomes. • Updating and production of VI and GENIE. • Provision of ad hoc analysis to allow deeper understanding of housing market and evaluation of outcomes. • Support and information will be provided to the BNG core team as required. • Lead on LA research such as 	<ul style="list-style-type: none"> • Gathering and acquiring data to monitor performance of the housing market including progress towards programme outcomes. • Updating and production of VI and NNIS. • Provision of ad hoc analysis to allow deeper understanding of housing market and evaluation of outcomes. • Support and information will be provided to the BNG core team as required. • Lead on LA research such as 	<ul style="list-style-type: none"> • (See appendix (x) Protocol for the HMI/VI/Monitoring data • Attendance at VI/HMI workstream • Partnership workshops on updates to HMI • Evidence of research outcomes influencing policy and delivery 	<ul style="list-style-type: none"> • KA and HMI work stream.

	<p>promote the BNG research programme</p> <ul style="list-style-type: none"> • Agree and disseminate findings and action plan from research projects • Feed findings into BNG strategy and commentary on partners' strategy 	<p>LA Housing Needs Assessments and Private Sector Stock Condition Survey.</p> <ul style="list-style-type: none"> • Feed findings into LA strategy 	<p>LA Housing Needs Assessments and Private Sector Stock Condition Survey.</p> <ul style="list-style-type: none"> • Feed findings into LA strategy 	<ul style="list-style-type: none"> • Learning events to share research outcomes • Publication of research and research results papers 	<ul style="list-style-type: none"> • KA (LAs where their research) • KA, Research projects steering groups
Strategy	<ul style="list-style-type: none"> • Prepare BNG visioning document, business plan and other cross-partnership strategic documents/policies and plans. • Setting strategic priorities • Reviewing intervention area strategy, implementation etc • Responding to national, regional and local strategy consultations • Encourage strategic alignment to underpin HMR e.g. 'Respect', employment and skills, affordability, cohesion. 	<ul style="list-style-type: none"> • Responsible for the development of masterplanning and neighbourhood planning to determine the HMR strategy in Gateshead and ensuring effective integration with Council and partner policies day to day, and to inform the update of the strategic review document. • Provision of specialist development and information support in relation to planning, housing and economic policy and implementation. • EMPLOYMENT - Embed activity and processes to target recruitment and training of local people to deliver the programme; invite BNG to relevant meetings • RESPECT – Help BNG to update the Respect Delivery Plan; continue to look for how Respect-type activity can help deliver the HMR programme 	<ul style="list-style-type: none"> • Development of Strategic Intervention Area masterplans and help determine the BNG strategy in Newcastle and ensuring effective integration with Council and partner policies day to day, and to inform the update of the strategic review document. • Provision of specialist development and information support in relation to planning, housing and economic policy and implementation. • EMPLOYMENT - Embed activity and processes to target recruitment and training of local people to deliver the programme; invite BNG to relevant meetings • RESPECT – Help BNG to update the Respect Delivery Plan; continue to look for how Respect-type activity can help deliver the HMR programme 	<ul style="list-style-type: none"> • Publication of business plan • Publication of Annual Report • Publication and update of internal Operations Plan for BNG • Improvement in resident satisfaction with area as a place to live; choice of housing • Update strategic reviews annually and gantt charts six monthly • Board approval of responses to consultation documents • EMPLOYMENT - Develop appropriate procurement processes and development clauses within competition guidelines; uphold the principles of the North East Employment Integrator. • RESPECT - Updated Respect Delivery Plan; positive assessment by Audit Commission as part of overall reviews 	<ul style="list-style-type: none"> • KA • KA • AM • KA and LA 'consultation' officers • Advisory Group overview • KA • LAs (JS & IM support) • KA, LA Respect leads

