

# **QUARTER 2 BUSINESS PLAN 'CREATING GREAT PLACES TO LIVE'**

## **ACTIVITIES, ACTIONS AND PLANNED OUTCOMES**

**This document describes the activities,  
actions and planned outcomes in  
2009/10 to achieve the Vision and  
Strategic Objectives set out in our  
Business Plan 2008-11**



## **WORKING PRIORITIES 2009/10**

**This document sets out under five key headings BNG working priorities for 2009/10:-**

- 1. Our Operating Environment**
- 2. Our Places**
- 3. Improving Organisational Performance**
- 4. Our Programme 2009/10**
- 5. Our Priorities**

## 1. Our Operating Environment

**Many external factors and changes will affect our ability to maintain delivery of our programme and ambitions. 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.**

**The severity of market change will lead to changes in programmes but the long term aims of the Business Plan will need to be monitored.**

**Locally we need to further improve partnership working and performance to achieve maximum results and develop a creative attitude to achieving results in our areas. We need to ensure that our plans for renewal and growth develop further and that we play our part in the emerging work on housing in the Tyne and Wear City Region MAA.**

### Activity 1:

#### Gateshead and Newcastle 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

**On track:**

#### Action 1.2:

Build on existing relationship with the local strategic partnerships and Tyne and Wear Housing Partnership.

**Officer:** AM/KA

**Deadline:** ONGOING

**On track:**

#### Action 1.3:

Securing a key role for BNG in the development of the housing element of the Tyne and Wear City Region MAA, utilising our track record for partnership working and strategy co-ordination and the Northern Way's Residential Futures research.

**Officer:** AM/KA

**Deadline:**

**On track:**

**Progress Report:** Report made to the Gateshead and Newcastle Partnership 5 October. Working arrangements between sister companies need to be established. Comments on 1NG masterplan and membership of Urban Core Management Group confirmed – further draft of 1Plan awaited. Active involvement in TWHP and LSPs. Joint Management Team meeting scheduled with TWCR.

<p><b>Activity 2: Homes and Communities Agency (HCA): The new Agency is now established and includes Housing Market Renewal and Growth programmes.</b></p>		
<p><b>Outcome</b> Continued support and investment for the regeneration of NewcastleGateshead. Considered response to potential new ways of working, building on existing arrangements and creating more sustainable housing for communities.</p>		
<p><b>Action 2.1:</b> Continue to work closely with the Homes and Communities Agency (HACA) to promote BNG track record as partnership organisation and influence future relationships and investment. Respond to the revised staffing structure scheduled for Summer 2009 by establishing regular programme of meetings for 2009/10.</p>		
<b>Officer:</b> AM	<b>Deadline:</b> September 2009	<b>On track:</b>
<p><b>Action 2.2</b> Look for opportunity to influence the future use of HMR and Growth funds to achieve greater investment in regeneration in NewcastleGateshead to complement other funding streams and prepare sites for upturn in the market.</p>		
<b>Officer:</b> AM	<b>Deadline:</b> Ongoing	<b>On track:</b>
<p><b>Action 2.3:</b> Progress work that are conditions of Growth Fund including 'water' and green infrastructure studies, air quality and transport modelling.</p>		
<b>Officer:</b> KA/JD	<b>Deadline:</b> Summer 2010	<b>On track:</b>
<p><b>Action 2.4:</b> Revise Governance for BNG to include Renewal and Growth extending geographic remit of BNG to whole of NewcastleGateshead.</p>		
<b>Officer:</b> AM	<b>Deadline:</b>	<b>Complete</b>
<p><b>Progress Report:</b> Progress 2008/09 Growth Fund secured; later reduction of £1.1m capital in 2010-11, bringing total investment to £3.679m - pro rata for all NGPs. Procurement of studies that meet conditions of growth is complete. Excellent feedback from GONE and others about quality of submission. Positive relationship with HCA. Interim meeting structure with HCA agreed to be developed when HCA staff structure in place. Conditions of funding for Growth – studies on track – work in progress. Funding for strategic flood risk assessment, surface water management plan, water cycle study and green infrastructure has been approved. Governance agreed by Board in May 2009.</p>		

<b>Activity 3:</b> <b>Local Housing Company / Joint Venture Gateshead / Future new Delivery Models</b>		
<b>Outcome:</b> Potential new method for delivery of Growth and Renewal.		
<b>Action 3.1:</b> Continue to support / contribute to the delivery of Affordable Housing / maximise investment.		
<b>Officer:</b> AM	<b>Deadline:</b> Ongoing	<b>On track:</b>
<b>Progress Report:</b> Scotswood will form the heart of the first LHC for Newcastle. BIG Gateshead, the JV, currently in procurement. Further work on future potential new models to be explored.		

