

**Responding to change**

**Delivering the functions of the  
North East Assembly**

**Business Plan 2009/2011**

## Foreword

The second year of this three year business plan supports the goal of managing the transition required by the Sub National Review (SNR) in an orderly way and builds on the foundations of the successful work that the North East Assembly (NEA) has undertaken to date.

It works within the current legislative framework to deliver operational arrangements that will give confidence to the Government that its resources are being used to deliver functions effectively. It secures continuity of key functions, supports staff and helps to deliver a swift move to new arrangements in line with the Government's response to the SNR consultation. It also reflects the close working that has developed with regional partners including the Association of North East Councils (ANEC) and One NorthEast (ONE). Its objective is also to command the support and confidence of stakeholders, staff and partners.

The plan reflects new working arrangements that will be operational from April 2009. In North East England, local government reorganisation in March 2009 will result in the creation of 12 unitary authorities for the region and this has significant implications for the NEA's current membership. As a region, we have regarded this as an opportunity that will start to form the foundations for development of post Sub National Review arrangements ultimately enabling the region to achieve its desire to submit a new single Regional Strategy to the Government in 2010/11.

The outcome of the SNR consultation places a joint responsibility on leaders' boards and regional development agencies for the regional strategy. By March 2009 the North East will have agreed the structure of a change management plan to achieve this new way of working. The plan will have implications for this business plan and the work programme will need to be revisited and reviewed in the light of the emerging regional agreement to ensure, amongst other things, that the costs of the changes can be met.

As part of this, the Government requires regional assemblies to be wound up by 2010 and their functions to be transferred to successor bodies. Due to the unique circumstances in North East England, including local government reorganisation, the Assembly will cease to exist in March 2009. During 2009/10 there will be a transitional phase resulting in the completion of the transfer of functions to successor bodies subject to agreements to be set out in the change management plan. During this time we will continue to deliver the Government's and the region's priorities on planning, housing, transport, sustainability, scrutiny and strategy integration.

We propose to do this through the following transitional arrangement that has the support of ONE and GONE:

ANEC will provide overall accountability for the delivery of CLG funded functions during the transition. It will do this by bringing together ANEC members with partners when CLG funded regional policy is being addressed.

Partners include the current NEA economic and social partners, Northumberland National Park Authority and town and parish council representatives. This will enable stakeholders to continue to have a route for engagement and involvement whilst refreshed arrangements are being worked up with stakeholders and partners. The mission of these meetings will be to ensure the delivery of functions currently provided by the NEA.

Stakeholders will also continue to be involved in the range of boards and groups currently supported by the NEA.

To deliver the planning function, there will be an interim regional planning body (RPB) which will comprise the ANEC Leaders Board, Northumberland National Park Authority, and an appropriate number of stakeholders, representing economic, social and environmental interests. ONE will also be invited to co-opt a board member onto the interim RPB. The role of the interim RPB will be to exercise (where required) the powers and duties of the Regional Planning Body under the Planning and Compulsory Purchase Act 2004, including responsibility for:

- (1) developing and monitoring the Regional Spatial Strategy (RSS), including ensuring that the RSS implementation plan and the annual monitoring report are prepared;
- (2) considering the conformity of major planning applications and local development frameworks with RSS policies;
- (3) ensuring a contribution is made from a planning perspective to thinking around the creation of an integrated regional strategy;
- (4) providing a forum for discussion on planning issues; and
- (5) commissioning research, and in so doing, working with partners including ONE.

The interim RPB is likely to delegate some of its functions to a Development Board (similar to the current arrangements). The NEA planning team is currently co-located with ONE whilst managed by the Head of Assembly and it is intended to continue this collaborative approach during the transition period.

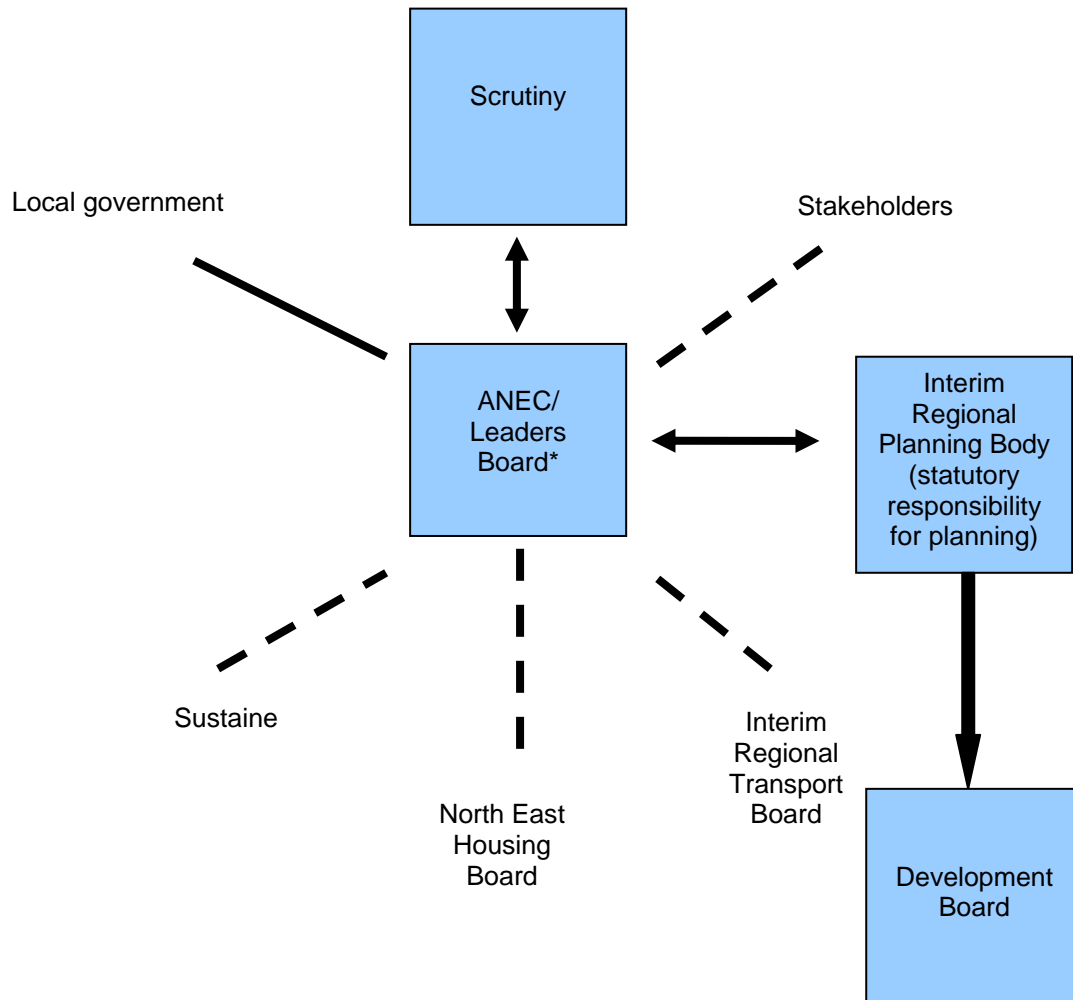
In order that we are able to provide a single reporting mechanism through to CLG, the interim RPB, the scrutiny and other delivery mechanisms will provide regular reports to ANEC, so that overarching accountability can be delivered via the partnership meetings as previously described (see Figure 1 below).

