

Bridging NewcastleGateshead (BNG) Partnership Agreement

What does a Partnership Agreement mean for BNG?

This document sets out the outcomes that are expected from the three main partners as a result of Housing Market Renewal (HMR) revenue investment, these are largely in relation to the delivery of the investment programme but are also concerned with wider, complementary activity.

Whilst this is not a legal document it is intended to formally record and manage the effective operation of the partnership.

This document will:

- 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
- Specify the amount of revenue funding available to each partner for these three years 2008 -11 (this excludes revenue activity related to the delivery of a specific project)
- Allow delivery partners greater flexibility to manage revenue resources (including staffing) provided through BNG to deliver the outcomes identified in this document
- Ensure a clearer understanding by all partners of the outcomes that are central to the continued operation of the partnership.
- Establish a formal process for reviewing and improving the way in which the partnership operates.

Key Outcomes of the Partnership Agreement

This document will aid the delivery of a number of key outcomes that are related to the delivery of the investment programme for BNG 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 ensure resources are made available support BNG's understanding of the local housing market
- To further develop our track record of effective place making.

Principles of Behaviour

Partners are expected to:

- Understand the importance of their role within the partnership
- Communicate in a timely, honest, transparent way
- Be proactive in the partnership objectives
- 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.

Governance

This document will be endorsed by both local authority partners through their respective executive arrangements, following this it will then be signed off by the BNG Board and thereafter reviewed annually by the Partnership Improvement Team.

Formal six monthly progress reports will be prepared for the Executive Management Team (Anne Mulroy, Sheila Johnson and David Slater) by the lead officer identified in the table below. The lead officer will be responsible for agreeing the progress report with the relevant work stream prior to publication.

A summary of the progress report will also be presented to the BNG Board twice a year.

Issues that arise needing immediate consideration will be submitted to the nearest Executive Management Team.

The partnership structure attached at Appendix 1 sets out the relevant groups acting within the partnership.

Output Targets 2008-09

The following outputs will be delivered.

<i>OUTPUT MEASURE</i>	2008-09	
	<i>HMR</i>	<i>Match</i>
Homes constructed or converted:	67	0
of which private housing	40	0
of which social housing	23	0
Homes refurbished, repaired or otherwise improved:	900	16
of which private housing	900	0
of which social housing	0	16
Properties acquired for pathfinder purposes:	140	0
of which private housing	0	0
of which social housing	0	0
of which commercial properties	0	0
Land acquired for pathfinder purposes (in hectares)	0.49	0
Properties and homes demolished:	400	11
of which private housing	120	0
of which social housing	280	11
of which commercial properties	0	0

Warranted Match Funding 2008-09

In accordance with the Deed of Variation each participating Authority warrants that the following amounts are committed as match funding to the programme for the year 2008-09:

Gateshead Council	£ 1,334,000
Newcastle City Council	£ 3,162,498

Output targets and warranted match funding will be refreshed on annual basis as part of a review of the programme by the Programme Management Group, and compilation of the Deed of Variation.

Revenue Costs 2008 - 11

The table below shows expected HMR allocation for the period 2008-11 along with the revenue funding element. The Department for Communities and Local Government (CLG) is minded to award the funding for 2009-10 and 2010-11 as set out in the table below. Of this, CLG is minded to award 90% of the balance plus or minus 10% of the indicative allocation. This is subject to confirmation, and will depend on progress made towards meeting its targets, work with Homes and Communities Agency (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 partnership agreement excludes projects that are revenue funded eg Private Rented Projects through HMR. It also excludes revenue activity that is associated with the delivery of a project and can therefore be capitalised.

Costs for 2008-09 within the Partnership Agreement

BNG Core Team	£ 1,150,000*
Newcastle City Council	£ 2, 000,000*
Gateshead Council	£ 357,000
Total	£ 3,507,000

*Combination of capital and revenue costs.

Partners will work together to ensure adequate resources are made available to allow for effective management, co-ordination and delivery of the BNG programme.