<b>Activity 4:</b> <b>Partnership Working:</b> <b>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.</b>		
<b>Outcome</b> Efficient and effective working arrangements across the partnership.		
<b>Action 4.1:</b> Draft Efficiency Plan approved by Board. Efficiency Champion appointed. Efficiency Working Group established. Additional Efficiency Targets identified.		
<b>Officer:</b> IM	<b>Deadline:</b> May 2009	<b>On track:</b>
<b>Action 4.2:</b> 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.		
<b>Officer:</b> DL	<b>Deadline:</b> June 2009	<b>On track:</b>
<b>Action 4.3:</b> Carry out resources review to ensure we are 'fit for purpose' for Renewal and Growth and make any necessary changes to the Partnership Agreement.		
<b>Officer:</b> AM/JD	<b>Deadline:</b> October 2009	<b>On track:</b>
<b>Progress Report:</b> Ekosgen appointed – work scheduled for completion end of November. Baseline report received, thematic review ongoing.		

<p><b>Activity 5:</b> <b>Develop our work on Promotion of Place and continue to develop our communications within BNG and also with our key partners, influencers and residents.</b></p>		
<p><b>Outcome:</b> To develop a clear neighbourhood vision and maximise residents' and stakeholders' understanding as well as opportunities to influence our work.</p>		
<p><b>Action 5.1:</b> Establish Residents' Panel as part of BNG Governance and to enable residents to influence the Partnership's forward strategy. Community Engagement Event in 2009 to promote best practice across Pathfinder area.</p>		
<b>Officer:</b> KA/MP	<b>Deadline:</b> April 2009	<b>Complete</b>
<p><b>Action 5.2:</b> Promote the results of our research via the 'results' papers, events etc.</p>		
<b>Officer:</b> KA	<b>Deadline:</b> As research completed	<b>On track:</b>
<p><b>Action 5.3:</b> Publish "three sixty" stakeholder magazine twice a year and develop e-magazine in intervening quarters.</p>		
<b>Officer:</b> KA/MP	<b>Deadline:</b> 6-monthly	<b>On track:</b>
<p><b>Action 5.4</b> More proactive monitoring of community engagement activity at local level to ensure residents kept up to date in current market – to be considered by CE Strategic Support Group.</p>		
<b>Officer:</b> MP/JT	<b>Deadline:</b> ongoing	<b>On track:</b>
<p><b>Progress Report:</b> 2009 event on 9 July organised on theme of maintaining resident confidence (approx 50 officers and partners attended). Hull officers return visit in September and findings from event workshops will be discussed at Community Engagement Management Strategic Support Group to ensure we continue to deliver effective community engagement. Internal discussions to take place around monitoring marketing, comms and community engagement. "Three sixty" published in June 2009, included Renewal and Growth and current market conditions – next publication planned for March 2010 – pre election.</p>		

<b>Activity 6: Develop learning opportunities within and across Pathfinders</b>		
<b>Outcome:</b> To promote excellence in our organisation and with other HMR Pathfinders.		
<b>Action 6.1:</b> Continued contribution to Audit Commission Learning Events, Forward Strategy meetings, Communication Group, Directors' Forum, Finance Forum.		
<b>Officer:</b> Management Team	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Action 6.2:</b> Visits to Pathfinders and other agencies and developments to share information and best practice and feed back to our partners.		
<b>Officer:</b> Management Team	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Action 6.3:</b> Set up Community Development course / qualification for Residents' Panel members and relevant officers.		
<b>Officer:</b> MP	<b>Deadline:</b> October 2009	<b>Complete</b>
<b>Progress Report:</b> BNG contributed to National Pathfinder Event in October – Value in Design and Housing Solutions. Resident Panel and officers have completed Community Development Course; awards ceremony to be arranged for early 2010.		

<b>Activity 7: Update Terms of Reference for Advisory Group and Appraisal Panel and carry out review of Governance and improvement of sub groups and workstreams to ensure fit for purpose for Renewal and Growth</b>		
<b>Outcome:</b> To ensure we act on the best advice, critique and challenge to our activities and encourage a more 'joined up' approach to regeneration.		
<b>Action 7.1:</b> Complete review of Governance		
<b>Officer:</b> AM	<b>Deadline:</b>	<b>Complete</b>

<b>Action 7.2:</b> 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.		
<b>Officer:</b> KA/JD	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Action 7.3:</b> 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 through strategic review process and other opportunities.		
<b>Officer:</b> AM/KA	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Action 7.4:</b> Review officer working arrangements across BNG to ensure they are fit for purpose.		
<b>Officer:</b> JD	<b>Deadline:</b> June 2009	<b>On track:</b>
<b>Progress Report:</b> Advisory Group has completed latest round of review updates of each place. New HCA requirements around employment and skills will require enhanced effort around 7.3. New Performance Management Framework received from HCA. The membership of the Appraisal Panel has been widened to include regional HCA representation and financial appraisal and legal expertise.		