At an operational level, ANEC has agreed to host staff contracts during the transition, and strategic management and leadership will continue to be provided by the ANEC Chief Executive, working closely with the Head of Assembly.

These arrangements have been discussed with the RDA and with GONE and are intended to assure close and constructive working between us during a transition period– to which we have all given a strong commitment. They are also aimed at ensuring that there is continuity of function and that CLG funded

activity helps prepare the region for meeting the Government and the North East's ambitions for strong and sustainable economic growth for the future.

**Figure 1: Proposed accountability structure 2009/10**



\*Regional policy discussions with partners

It is worth noting that ANEC is changing in the light of both local government reorganisation and the SNR. As its Executive will be the leadership group, ANEC is taking the opportunity to streamline arrangements so that the Leaders Board will also function as the Executive of ANEC (avoiding duplication), and comprise the Leaders/elected mayors (or their nominated representatives) of the strategic authorities, providing a 'golden thread' of accountability back to the wider local authority community through ANEC. As part of the change management process, ANEC is discussing with the National Park Authority and others how things might work in the future.

A scheme for the establishment and operation of the new arrangements is currently being drawn up for submission to the Secretary of State.

The Government's commitment to future allocation of national funding for many of the former regional assembly functions is welcome as it engenders the confidence of regional partners to take on the responsibilities and is needed to ensure the knowledge and expertise required to deliver functions in the new structure are retained and available.

This revised business plan sets out how the NEA's contribution will be refocused within new regional arrangements and we look forward with confidence to building the foundations of a structure that will deliver an even more successful North East region.

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# 1. Introduction

The business plan is set in the context of the Government's response to the consultation on the '*Sub-National Review of Economic Development and Regeneration*' (SNR) close working with One NorthEast (ONE) and the Association of North East Councils (ANEC). The plan is shaped by a number of key documents including CLG Business Planning Guidance for regional assemblies, Government policy announcements including the Housing Green Paper, advice to the Government from the National Planning and Housing Advice Unit and the publication by the Government of the final RSS for North East England. It has been developed through a process of consultation with NEA members and regional partners including ANEC and GONE.

Details of our programme and targets for 2009/10 are contained in the plan. This is the second year of a three year programme and a description of activities that will continue moving forward into 2011 is therefore included.

The business plan has four parts. It considers the key strategic challenges that the organisation faces over the coming year; it discusses our transition to new regional arrangements; progress to date on delivering functional work areas and it describes our work programme for 2009/10 clearly setting out aims and objectives and the basis on which our progress can be measured.

CLG guidance requires a 10% cut in costs compared to the 2008/09 budget. This has been reflected in the financial details contained in **annex A**. The comprehensive programme of activities, at **annex B** will be impacted by the actions required to deliver the change management plan that will be agreed between ANEC and ONE by the end of March 2009. Once the financial implications of this are known, the work programme will be revised to accommodate the actions required.

## 2. Key strategic challenges

In the context of the SNR, a number of internal and external issues and challenges confront the delivery of the key work streams in the short and medium term.

From an internal organisational perspective it is critical to continue to retain sufficient capacity to deliver our functions funded by CLG and other partners and to provide value for money. Uncertainty during the transition could lead to further loss of expertise and this could threaten the mechanisms to undertake key tasks such as the development of the new regional strategy.

Partners, stakeholders and members in new and existing structures must remain fully engaged and involved in our work to ensure that we retain robust and effective decision-making capacity. In addition to delivering our core business we must support key partnerships through the transition period. These include our sustainable development round table Sustaine and our work on climate change and energy.

This will be done whilst working in partnership with other organisations in the region to facilitate the development and implementation of new arrangements. We will continue to contribute expertise to these partnerships to inform the developing thinking in our core areas including regional planning, transport, housing and scrutiny and accountability.