	<ul style="list-style-type: none"> • Coordinate agenda and meetings of Advisory Group • Coordinate agenda and meetings of PIT • Work with partners to develop Growth Point expression of interest, Delivery Plan and strategy • Represent BNG at Pathfinder strategy consultations, forward strategy and national evaluation meetings. 	<ul style="list-style-type: none"> • AFFORDABILITY – Continue to be active members of BNG Housing Options and Affordability Task Group/research steering group 	<ul style="list-style-type: none"> • AFFORDABILITY – Continue to be active members of BNG Housing Options and Affordability Task Group/research steering group 	<ul style="list-style-type: none"> • AFFORDABILITY – Completed research March 2009, agreed way forward • Good attendance at / project direction from Advisory Group • Agreed workplan and changes to partnership working via PIT • Successful 'bid'; Submission of NGP delivery plan • Shared outcomes across the pathfinders; inclusion of LAs in learning events etc as appropriate 	<ul style="list-style-type: none"> • KA, Task Group • KA and DU • DL and KA • AM & KA & LAs • KA
Development and Design	<ul style="list-style-type: none"> • Development of Design and Sustainable Construction Protocols for new developments for BNG Intervention Areas • Implementation of Design and Sustainable Construction Protocols on new build and refurbishment schemes where applicable. • Promote good design and sustainability in all HMR developments • To provide support to the respective Local Planning Authorities in providing 	<ul style="list-style-type: none"> • Contribution to relevant design and development workstreams • Provision of architectural, urban design and landscape design advice • Provision of property and valuation advice • Implementation of CPOs • Effective client role in project development • Pre development project management • Effective project management 	<ul style="list-style-type: none"> • Contribution to relevant design and development workstreams • Provision of architectural, urban design and landscape design advice • Provision of property and valuation advice • Implementation of CPOs • Effective client role in project development • Pre development project management • Effective project management 	<ul style="list-style-type: none"> • Agreement of Principles of Value in Design; Publication and sharing of value in Good Design • Agreement of Performance Indicators and milestones • Adoption by BNG of Design and Sustainable Construction Protocols for new developments. • Attendance and planned 	<ul style="list-style-type: none"> • JS and Design and Sustainable Construction Workstream • JS and Design and Sustainable Construction

	<p>evidence in respect of planning applications and appeals.</p> <ul style="list-style-type: none"> • Lead on Design and Sustainable Construction and direct project and research work. • To provide support to LA's in respect of any planning appeals requiring submission of evidence. • Support the local authorities in pursuit of CPO's 	<p>of key projects to ensure satisfactory delivery mechanism</p>	<p>of key projects to ensure satisfactory delivery mechanism</p>	<p>meetings for the Design and Sustainable Construction Workstream</p>	<p>Workstream</p>
<p>Communications</p>	<ul style="list-style-type: none"> • Contributing to the overarching communications and marketing group for NewcastleGateshead • Leading and co-ordinating the BNG communications and marketing group • Representing BNG on Pathfinder Communications Group. • Communicating what different partners are delivering in the BNG area to residents, partners and other stakeholders – including best practice across the partnership. • Leading on co-ordination of visits by Ministers, Senior Government Officers and other organisations which the partnership needs to 	<ul style="list-style-type: none"> • Active contributors to overall and BNG communications and marketing groups at a neighbourhood and place level • Leading on local level, place communications in consultation with BNG 	<ul style="list-style-type: none"> • Active contributors to communications and marketing group at a neighbourhood, BNG and place level • Leading on local level, place communications in consultation with BNG 	<ul style="list-style-type: none"> • Local Authority representative(s) to chair working group • Attendance at the cross partnership communications and marketing group • Dedicated communications resource in agreed priority areas • Successful visits 	<ul style="list-style-type: none"> • KA/MP & marketing and communications group • MP & BNG group • LA/delivery partner comms teams • AM/MP

	<p>influence.</p> <ul style="list-style-type: none"> • Leading on the development and publication of BNG related documents. • Actively promoting positive media coverage of the programme and monitoring positive and negative coverage 			<ul style="list-style-type: none"> • Key documents published and distributed • Production of summary of press coverage and dissemination across the partnership • Quarterly monitoring of 'tone' of media reports 	<ul style="list-style-type: none"> • MP • MP
Engagement	<ul style="list-style-type: none"> • To encourage and share good practice across the pathfinder area • To develop and update the community engagement strategy • To develop and update the community engagement toolkit and share with partners • To be active members of the pathfinder wide community engagement group 	<ul style="list-style-type: none"> • Implementation and co-ordination of stakeholder engagement activities, including community engagement and development, on behalf of the programme and provision of support to project teams. 	<ul style="list-style-type: none"> • Implementation and co-ordination of stakeholder engagement activities, including community engagement and development, on behalf of the programme and provision of support to project teams. 	<ul style="list-style-type: none"> • Community Engagement/Develop Strategy for each Area of Change • Participation in Cross Pathfinder group 	<ul style="list-style-type: none"> • MP and community engagement workstream
Programme & Delivery	<ul style="list-style-type: none"> • Setting investment programme • Programme management • Programme monitoring • Reporting performance to CLG, BNG Board and sub-groups • Project development • Project appraisal • Ownership of the Operations manual • Review, evaluation and publishing project performance • Manage Programme Management Group • Identification of complementary activity 	<ul style="list-style-type: none"> • Delivery of BNG funded projects • Providing technical advice and support on the conduct and management of procurement exercises in support of programme activities and project delivery. • Dealing with land and property issues including valuations, surveying work, land assembly programmes and property acquisitions, plus development site disposal. 	<ul style="list-style-type: none"> • Delivery of BNG funded projects • Programme Co-ordination services to co-ordinate delivery of Newcastle element of the BNG programme • Professional and technical services to support delivery including; <ul style="list-style-type: none"> • Property Services • Finance • Planning and transportation • Housing • Legal/Procurement • Co-ordination of programmes and partner contributions • Project development prior to 	<ul style="list-style-type: none"> • Delivery of agreed CLG targets • Milestones and agreed delivery dates • Satisfaction with delivery of refurbishment work • Satisfaction with information for refurbishment • Evaluation of programme outcomes 	<ul style="list-style-type: none"> • JD and PMGBNG analysis of resident satisfaction and place surveys