<b>Activity 8:</b> <b>Develop an Influencing Plan to ensure key stakeholders and influencers are kept up to date of our progress.</b>		
<b>Outcome:</b>		
<b>Action 8.1:</b> Develop initial plan.		
<b>Officer:</b> KA/MP	<b>Deadline:</b> May 2009	<b>Complete</b>
<b>Action 8.2:</b> Update plan to reflect changing environment, opportunities and challenges.		
<b>Officer:</b>	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Progress Report:</b> Influencing strategy developed and continuously reviewed and considered by Management Team.		

## 2. Our Places

**Bridging NewcastleGateshead covers an area in the heart of Tyneside but it is made up of many distinct places, each with different characteristics, challenges and opportunities. It now also has responsibility for the progression of sites within the Growth programme. 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 2009-2010 this will include further refinement of our Housing Market Intelligence Model and Vitality Indices and innovative research to inform our decisions.**

#### **Outcome:**

A better understanding of the impact of interventions to transform neighbourhoods so far, and looking ahead

#### **Action 1.1:**

Carry out an evaluation to understand the direct/indirect impact of the whole and different elements of HMR investment

**Officer:** KA/JD

**Deadline:** November 2009

**On track:**

#### **Action 1.2:**

Update the Housing Growth Trajectory to show progress and to make any necessary amendments to phasing of new development.

**Officer:** KA

**Deadline:**

**On track:**

#### **Action 1.3:**

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

**Officer:** KA

**Deadline:**

**On track:**

<b>Action 1.4:</b> Develop practical solutions for improving housing options including affordability – including agreement of approach and use of model on a site by site basis.		
<b>Officer:</b> KA	<b>Deadline: Oct 2009</b> <b>- revised – implementation</b> <b>Jan/Feb 2010</b>	<b>On track:</b>
<b>Progress Report:</b> Ekosgen appointed to carry out the evaluation of impact of HMR. First stage report published. Further work underway to establish the model. Housing Growth trajectory to be updated on interim basis (fully once SHLAAs completed). 1.3 and 1.5 in progress – discussed at Advisory Group in September.		

<b>Activity 2:</b> <b>Encourage delivery partners to carry out innovative community engagement exercises as part of consultation strategy.</b>		
<b>Outcome:</b> Community continues to support the programme & understands what is going on and recognises positive change.		
<b>Action 2.1:</b> Promote 'special' engagement budget for this purpose.		
<b>Officer:</b> KA/MP	<b>Deadline: ONGOING</b>	<b>On track:</b>
<b>Action 2.2:</b> Share good practice via community engagement workstream/ information events.		
<b>Officer:</b> MP	<b>Deadline: ONGOING</b>	<b>On track:</b>
<b>Progress Report:</b> Ongoing.		

<b>Activity 3:</b> <b>Encourage and support the delivery of better design including working towards carbon neutral homes/renewable energy in BNG.</b>		
<b>Action 3.1:</b> 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.		
<b>Outcome:</b> A greener BNG.		
<b>Officer:</b> JS	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>PROGRESS REPORT</b> The Value in Design Research was completed in December 2008 and included an extended consultation exercise which has included developers, occupiers and BME groups. The Research findings were reported to Board in March 2009 and the recommendations used to inform future funding decisions and areas for joint working with all partners. The Research was launched nationally in March 2009 at a CABE HMR Design task Group in Newcastle / Gateshead.		
<b>Action 3.2:</b> 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.		
<b>Outcome:</b> Economic and social benefits to local people through better design standards which will provide higher performance through modern construction methods and layout.		
<b>Officer:</b> JS	<b>Deadline:</b> Ongoing	<b>On track:</b> Ongoing
<b>PROGRESS REPORT</b> Design Standards and Principles for New Build Developments were adopted by the BNG Board in June 2008. The standards reflect English Partnerships Quality Standards (Nov 2007) in order to provide alignment with other public funding streams for schemes such as Scotswood expo. The standards will be applied to all schemes receiving in excess of £500K BNG funding and are now embedded in the BNG appraisal process. In light of the newly formed HCA and the likelihood of new standards being established to supersede the previous EP and Housing Corp Standards, BNG's Design Standards will be reviewed on an ongoing basis to ensure alignment with other public agencies. Guidance has also been developed by BNG to highlight good practice in respect of property refurbishments and conversions and this is now embedded within the Private Sector Renewal Policy. The guidance covers both internal and external works with an emphasis on design quality, contribution to place shaping and sustainability. Cognisance of the guidance will be examined through the BNG project appraisal process.		