## 3. Aims and objectives

It is imperative that we remain focused on fulfilling the roles required by the Government, councillors, partners and stakeholders in the region. The business plan is a living document and so it will be changed and amended as the year progresses to reflect our developing priorities. These will be shaped particularly by the tasks we need to undertake to implement the SNR which will be set out in the change management plan to be agreed between the ANEC Leaders Board and One NorthEast. However it is clear that the key functions identified in the business planning guidance will form the majority of our work as follows:

- regional planning
- regional housing
- scrutiny of the Regional Economic Strategy
- regional strategic partnership work (including Regional Funding Advice)

Below we summarise our work until March 2011 in each of these areas along with corporate functions. The tables at **annex B** set out full details of our activity and costs.

## *Corporate*

Due to local government reorganisation in the region, key to effective transition will be the development of new governance structures ensuring that they are fit-for-purpose and properly resourced. We will continue to provide effective support to members meeting as the interim RPB, as well as meetings of the operational boards. Importantly these include the development board, housing board, the interim regional transport board and the scrutiny and policy board in their new and evolving structures. We will also maintain a strong communications function to ensure transparent decision making and wider awareness of our activity among partners and the public as required to transact our business.

We will implement measures to retain the staff team. This will involve providing support and incentives as necessary to ensure we move smoothly through the change process. We particularly welcome the support that has been offered by ANEC and ONE in this regard including significant in-kind contributions of senior officer time.

As we go forward we will contribute to thinking to secure the effective transfer of staff and activity both for the short and longer term, through implementing the change management plan. As elaborated in the foreword, to enable us to function post March 2009, staff contracts will be hosted by ANEC, who, it is proposed, with partners, will provide accountability to CLG for the resource and its effective deployment. Concurrently, ANEC is working closely with One NorthEast on the change management plan for new arrangements and this next stage in the transition (i.e. post March 2009) will be helpful in terms of securing joined up working and continuity of function.

A separate note is being prepared which will articulate in more detail how the interim transition arrangements will be progressed. ONE and GONE are involved in this work and have indicated that they are supportive of the proposed way forward.

There may be financial implications to implementing the change management plan which cannot be predicted at this point. The work programme for the functional areas will have to be reviewed to make savings to cover such costs if necessary. We will work closely with GONE on this process.

## *Planning, housing and transport*

On 15 July 2008 the Secretary of State issued the final Regional Spatial Strategy (RSS) for North East England. The housing numbers in the RSS complemented the advice to the Government from the National Housing and Planning Advice Unit and a partial revision of the RSS is not necessary. This means that the region can progress swiftly with the preparation of the new single Regional Strategy.

Building on the work instigated after July 2008, we will continue to focus on the development of a sound and robust evidence base for the new single Regional Strategy, and include examining the spatial and market implications of the current national 'credit crunch', housing, and climate change.

We will continue working closely with local authorities, city/sub regions, ONE and other partners to develop and implement a joint work programme for the regional strategy, to ensure the development and preparation is progressed in a co-ordinated and consistent manner, and to ensure duplication is avoided.

A proposed timetable for preparing the submission draft regional strategy, with a commitment to meeting the 24 month timescale set out in '*Prosperous Places*' document (subject to current constraints of the process) is identified below.

2008-09	<ul style="list-style-type: none"> <li>• baseline evidence gathering</li> <li>• sub-regional/local economic assessments</li> <li>• regional policy and evidence base reviews</li> <li>• strategic direction setting/futures work</li> <li>• informal scoping of issues, visioning and identifying strategic priorities</li> </ul>
2009-10	<ul style="list-style-type: none"> <li>• legislation/formal guidance required to progress this stage</li> <li>• SA/SEA/HIA starts and runs alongside remainder of process</li> <li>• independent testing of issues and formal options appraisal stage</li> <li>• draft regional strategy</li> <li>• formal consultation and examination in public of preferred strategy</li> <li>• RDA Board and Leaders Board refine and sign off draft final strategy and submit to the Government</li> </ul>
2010-11	<ul style="list-style-type: none"> <li>• the Government approves the new regional strategy</li> <li>• implementation and monitoring</li> </ul>

All parties share a desire to keep up the pace and momentum of change, whilst continuing to deliver existing functions effectively until change is required. The region is already taking forward the desires of the Government's SNR proposals through the evolving governance structures.

In order to meet the requirements of the Housing Green Paper (2007), housing policy activity has been prioritised, in recognition of the green paper's importance. Significant progress has been achieved in this policy work which includes a comprehensive proposal that identifies the region's strategic housing market areas; development of a housing tenure study to assist in the adoption of housing affordability targets; the early stages of developing an assessment of the impact of housing market renewal on affordability; and the updating and continued maintenance of the demographic model via the North East Regional Information Partnership (NERIP). We recognise the importance of maintaining the momentum of the work which has contributed significantly

to the housing policies in the final RSS. The work on defining strategic housing market areas and the housing tenure study will assist in developing housing affordability targets for the region and for each strategic housing market area. Housing “think piece” work, which is being led by ONE for the preparatory stages of a Regional Strategy, will also feed into the development of targets and we will also be working closely with the Homes and Communities Agency.

The RSS sets out where the need for gypsy and traveller pitches would be generated. Building upon this strategic context, working with partners, we will undertake further work to analyse where need should be met. This will enable the region to ensure the impetus for this work is incorporated into the first draft version of the new Regional Strategy supported by sound evidence. This work will be supplemented by the local authorities’ gypsy and traveller accommodation assessments.

The Government has announced its intention to publish a further Housing Reform Green Paper by the end of 2008 and has begun a debate to help shape reforms, we will be exploring ways to influence and understand the implications of this national policy change for North East England.