THEME	BNG CORE TEAM	GATESHEAD and NEWCASTLE	PERFORMANCE MANAGEMENT CRITERIA	WORKSTREAM, LEAD 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"> • 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 • Co-ordination and delivery of the investment programme by the Programme Management Group 	<ul style="list-style-type: none"> • AM and executive management group

<p>Research</p>	<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 promote the BNG research programme • Agree and disseminate findings and action plan from research projects • Feed findings into BNG strategy and commentary on partners' strategy 	<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 LA Housing Needs Assessments and Private Sector Stock Condition Survey • Feed findings into LA strategy 	<ul style="list-style-type: none"> • 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 • Learning events to share research outcomes • Publication of research and research results papers 	<ul style="list-style-type: none"> • KA and HMI work stream.
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<p>Strategy</p>	<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. • 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 	<ul style="list-style-type: none"> • Responsible for the development of masterplanning and neighbourhood planning to determine the HMR strategy and ensuring effective integration with Council and partner policies day to day, and to inform the update of the strategic review document. <p>HOUSING -</p> <ul style="list-style-type: none"> • Housing strategies to reflect and promote market renewal objectives and influence sub-regional housing strategies. • Provision of specialist development and information support in relation to planning, housing and economic policy and implementation. 	<ul style="list-style-type: none"> • Publication of business plan • 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 <p>HOUSING –</p> <ul style="list-style-type: none"> • Review and update Housing strategies • 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 	<ul style="list-style-type: none"> • KA and Advisory Group
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	<p>consultations, forward strategy and national evaluation meetings.</p>	<ul style="list-style-type: none"> • EMPLOYMENT - Embed activity and processes to target recruitment and training of local people to deliver the programme invite BNG to relevant meetings <p>ECONOMY</p> <ul style="list-style-type: none"> • Reflect the objectives of the Regional Economic Strategy RESPECT – Help BNG to update the Respect Delivery Plan; continue to look for how Respect-type activity can help deliver the HMR programme • AFFORDABILITY – Continue to be active members of BNG Housing Options and Affordability Task Group/research steering group 	<p>Audit Commission as part of overall reviews</p> <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 	
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<p>Development and Design</p>	<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 evidence in respect of planning applications and appeals. • 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 	<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 of key projects to ensure satisfactory delivery mechanism 	<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 meetings for the Design and Sustainable Construction Workstream 	<ul style="list-style-type: none"> • JS and Design and Sustainable Construction Workstream
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	<p>submission of evidence.</p> <ul style="list-style-type: none"> • Support the local authorities in pursuit of CPO's 			
Communications	<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 influence. 	<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"> • 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 • 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"> • KA & marketing and communications group

	<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 			
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 • Developing best practice with key partners and stakeholders 	<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 • Influencing other investment streams to align with BNG activity 	<ul style="list-style-type: none"> • Delivery of BNG funded projects • Contribution to PMG to ensure delivery of investment programme • 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. • Co-ordination of programmes and partner contributions • Project development prior to appraisal and implementation 	<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 PMG targets
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		<ul style="list-style-type: none"> • Procurement of appropriate consultancy support to aid the performance of any of the above functions. 		
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 	<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"> • 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. • Statement of grant usage completed on time • Deed of variation 	<ul style="list-style-type: none"> • IMac and PMG

	Commission vfm reviews		<p>agreed and signed within timescale</p> <ul style="list-style-type: none"> • Positive Audit Commission reviews 	
Performance and Risk Management	<ul style="list-style-type: none"> • Setting, monitoring and reporting against the performance management framework for the BNG investment programme • 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 	<ul style="list-style-type: none"> • Responsible for the monitoring of projects performance to assure the achievement of funding agreement targets, compliance with relevant approvals and operational procedures and effective management of issues and risks. • 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 	<ul style="list-style-type: none"> • Publication of performance management KPI's at Project Appraisal Panel and Board • Completion of programme Evaluation • Key project list 	<ul style="list-style-type: none"> • JD/IMac and PMG

		<p>Area programme delivery and co-ordination of external partners</p> <ul style="list-style-type: none"> • Policy development 		
Accountable Body	<ul style="list-style-type: none"> • Liaise with participating authorities on all Accountable Body functions 	<ul style="list-style-type: none"> • Undertaking all functions relevant to the Accountable Body role. • Corporate services to support the BNG Core Team • Finance • Procurement 		LW and PMG
Corporate Services	<ul style="list-style-type: none"> • Services provided by NCC as the employer to support BNG core team 	<ul style="list-style-type: none"> • Human Resources • Payroll • Legal 		PW