<b>Action 3.3:</b> Carry out research on 'Value in Good Design' with clear recommendations for prioritisation of HMR funding for design elements of new development.		
<b>Outcome:</b> Effective use of limited resources to secure good quality homes.		
<b>Officer:</b> JS	<b>Deadline:</b> December 2009	<b>On track:</b>
<b>Progress Report:</b> The Value in Design Research was completed in December 2008 following an extended consultation exercise which has included developers, occupiers and BME groups. The Research findings to be reported to Partnership Improvement Team, Board/Advisory Group in March 2009 and the recommendations used to inform future funding decisions and areas for future joint working with partners. The Research was launched nationally in March 2009 at a CABE HMR Design task Group in Newcastle / Gateshead. Following the completion of the Value in Design, further primary research has been identified to establish the impact and social / economic and environmental values attributed by residents and the developer (Places for People) at River's Gate (Walker) and Hibernia Village (Bellways) in respect of Home Zones, Lifetime Homes and sustainability measures.		

<b>Activity 4</b> <b>Meeting aspirations</b> <b>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.</b>		
<b>Action 4.1:</b> Continuation of new build development in Walker, Sunderland Road, Boklok, Staithes and James Street. Potential for new RSL mixed development? Staithes – mixed tenure by using NAHP and Homebuy.		
<b>Outcome:</b> Families staying/ moving into BNG. Meeting needs / aspirations of buyers, attracting buyers to BNG area, developing more easily adaptable properties with affordable warmth.		
<b>Officer:</b> JD	<b>Deadline:</b> March 2010	<b>On track:</b>
<b>Progress Report:</b> 8 properties complete at Boklok in Quarter 1 2009; a further 8 conversions at James Street are complete. Funding has been agreed to start the next phase of 46 units at Hibernia Village in Walker.		

<p><b>Activity 5</b>  <b>Place, promotion and reputation</b>  <b>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).</b></p>		
<ul style="list-style-type: none"> <li>▪ <b>Create great places, as well as great homes, to ensure that the environment meets aspirations.</b></li> </ul>		
<p><b>Outcome:</b> Safe and pleasant environments – great places to live.</p>		
<p><b>Action 5.1:</b> Ongoing design reviews and work with CABE on Strategic Urban Design Principles.</p>		
<b>Officer:</b> JS	<b>Deadline:</b> ONGOING	<b>On track:</b>
<p><b>PROGRESS REPORT</b>  BNG is continuing to work closely with CABE who now sit on the BNG Design and Sustainable Construction Steering Group. Discussions on future enabling services and activities are ongoing. However, CABE have been actively involved in Gateshead with the visioning and master-planning of the Freight Depot Site. They have also contributed to Value in Design and BNG have attended CABE's Strategic Urban Design Think Tank and will work with CABE to develop this further in the future. Design Review is now embedded within the project appraisal process and schemes will be reviewed as they progress through the BNG approval process. Where schemes are deemed to be of major significance from a design/layout/sustainability standpoint, they will be referred to the INGITE Regional Design Review Panel in accordance with protocols agreed by partners through the BNG Design and Sustainable construction workstream.</p>		
<p><b>Action 5.2:</b> Continue new developments with Home Zones in Walker and the BoKlok scheme in Felling.</p>		
<b>Officer:</b> JS	<b>Deadline:</b> ONGOING	<b>On track:</b>
<p><b>Progress Report:</b>  The promotion of high quality public realm in residential streets continues to be promoted in all BNG schemes in accordance with the June 2008 BNG Design Standards and reflecting the emerging recommendations and conclusions of the Value in Design research. Schemes within the BNG programme will continue to be developed in accordance with these standards which will be embedded in emerging masterplans such as Walker Riverside South.</p>		

<p>▪ <b>Communicate and feed back what is happening in the area to residents and stakeholders</b></p>		
<p><b>Outcome:</b> Strategies and plans informed by residents' views of their area and stakeholders' views of what is deliverable.</p>		
<p><b>Action 5.3:</b> Quarterly 'GreatPlaces' residents' newsletters until bespoke local communication in place in all areas.</p>		
<p><b>Officer:</b> MP</p>	<p><b>Deadline:</b> April, July and October 2009 and January 2010</p>	<p><b>On track:</b></p>
<p><b>Action 5.4:</b> 2 pa threesixty stakeholder magazines and electronic magazine in between.</p>		
<p><b>Officer:</b> KA/MP</p>	<p><b>Deadline:</b></p>	<p><b>On track:</b></p>
<p><b>Action 5.5:</b> Regular updates to MPs, Councillors and other audiences on projects in their areas.</p>		
<p><b>Officer:</b> AM/MP</p>	<p><b>Deadline:</b> ONGOING</p>	<p><b>On track:</b></p>
<p><b>Action 5.6:</b> Proactive dialogue with the media including National Pathfinder work.</p>		
<p><b>Officer:</b> MP</p>	<p><b>Deadline:</b> ONGOING</p>	<p><b>On track:</b></p>
<p><b>Progress Report:</b> All actions proceeding as planned. Influencing Strategy completed to be implemented during year. Hold put on National Pathfinder work.</p>		