We brought forward work originally identified as a 2009/10 activity into the first year of the three year business plan as policy development has become increasingly important, for example development of climate change thresholds to build a better understanding of the thresholds that trigger the need for adaptation for the built environment and transport infrastructure.

The Government is expecting regions to develop their future transport strategies in accordance with the principles and approaches set out in Delivering a Sustainable Transport Strategy (DaSTS), the Government’s response to the Eddington and Stern reports. We have been fully involved with the Future Direction work, led by ONE. The first two stages of this work, a review of evidence and identification of regional challenges, along with a governance review have been completed in 2008/09. This has been complemented by the Regional Rail Position Statement which we commissioned.

During 2009/10, the transport work will involve the development of options to address the agreed regional challenges. This will build on work already undertaken in providing regional funding advice (RFA) and will help in providing future advice in devolved decision making in infrastructure investment.

The process of programme management and monitoring of the transport RFA and provision of technical and professional advice to the Interim Regional Transport Board or its successor will continue during 2009/10.

Working in partnership with ONE, we have been conducting a series of policy and evidence reviews working collaboratively to ensure integration and co-ordination. Policy areas cover the four broad areas of business, people, built

environment and natural environment. The work identified in the business plan supports the policy and evidence reviews by building on the existing evidence and bridging some of the gaps that currently exist. The full range of areas including those led on by ONE include:

- transport
- business accommodation
- retail land use
- housing and residential offer
- cultural, heritage and leisure assets
- energy
- climate change mitigation & adaptation
- sustainable consumption and production
- waste
- regional environmental quality
- minerals

The commitment to ensuring the RSS is delivered and implemented effectively remains and the interim RPB will undertake its statutory consultee role effectively; and ensure the RSS implementation plan is revisited to deliver the region's spatial framework; it will continue to produce the Annual Monitoring Report and support the development of environmental work, in particular waste and minerals through the Regional Technical Advisory Body (RTAB) for waste and the Regional Aggregates Working Party (RAWP). We will also continue our statutory consultee role by responding to consultations by local planning authorities on the preparation of their local development frameworks and regionally significant planning applications, and attend core strategy examinations.

### *Housing*

We will continue to support the work of the North East Housing Board through the transition to new arrangements to work successfully to support the emerging role of the new Homes and Communities Agency whilst continuing to deliver the full range of tasks as set out in Peter Ruback's letter in 2006. The consideration of other models of enhanced partnership focussed on housing and regeneration will be further developed.

Having successfully provided advice to ministers on the 2008-2011 Single Housing Investment Pot (SHIP) programme, activity has focussed on monitoring and supporting delivery and a range of work will continue to support housing investments made through the SHIP (Single Housing Investment Pot) programme, aiming to deliver outcomes that relate to the objectives of the Regional Housing Strategy. We will also focus on tracking progress through the new monitoring framework developed with sub regional partners. We will continue to enable the move from grant based assistance policies to loans for home improvements in the private housing sector.

The Housing Board will continue to examine ways to improve the coordination of activity that influences the views and policies of the Government and others on housing matters so maximising investment in housing in the region and consider the potential for transforming its role to encompass regeneration.

#### *Responding to the credit crunch*

Changes in international financial markets have led to a shortage of available credit at a national and international level. This has become known as the “credit crunch”. The impact of these financial uncertainties has been a severe shortage of credit available: inter-bank lending is at an all time low and mortgage lending has dropped significantly, so that on the high street, lending is in short supply and the housing market has slowed significantly. House prices have fallen from what, in many areas, were over-inflated levels, and analysts are predicting further falls, possibly of 25% of 2007 values.

We will lead partners to consider national advice, best practice in other regions, and the review of the Tees Valley Recovery Plan. Some common themes have emerged with key areas to focus on being: stimulating the new build market; protecting the market for existing housing and /or providing a safety net; and the development of market tracking and responses.

The North East Housing board working with key partners will:

- prioritise actions to be taken at a regional level, or which involve the region in supporting sub-regional and local solutions;
- agree lead agencies to take forward key actions;
- propose resources, and clear steps on how to progress / confirm resources needed; and
- establish next steps for the region in monitoring and responding to the economic downturn, including a decision on market tracking and scenario planning.

#### *Housing market assessments*

The results of the comparison review of the sub-regional strategic housing market assessments and analysis of demographics, population, housing markets, housing tenure and land availability has enabled us to identify and assess options to inform the future regional strategy.

#### *Strategy development and regional resource allocation*

We will maintain momentum on key policy work including climate change, rural policy and energy. We have continued to support the work of Sustaine to produce the Integrated Regional Framework as required by DTI, CLG/ODPM and Defra so establishing an effective sustainable development underpinning for work on the single Regional Strategy. This requirement was set out in the ‘Securing the Regions’ Futures’ document published jointly by DTI, ODPM

and Defra, which strengthens delivery of sustainable development in the regions and the role Assemblies have to play in this.

Many of these work areas are also funded by partners in the region and by other government funding. We are not clear yet about the extent to which this funding will continue to be available and this will influence the final shape of our activity in these areas. In each of these instances, work will also focus on developing successor arrangements. Discussion is ongoing regarding the transition to the new arrangements.

### *Regional scrutiny*

We intend to use the resource for scrutiny in 2009/10 to pilot a new approach which will result in a 'virtuous circle' in which local authority members, working with others, build on their local knowledge and understanding of conditions in the region to improve the quality of life by developing thinking, advice and critical analysis on key issues. And hence contribute to understanding to inform the development of the regional strategy.

We are currently considering how this will operate in the next twelve months but it is likely that a series of task and finish groups will be set up to undertake specific pieces of policy development and critical analysis. Membership of these groups would be open to ANEC elected members, representatives from the Regional Overview and Scrutiny Network and economic, environmental and social partners and other interested parties as appropriate.