	<ul style="list-style-type: none"> Influencing other investment streams to align with BNG activity 	<ul style="list-style-type: none"> Procurement of appropriate consultancy support to aid the performance of any of the above functions. 	appraisal and implementation		
Finance	<ul style="list-style-type: none"> Submit claims to CLG Liaise with CLG on financial issues Prepare annual budgets Cash flows Budget monitoring Develop asset management, procurement and value for money and efficiency plans Represent BNG at pathfinder finance group Represent BNG at benchmarking group Independent valuations of land assets, gap funding requirements Set strategic direction and manage re-investment of capital receipts Lead on Audit Commission vfm reviews 	<ul style="list-style-type: none"> Responsible for interpretation and advice relating to all financial aspects of the HMR initiative, appropriate record-keeping, budgetary control of projects, monitoring of other funding and maintenance of a capital asset register. Collation and submission of grant claims Alignment with other funding streams Provide benchmarking data as required Liaison with other agencies such as Internal and External Audit. Monitor match and complementary funding 	<ul style="list-style-type: none"> Financial risk management Budget management Grant claim preparation Accountancy services Alignment with other funding streams Develop and maintain asset register Provide benchmarking data as required Monitor match and complementary funding 	<ul style="list-style-type: none"> Grant claims submitted on time % of grant allocation claimed annually Annual Reports Board Looking at reducing the total amount of revenue support required Looking to mainstream revenue activity sooner Where possible, Capitalising revenue activity associated with project delivery Considering on-going options to fill this revenue support gap. <p>The BNG revenue requirement for 2008-09 is around £ 3.5m, this means a shortfall in funding of £1m. Although the revenue requirement for future years is planned to fall away slightly as the Neighbourhood Management Projects are mainstreamed.</p> <ul style="list-style-type: none"> Statement of grant usage completed on time Deed of variation agreed and signed within timescale Positive Audit Commission reviews 	<ul style="list-style-type: none"> IMac and PMG
Performance Management/Risk	<ul style="list-style-type: none"> Setting, monitoring and reporting against the performance management framework 	<ul style="list-style-type: none"> Responsible for the monitoring of projects performance to assure the achievement of funding 	<ul style="list-style-type: none"> Strategic Intervention Area programmes and project development Performance management 	<ul style="list-style-type: none"> Publication of performance management KPI's at Project Appraisal Panel and Board 	<ul style="list-style-type: none"> JD/IMac and PMG

	<p>for the BNG investment programme</p> <ul style="list-style-type: none"> • Amending the BNG programme to ensure delivery of agreed targets • Development of risk management procedures • Developing, reviewing and reporting against the strategic risk register • Developing a detailed risk register for high profile projects • Project evaluation 	<p>agreement targets, compliance with relevant approvals and operational procedures and effective management of issues and risks.</p> <ul style="list-style-type: none"> • Strategic Intervention Area programmes and project development • Performance management • Risk management • Alignment with mainstream and other regeneration funding streams • Co-ordination of programme delivery • Strategic Intervention Area programme delivery and co-ordination of external partners • Policy development 	<ul style="list-style-type: none"> • Risk management • Alignment with mainstream and other regeneration funding streams • Co-ordination of programme delivery • Strategic Intervention Area programme delivery and co-ordination of external partners • Policy development 	<ul style="list-style-type: none"> • Completion of Programme Evaluation • Key project list 	
Accountable Body/Corporate	<p>Liaise with participating authorities on all Accountable Body functions</p>	<ul style="list-style-type: none"> • Undertaking all functions relevant to the Accountable Body role. • Corporate services to support the BNG Core Team <ul style="list-style-type: none"> ○ Human Resources ○ Payroll ○ Legal ○ Finance ○ Procurement 	<ul style="list-style-type: none"> • Accountability Body role and functions • Corporate services to support the BNG Core Team <ul style="list-style-type: none"> ○ Human Resources ○ Payroll ○ Legal ○ Finance ○ Procurement 		<p>LAs (IM support)</p>