<p><b>Activity 6</b>  <b>Respect and community cohesion</b>  <b>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.</b></p> <p><b>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.</b></p>		
<ul style="list-style-type: none"> <li>▪ <b>Contribute to the Respect Agenda.</b></li> </ul>		
<p><b>Outcome:</b> More sustainable communities.</p>		
<p><b>Action 6.1:</b> Review the Respect Delivery Plan setting out how BNG and its partners will tackle anti-social behaviour through their interventions.</p>		
<p><b>Officer:</b> JD</p>	<p><b>Deadline: Review</b> <b>September 2009</b></p>	<p><b>On track:</b></p>
<p><b>Progress Report</b> Audit Commission clarified their approach to the review of the Respect Action Plan for our performance review that took place in October. There is now a specific focus on our approach to employment and training.</p>		
<ul style="list-style-type: none"> <li>▪ <b>Ensure people from different communities have the opportunity to benefit from BNG interventions and try to meet any specific housing needs in the area.</b></li> </ul>		
<p><b>Outcome:</b> More diverse and cohesive communities.</p>		
<p><b>Action 6.2:</b> Ensure development plans include larger and 'flexible' homes that are capable of meeting the needs of minority communities identified in previous research.</p>		
<p><b>Officer:</b> JS</p>	<p><b>Deadline: ONGOING</b></p>	<p><b>On track:</b></p>
<p><b>PROGRESS REPORT</b>          6.1 BNG attend relevant working groups in Newcastle.          6.2 BNG Design Standards and Principles will secure flexible homes and this has already been achieved in schemes such as James Street where Home Housing have converted 6 flats to 9 homes for sale. BNG continues to make appropriate representations to this effect when consulted on major planning applications and policies documents and through BNG appraisal process.</p>		

<p><b>▪ Achieve continuity of revenue support particularly for neighbourhood management to support areas through change.</b></p>		
<p><b>Outcome:</b> Providing integrated funding solutions using all resources available to support BNG areas including Working Neighbourhoods Fund, ERDF.</p>		
<p><b>Action 6.3:</b> Work with LAs and other partners to secure other sources of funding/alternative solutions.</p>		
<p><b>Officer:</b> IM</p>	<p><b>Deadline:</b> March 2010</p>	<p><b>On track:</b></p>
<p><b>Action 6.4:</b> Continue to lobby on Capital and Revenue issue with CLG/HCA.</p>		
<p><b>Officer:</b> IM</p>	<p><b>Deadline:</b> March 2010</p>	<p><b>On track:</b></p>
<p><b>Progress Report:</b> 6.1 – BNG has been assessed as performing strongly in terms of Respect – the only pathfinder partnership to achieve this. 6.3 – BNG has developed a Partnership Agreement that will allow partners more flexibility in managing their revenue resources to deliver agreed outcomes. 6.4 – Revenue allocation maintained for 2009/10 and 2010/11.</p>		
<p><b>Activity 7</b> <b>Alignment of Funding</b> <b>Ensure the alignment of our programmes with other programmes for Housing, Economic Development, Respect and Community Cohesion.</b></p>		
<p><b>Outcome:</b> More effective use of BNG and other programme resources to achieve transformational impact in communities.</p>		
<p><b>Action 7.1:</b> Contribute to the development of the Sub Regional and Regional Strategies, consultation documents, research etc.</p>		
<p><b>Officer:</b> KA</p>	<p><b>Deadline:</b> ONGOING</p>	<p><b>On track:</b></p>
<p><b>Action 7.2:</b> Monitor capital receipts in 2009/10 and plan for their application.</p>		
<p><b>Officer:</b> IM</p>	<p><b>Deadline:</b> March 2010</p>	<p><b>On track: Policy reviewed</b></p>
<p><b>Progress Report:</b> 7.1 1NG Economic Masterplan being responded to; on partnership looking at North Tyneside and Tyne and Wear Strategic Housing Market Assessments. Attending IRS Futures and strategic direction workshops 8 October 09.</p>		

7.2 – Policy reviewed. Estimated capital receipts reported to Board.

### 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:

Board induction programme.

**Officer:** JC/AM

**Deadline:** ongoing

**On track:**

##### Action 1.2:

Continue annual Board Appraisal process.

**Officer:** JC

**Deadline:** ongoing

**On track:**

##### Progress Report:

Meetings and tours of BNG area carried out with all new members. Board member and Chairman appraisals continuing.