Following discussion with Parliamentary officials on how the parliamentary process will work, we will give further consideration to how local government should input with that process; and we will be guided by the principles of SMART working – seeking to use all the resources available in the region, including the Regional Overview and Scrutiny Network – to support the work of the group. In particular we must not lose sight of the issue of the capacity of elected members to support these arrangements. Consequently we will set up a model which provides critical thinking and analysis on key issues, drawing on and engaging the widest possible expertise and experience of all members. At the same time the model should also aim to enable support to be given to the Parliamentary scrutiny arrangements in their task.

Given the changes, it is proposed that the members of the NEA's Scrutiny and Policy Development Board be invited to be part of this approach (and therefore be invited to serve on any task and finish groups operated for this purpose).

## **4. Transition to new regional arrangements**

In addition to delivering this ambitious work programme our focus will be very much on the future and on helping to shape effective regional arrangements for North East England.

We will continue to build on initiatives developed in the last year to ensure that everything we do contributes to the new landscape and creates a structure able to take the region forward. These initiatives include working in partnership with local government and other key stakeholders that will develop thinking in preparation for 2010 and contribute to the delivery of the regionally agreed change management plan.

### **Progress to date in organisational change**

During 2008/09, a transition working group comprising members and officers of both the NEA and ANEC, chaired by Councillor Mick Henry, Chair of ANEC, worked to ensure that the two organisations shared intelligence and developed a common understanding of the issues. On 12 May 2008 the NEA Executive agreed that the transition group should have delegated authority to act on behalf of the NEA on transition issues.

The group agreed new management arrangements for the NEA that reflected the needs of the transition to a post SNR structure. Within this arrangement, which came into effect on 14 July 2008, the NEA continued to act as an independent business unit with strategic management and leadership provided by the ANEC Chief Executive. The changes were:

- deletion of NEA chief executive post;
- deletion of NEA deputy chief executive post;
- ANEC chief executive to provide overall strategic management and leadership for the NEA;
- creation of the post of head of assembly as additional responsibility for the existing assistant chief executive; and
- creation of two team co-ordinators to support the head of assembly, which were additional duties to two existing manager posts.

To facilitate the development of the new regional strategy, staff working on regional planning and transport policy are co-located at ONE's offices where they continue to work as an NEA business unit. They are also working closely with ONE's Strategy Group and during this first phase of the transition, ONE's chief planner has provided professional advice and strategic support on regional planning matters to NEA staff to ensure that the NEA's business plan activities are properly co-coordinated with the preparation of the new regional strategy.

All other staff remain at the NEA office in Gateshead whilst discussions continue and the best arrangements are determined for implementing the

SNR. Support for members and the administration of all NEA boards continues from the NEA's office.

The joint transition working group met again in September 2008 to agree a strategic plan that delivers a second phase of arrangements to be implemented by 31 March 2009, when local government reorganisation in the region will have a significant impact on the NEA's current membership.

As a region, we have regarded this as an opportunity that will start to form the foundations for development of post Sub National Review arrangements ultimately enabling the region to achieve its desire to submit a regional strategy to the Government in 2010/11.

The outcome of the SNR consultation places a joint responsibility on leaders' boards and regional development agencies for the regional strategy. By March 2009 North East England will have agreed the structure of a change management plan to achieve this new way of working. The plan will have implications for this business plan and the work programme will need to be revisited and reviewed in the light of the emerging regional agreement to ensure, amongst other things, that the costs of the changes can be met.

As part of this, the Government requires regional assemblies to be wound up by 2010 and their functions to be transferred to successor bodies. Due to the unique circumstances in the North East, including local government reorganisation, the Assembly will cease to exist in March 2009 and interim transitional arrangements will come into place that will enable us to continue to deliver the Government's and the region's priorities on planning, housing, transport, sustainability, scrutiny and strategy integration.

We propose to do this through the following arrangement.

ANEC will provide overall accountability for the delivery of CLG funded functions during the transition. It will do this by bringing together ANEC members with partners when CLG funded regional policy is being addressed. Partners include the current NEA economic and social partners, Northumberland National Park Authority and town and parish council representatives. This will enable stakeholders to continue to have a route for engagement and involvement whilst refreshed arrangements are being worked up with stakeholders and partners. It is worth noting that the local authority board members of ONE are co-opted onto ANEC (where they are not already nominated in their own right by their local authority). The mission of these meetings will be to ensure the effective delivery of functions currently provided by the NEA.

Stakeholders will also continue to be involved in the range of boards and groups currently supported by the NEA, amongst other things.

To deliver the planning function, there will be an interim regional planning body (RPB) which will comprise the ANEC Leaders Board, Northumberland National Park Authority, and an appropriate number of stakeholders,

representing economic, social and environmental interests. ONE will also be invited to co-opt a board member onto the interim RPB. The role of the interim RPB will be to exercise (where required) the powers and duties of the Regional Planning Body under the Planning and Compulsory Purchase Act 2004, including responsibility for:

- developing and monitoring the Regional Spatial Strategy (RSS), including ensuring that the RSS implementation plan and the annual monitoring report are prepared;
- considering the conformity of major planning applications and local development frameworks with RSS policies;
- ensuring a contribution is made from a planning perspective to thinking around the creation of an integrated regional strategy;
- providing a forum for discussion on planning issues; and
- commissioning research, and in so doing, working with partners including ONE.

The interim RPB is likely to delegate some of its functions to a Development Board (similar to the current arrangements).