#### 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:

Update and revise vfm efficiency wheel. Develop a linked efficiency plan and cashable targets in accordance with Audit Commission Guidance.

**Officer:** Management Team

**Deadline:** March 2009

**On track:**

##### Action 2.2:

Prepare for Audit Commission reviews as required.

**Officer:** IM

**Deadline:** September 2009

**On track:**

<b>▪ Prepare detailed efficiency plan</b>		
<b>Action 2.3:</b> Work with partners to deliver the revised efficiency plan and seek further opportunities to demonstrate efficiency gains.		
<b>Officer:</b> IM	<b>Deadline:</b> March 2010	<b>On track:</b>
<b>Progress Report:</b> 2.1 Efficiency wheel updated. Efficiency Plan with targets produced. 2.2 Audit Commission reviews on innovation and market response and annual performance review undertaken. Reports awaited. 2.3 Efficiency working group established. Additional efficiency targets identified.		

<b>Activity 3</b> <b>Develop bespoke performance management framework for BNG:</b>		
<b>▪ Implement new performance management framework</b>		
<b>Outcome:</b> Improved decision making, management information flow and more focus on risk management in decision making.		
<b>Action 3.1:</b> Review performance management framework including options appraisal.		
<b>Officer:</b> JD	<b>Deadline:</b> September 2009	<b>On track:</b>
<b>Progress Report:</b> Options appraisal process implemented to select strategic conversion projects.		

<b>▪ Improve risk management</b>		
<b>Outcome:</b> Improved identification and management of strategic and operational risks.		
<b>Action 3.2:</b> Review and update strategic risk register on a 6-monthly basis. Continue to monitor and assess risk impact.		
<b>Officer:</b> IM	<b>Deadline:</b> March 2010	<b>On track:</b>
<b>Progress Report:</b> 3.1 An enhanced approach to options appraisal was taken to Appraisal Panel on 3 July. This		



considered property conversions.

3.2 Board report on strategic risk register review July 2009.

<b>Activity 4:</b> <b>Work with Board Members and their organisations, developers and external organisations to share good practice and knowledge transfer and develop new approaches.</b>		
<b>Outcome:</b> 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.		
<b>Action 4.1:</b> RDA, HCA and LAs, GONE, wider partner and stakeholder involvement in BNG's Learning Events programme.		
<b>Officer:</b> AM/KA	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Action 4.2:</b> External events attendance, eg Soc Invest, speaking engagements etc.		
<b>Officer:</b>	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Progress Report:</b> 4.1 Kickstart 2 submissions made by developers. Looking into potential for workshop on Regeneration and Aging population and link to NCC work on Strategy for Aging Population. 4.2 HMR event – Board and officer attendance – Oct 09. Various other informative events been attended. AM/KA attended Regeneration and Renewal Conference. AM and JD attended Core Cities Summit 3/4 November. 4.2 Visit by Robert Napier, Chair of HCA, on 27 October. Visit from Terrie Alafat and David Waterhouse, CLG on 30 October.		

<b>Activity 5:</b> <b>Employee Development</b>		
<b>Action 5.1:</b> Determine training requirements of team including development opportunities, diversity and appraisal training. Develop individual learning plans for each employee and develop and implement organisation training plan.		
<b>Officer:</b> Management Team	<b>Deadline:</b> March 2010	<b>On track:</b>
<b>Progress Report:</b> Training budget created and monitored by BNG Management Team. This co-ordinated approach to training requirement is to be developed by Management Team by the end of December.		

#### 4. Our Programme 2009/10

**An investment programme is in place for 2009/10 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 HCA 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 2009/10 in accordance with Deed of Variation signed by Gateshead Council, Newcastle City Council and CLG.**

##### Outcome:

2009/10 programme delivered.

##### Action 1.1:

See attached programme summary and cashflow profile – Appendix 1.

**Officer:** JD

**Deadline:** March 2010

**On track:**  

##### Progress Report:

All Q1 targets agreed with HCA have been exceeded.

##### 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. Revised in accordance with the Deed of Variation.

**Officer:** IM

**Deadline:** March 2010

**On track:**  

##### Progress Report:

2.1 – monitoring form amended to collect match funding. Deed of Variation now signed.

<b>Action 2.2</b>		
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.		
<b>Officer:</b> IM	<b>Deadline:</b> March 2010	<b>On track:</b>
<b>Progress Report:</b>		
Glyn Drury is attending Programme Management Group (PMG). Resource mapping exercise to be completed by the end of May. PMG to examine Funding Steams. Ongoing.		