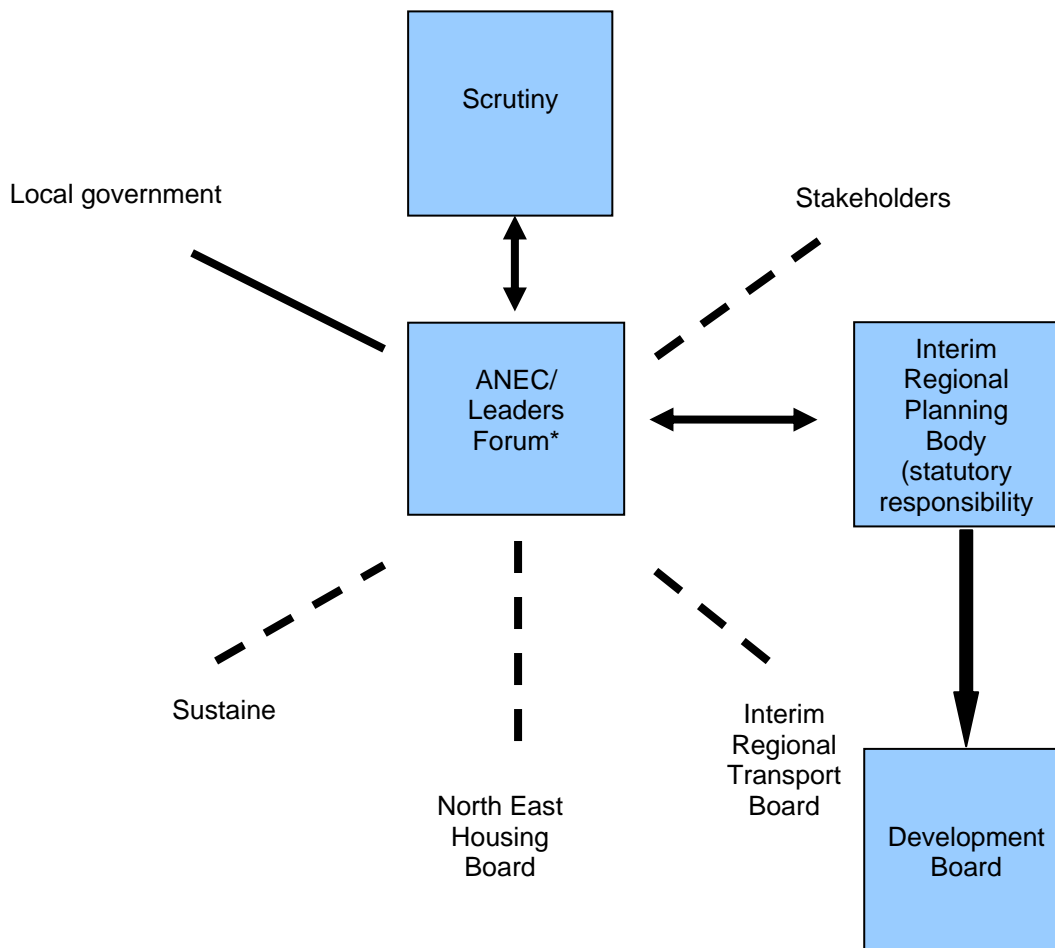
In order that we are able to provide a single point of accountability and reporting mechanism through to CLG (as the NEA architecture currently provides), the interim RPB, the scrutiny and other delivery mechanisms will report regularly to ANEC, so that an overarching report can be provided for discussion and agreement at the partnership meetings previously described (see diagram below).

ANEC has agreed to host staff contracts during the transition, and strategic management and leadership will continue to be provided by the ANEC Chief Executive, working closely with the Head of Assembly.

These arrangements have been discussed with the RDA and with GONE and are intended to assure close and constructive working between us during a transition period– to which we have all given a strong commitment. They are also aimed at ensuring that there is continuity of function and that CLG funded activity helps prepare the region for meeting the Government and the North East's ambitions for strong and sustainable economic growth for the future.

A scheme for the establishment and operation of the new arrangements is currently being drawn up for submission to the Secretary of State.

**Figure 1: Proposed accountability structure 2009/10**



\*Regional policy discussions with partners

It is worth noting that ANEC is changing in the light of both local government reorganisation and the SNR. As its Executive will be the leadership group, ANEC is taking the opportunity to streamline arrangements so that the Leaders Board will also function as the Executive of ANEC (avoiding duplication), and comprise the Leaders/elected mayors (or their nominated representatives) of the strategic authorities, providing a 'golden thread' of accountability back to the wider local authority community through ANEC. As part of the change management process, ANEC is discussing with the National Park Authority and others how things might work in the future.

The plan supports existing structures through the transition in an efficient and timely way to support staff and enables delivery within the current legislative context. Through this arrangement, support will continue to be given to a range of partners focusing on the crucial areas of housing, climate change,

energy and sustainable development as discussions to evolve the governance arrangements for these areas conclude and agreed regional approaches are implemented by 31 March 2010.

#### Staff retention and continuity of expertise

CLG have made it clear that they expect regional assembly staff to form the pool of resource for future support to regionally agreed arrangements to implement SNR and develop single strategies. During 2008/09, staff retention continued to be a real issue for the NEA. An innovative internal change management programme was put in place to support staff. This resulted in improved staff morale and retention, enabling the NEA to continue to deliver its top commitments and will be continued through the further transition period, 2009/10. However further staff retention initiatives will be required amidst the continuing uncertainty and change which makes retention of staff expertise for the region even more challenging.

#### **2009/10 – the final phase of transition**

The NEA ceases to exist on 31 March 2009 and the new arrangements described above will come into play. These form a firm foundation to deliver the work programme for 2009/10 whilst allowing the region to develop and prepare for a final transition of the former regional assembly work areas by March 2010.