<b>Activity 3</b>		
<b>Establishment of effective management of BNG Core Team budget.</b>		
<b>Outcome:</b>		
BNG Team successfully managed in accordance with Service Level Agreement commitments.		
<b>Action 3.1:</b>		
Monthly budget monitoring to take place.		
<b>Officer:</b> IM	<b>Deadline:</b> March 2010	<b>On track:</b>
<b>Progress Report:</b>		
3.1 – Monthly report to Management Team – ongoing.		

<b>Activity 4</b>		
<b>Programme continuously monitored.</b>		
<b>Action 4.1:</b>		
Monthly meetings of Programme Management Group and regular reports to Board in accordance with revised performance management framework.		
<b>Outcome:</b>		
BNG objectives met, priorities met, programme delivered.		
<b>Officer:</b> JD	<b>Deadline:</b> March 2009	<b>On track:</b>
<b>Action 4.2:</b>		
Effective programme management and monitoring of cashflow projection on a monthly basis.		
<b>Outcome:</b>		
Meet Deed of Variation, fulfil HCA requirements, deliver BNG programme and objectives.		
<b>Officer:</b> IM	<b>Deadline:</b> March 2010	<b>On track:</b>



<b>Action 4.3:</b> Amend Terms of Reference of the Programme Management Group to include strategic input on a quarterly basis.		
<b>Outcome:</b>		
<b>Officer:</b> JD	<b>Deadline:</b> June 2009	<b>Complete</b>
<b>Progress Report:</b> 4.2 Q1 targets achieved. 4.3 Revised Terms of Reference circulated to the Group – no comments. Complete 11 September 2009.		

<b>Activity 5</b> <b>Partnership Agreement continuously monitored.</b>		
<b>Outcome:</b> Delivery of BNG's objectives and programme.		
<b>Action 5.1:</b> Six monthly reports to Partnership Improvement Team.		
<b>Officer:</b> JD	<b>Deadline:</b> March 2009	<b>On track:</b>
<b>Progress Report:</b> Partnership Agreement agreed, issues reported by exception to PIT. Reviewed by PIT at its meeting of 20 May. Changes to Partnership Agreement to be reviewed by PIT on 18 November.		

<b>Activity 6</b> <b>Deliver agreed HCA programme targets in 2009/10.</b>		
<b>Outcome:</b> Delivery of investment programme to achieve the vision for BNG.		
<b>Action 6.1:</b> Facilitate the construction of 24 homes Acquire 0.85 ha of land, 0.85ha at end September 2009		
<b>Action 6.2:</b> Construct 24 homes, 16 complete at end September 2009		
<b>Action 6.3:</b> Demolish 210 properties, 90 complete at end September 2009		
<b>Action 6.4:</b> Acquire 130 properties, 82 complete at end September 2009		
<b>Action 6.5:</b> Refurbish 925 homes, 262 complete at end September 2009		
<b>Officer:</b> JD	<b>Deadline:</b> March 2010	<b>On track:</b>



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**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.**

<b>Activity 1:</b> <b>Continue productive review of our Forward Strategy.</b>		
<b>Action 1.1:</b> Advisory Group to identify and review key developments / proposals for our operating environment and places.		
<b>Outcome:</b> Progress towards the delivery of our 'Changing Place' (Renewal) and 'Creating Great Places to Live' (Growth) documents and Business Plan.		
<b>Officer:</b> KA	<b>Deadline:</b> ONGOING	<b>On track:</b>
<b>Progress Report:</b> Reviews complete. Follow up work by officers clarified.		

<b>Activity 2:</b> <b>Publish Annual Report.</b>		
<b>Outcome:</b> Clear statement of what has been achieved 2008/09 Renewal and Growth.		
<b>Action 2.1:</b> Publish report.		
<b>Officer:</b> KA/MP	<b>Deadline:</b> end July 2009	<b>Complete</b>
<b>Progress Report:</b> Annual Report submitted.		

<b>Activity 3:</b> <b>Develop good relationship with HCA, 'sister' organisations and Tyne and Wear City Region.</b>		
<b>Outcome:</b> Continued good reputation and added value of BNG.		
<b>Action 3.1:</b>		
<b>Officer:</b> AM	<b>Deadline:</b> ongoing	<b>On track:</b>
<b>Action 3.2:</b> Contribute towards NewcastleGateshead sub-regional and Tyne and Wear City Region strategies/plans as required.		
<b>Officer:</b>	<b>Deadline:</b> ongoing	<b>On track:</b>
<b>Action 3.3:</b> Maximise benefits of co-ordinating Renewal and Growth programmes.		
<b>Officer:</b> AM	<b>Deadline:</b> ongoing	<b>On track:</b>
<b>Progress Report:</b> Relationships with HCA regionally and nationally established. AM meets regularly with Regional Directors, HCA Board membership maintained during transition. Work in progress on reviewing BNG input to strategies at sub regional level and Tyne and Wear City Region. Renewal and Growth now managed and monitored as one programme and review of projects completed. Work commissioned by NCC, GC and BNG with Tribal to assess added value and generate report to Chief Executives and Chair of BNG on potential future role.		



### Draft BNG Programme 2009-10

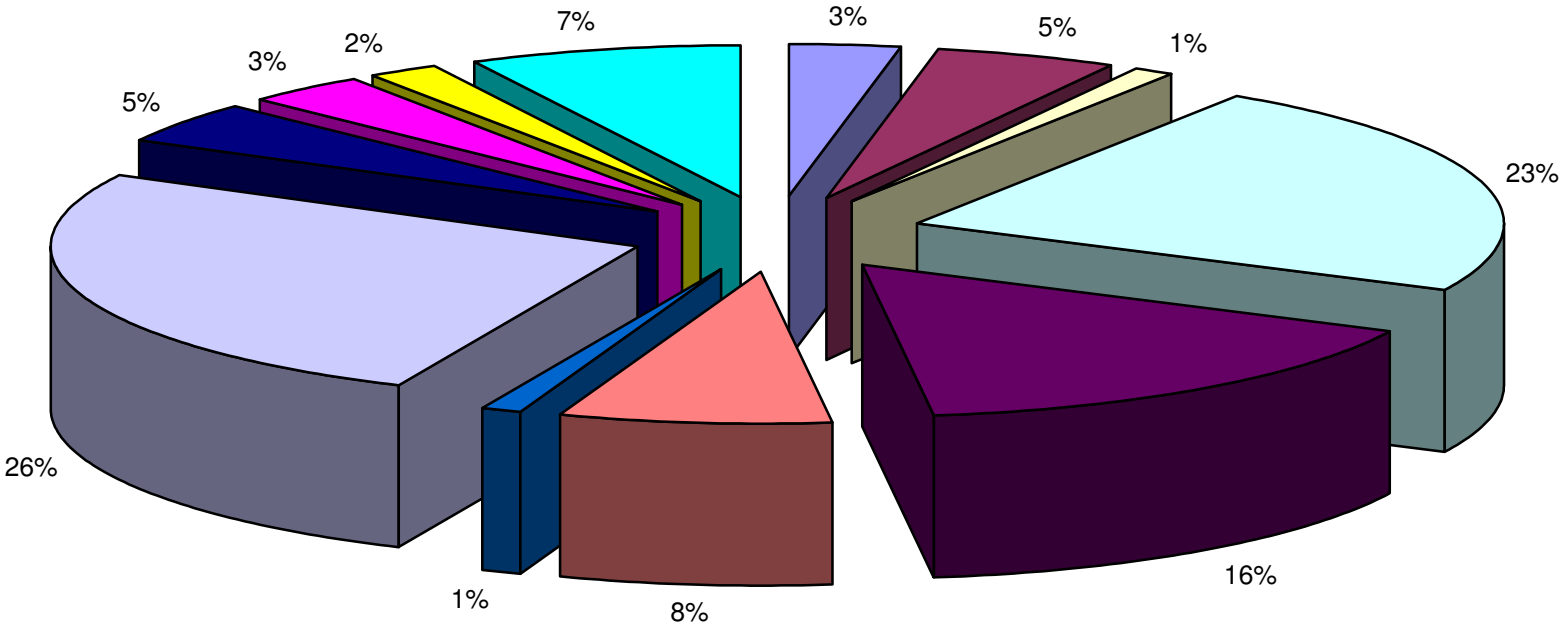
Strategic Intervention Area	£000s
Core Team Projects	1,150
Newcastle Programme Support	2,000
Byker Ouseburn	429
Elswick Discovery	8,824
Scotswood Benwell	6,070
Walker Riverside	2,946
Gateshead Programme Support	370
Gateshead West	10,043
Gateshead East	1,774
Gateshead Councilwide	1,221
Programme Wide Projects	800
Growth Fund	2,845
	<b>38,472</b>

\* includes overprogramming

Deed of Variation 2009-10	£000s
HMR	31,956
Growth Fund	1,967
Newcastle City Council	2,620
Gateshead Council	1,527
Private Sector	2,277
Single Housing Investment Pot	717
Your Homes Newcastle	43,400
Gateshead Housing Company	12,100
Home and Communities Agency	816
Registered Social Landlords	496
Working Neighbourhoods Fund	5,022
	<b>102,898</b>



### BNG Programme 2009-10



Core Team Projects	Newcastle Programme Support	Byker Ouseburn	Elswick Discovery
Scotswood Benwell	Walker Riverside	Gateshead Programme Support	Gateshead West
Gateshead East	Gateshead Councilwide	Programme Wide Projects	Growth Fund



**2009-10 Revised Cashflow Forecast**