**The ANEC Leaders Board and One NorthEast will agree a change management plan that will set out the transition process and its outcomes. Once this is agreed this business plan will be reviewed to ensure the change management plan can be properly resourced and the work programme described at annex B is still deliverable.**

## **5. Progress to date on delivering functional work areas**

During 2008/09 the North East region embraced the spirit of the SNR by moving forwards to new arrangements to enable SNR outcomes to be delivered quickly and effectively, whilst at the same time working within the current legislative framework.

The NEA staff team, often working in collaboration with ONE, local authorities and other regional partners, made good progress in delivering work areas in accordance with the CLG approved business plan and achieved all the planned outputs. Particular examples relating to planning, housing, sustainability, transport and scrutiny include:

- the development of a central portal for regional commercial sites and premises;
- the continued maintenance of the micro-renewables toolkit;
- continued support for and facilitation of the regional climate change partnership and action plan, and the sustainable development champion body, Sustaine;
- the completion of the regional flood risk appraisal;
- the commencement of the North and South Durham Upland landscape capacity assessment for wind energy development;
- the completion of stage 1 of the strategic direction work for transport;
- the completion of the 2007/08 Regional Spatial Strategy (RSS) annual monitoring report;
- a revised implementation plan reflecting the RSS;
- updating the demographic model;
- a comparison of the strategic housing market assessments carried out across the sub regions;
- analysis of house price changes and other indicators to assist in producing a hypothesis for defining strategic housing market areas;
- attendance at the Northumberland National Park Authority core strategy examination;
- operating effectively and efficiently in our statutory consultee role in implementing RSS policies by responding to local authority consultations on planning applications and local development documents;
- provision of advice to Government on the distribution of housing investment through the regional housing pot, which Government accepted.;
- the development of an enhanced monitoring framework for the outputs and outcomes of the local authority private sector renewal and regeneration element of the regional housing pot;
- continued support for the work of the Interim Regional Transport Board;
- technical and professional support for the delivery of the transport component of Regional Funding Advice;
- updating the Regional Rail Strategy and working with Greengauge21 in the development of a national High Speed Rail network which would serve the region ; and
- two significant pieces of scrutiny research have been completed on entrepreneurial and innovative approaches to waste management and the role of the voluntary and community sector in regional economic development

We have also been working with partners to ensure there is coordination of activity within the region contributing to the early development of the new regional strategy.

**Annex A: Summary financial details**

	<b>CLG grant</b>	<b>Local authority</b>	<b>other</b>
<b>Corporate activity</b>	<b>271,699</b>		
<b>Planning and transport</b>	<b>831,898</b>		
<b>Housing</b>	<b>181,586</b>	<b>tbc</b>	<b>145,000 (tbc)</b>
<b>Strategy integration</b>	<b>252,897</b>		
<b>Scrutiny</b>	<b>208,920</b>		
<b>Total</b>	<b>1,747,000</b>		

## Annex B: Activities, measures, costs and risks

### Corporate

Total resource input - 2009/10		
CLG single pot	Local authorities	Other funding
271,699	Nil	nil

Activity/Process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Support to members and stakeholder engagement	£15000	Continued support to members of interim structures and contribution to the development of stakeholder engagement statement	Support to members of Development Board; Support to members of interim RPB Continued engagement of stakeholders and agreed approach to future stakeholder engagement mechanisms	Ongoing  By end Q4	6-8 Development Board meetings  Quarterly RPB meetings serviced  Statement of community engagement developed	Low
Support to staff through transition	£14000	Continuing change management support to staff and specialised HR advice provision	Ongoing delivery of statutory functions Best practice in organisational processes	Ongoing	Operations of organisation	High

Activity/Process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Develop Change Management Programme	£110000 plus liabilities to be input when details of change management plan known.	Senior management to contribute to the work of ANEC/Leaders Board and ONE;	Staff retention package; Cover for liabilities resulting from implications of the change management programme;	March 2010	tbc	
Communications, consultation and events	<b>£8000</b>	Revised communications strategy delivered	Stakeholders and partners kept up to date with appropriate information; website reflects new regional arrangements	Ongoing	Accurate and informed media coverage Targeted and professional publications Accessibility to information through the website	Low

## Planning and transport

Total resource input – 2009/10		
CLG single pot	Local authorities	Other funding
831,898	Nil	nil

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
<b>Regional strategy preparation</b>						
Contributing to the new regional strategy, particularly in developing a robust evidence base of policy areas. Work identified and elaborated in greater detail in the schedule below will also contribute to the development of the Regional Strategy.	Supporting One NorthEast (ONE) and ANEC Leaders Board in refining and evolving policy and evidence reviews. (no financial contribution required)	Suite of supporting technical documentation covering a number of policy topics. Areas of work, where gaps in evidence are identified, are undertaken to ensure evidence on all policy areas is up to date	The region's evidence base underpinned by the same evidence and assumptions informing both the economic development and spatial planning policy.	By end of Q2	A single source of evidence to support the region in policy formulation	Threats to the progression of the new Regional Strategy delays in the passage of new legislation
Sustainability appraisal of the North East Regional Strategy	Work with regional partners to carry out an SA/SEA and Habitats Regulations Assessment, 09/10	SA, SEA, HRA, Equality & Diversity Assessment, Health Risk Assessment & rural assessment delivered alongside	Legal compliance achieved and robust strategy delivered in line with government guidance on sustainable	To be confirmed, will tie in with process for development	Process for delivering SA/SEA etc. in place in Q1 09/10, statutory consultees aware of process and playing	Low risk – expertise to deliver SA/SEA is limited and there may be a rush to secure external

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
<p>Assessment and economic impact study of the spatial implications of the current economic downturn' and Housing market action plan</p> <p>Preparation, design and production of RSS monitoring, implementation and evaluation documentation and reports</p>	<p>and 10/11 £110k</p> <p>Development of objectives of housing market action plan via officer input, working with HCA and others.</p> <p>Officers supporting communication team with provision of material for documentation</p>	<p>development of Strategy</p> <p>Comprehensive housing market plan with spatial impacts assessed</p> <p>Documentation and reports produced and published.</p>	<p>development</p> <p>Region well prepared for the upturn</p> <p>Planning elements of communicated effectively</p>	<p>of Strategy</p> <p>Throughout 2009-11</p> <p>Throughout 2009/10</p>	<p>their part in it</p> <p>Plan well understood and updated Best practice in responses initiatives shared amongst partners with regional coordination by Q 3 2009</p> <p>Documentation provided added value on regional planning policy</p>	<p>expertise. Mitigate by being prepared in advance</p> <p>Medium – capacity to respond and prioritise may be low. Use of Housing call down contract to assist in mitigating risk</p> <p>Obtaining information from external sources proves to be difficult</p>
<p><b>Economic development</b>  <b>(officer contribution only – would require confirmation that activity identified is appropriate in light of joint working with ONE)</b></p>						
Economic projections review	Officer support to regional development agency (RDA) colleagues leading on this work	Production of an update report to inform RS preparation	Up to date information underpinning RS	Develop specification and complete work by end	Report published	No interested or available consultant. Mitigation beyond control of organisation

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Analysis of the implementation of the region's employment land portfolio	Officer support to RDA colleagues ensuring data system is maintained and up to date	Central portal of employment land portfolio is relevant for all users to benefit	Public and private sector all using same information	of Q3 Continuation throughout 2009/10	Live system available on RDA website	Capturing up to date information from external sources is medium risk
Regional logistics study	Officer contribution to RDA colleagues leading on this work	Study report	Up to date information on how region can respond proactively to support logistic sector	Develop specification and commission consultancy support by end of Q2	Report published	Low risk is possibility of no interested or available consultant – mitigation beyond control of organisation
Strategic, local and district centres' retail assessment	Officer contribution to RDA colleagues leading on this work	Study report	Up to date information on retail data to inform retail policy development	Develop specification and commission consultancy by end of Q1	Report published	Low risk is possibility of no interested or available consultant – mitigation beyond control of organisation
Economic market areas assessment	Officer contribution to RDA colleagues leading on this work	Study report	Development of region's response to taking forward principles of PPS4	Commission commencing by end of Q1 and completing	Report published	Low risk is possibility of no interested or available consultant – mitigation beyond

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Extent of home working assessment study	Officer contribution to RDA colleagues leading on this work	Study report	Analysis to inform policy formulation on impact people's working behaviours is having on travel to work patterns	Q4  2009/10 or 2010/11 activity	Report published	control of organisation. Delay in PPS4 being published by Government  Budget dependent
<b>Environment</b>						
Implementation of Policy 38 through uptake of micro-renewables	£15k contribution to annual update of toolkit and awareness raising and support for implementation of Policy 38, 09/10.	Awareness raising and support sessions held for LA planners and regional developers	A minimum of 10% embedded renewable energy generation in new developments	Update by end Q2 and awareness raising sessions as required – ANEC & ONE	Update of toolkit completed by end Q2, evidence of local authority (LA) planners and regional developers supported	Low risk – LA planners have insufficient capacity to implement policy 38. Monitor through AMR
Landscape capacity studies	Lead responsibility in overseeing completion of final landscape study	Study report	Additional information for local authorities to make informed planning decisions on onshore wind applications in North and South Durham upland areas	Commission completed by end of Q1	Report published	Low risk as consultant already commissioned to undertake study as continuation of previous work

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Climate change thresholds	Input to continuation of study started in 08/09	Identification of economic impact of changing climate to key regional assets and services	Assets and services protected against inevitable climate change to ensure continuity of service and support of economy	Study complete by end Q2 09/10	Study delivered by contractor to time and quality. Key messages from study made available to regional policy makers by end Q3 09/10	Low risk –the risks to assets and services need to be embedded in contingency planning. Mitigation by linking with resilience forum
Regional Flood Risk Assessment	Phase 2 building on initial flood risk appraisal undertaken during 08/09 (£30k)	Study report	Additional information and guidance for local planning authorities to make better informed decisions on development – and therefore meeting PPS25 requirements	Commence during Q1 and conclude in Q2	Report published and made publicly available. Information disseminated to local authorities via workshop	Low risk – as foundations of the work in terms of data collated has been done in scoping report (phase 1) prepared in 08/09
Critical infrastructure	Joint study working with RDA and other colleagues (£30k)	Study report	Assessment of infrastructure's capability in meeting anticipated regional growth	Study underway during Q1 and completed by Q3	Report published and incorporated into RS policy formulation	Low risk is possibility of no interested or available consultant – mitigation beyond control of organisation.
Assessment of environmental impact (not EIA)	2010/11 activity					

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Effectiveness of green belt	2010/11 activity					
Review regional renewable energy strategy	2010/11 activity					
<b>Transport</b>						
Undertake options development process under DaSTS and identification of strategic schemes	Officers with DfT, ONE, GONE, ANEC and regional stakeholders £5k	Development of options and agreed programme of projects.	Programme of infrastructure projects that meet regional objectives.	Y1-Y2	Completion of work to be agreed with DfT.	Delay in issuing guidance in 2009 (low) Change in CG policy (medium)
Discussions with DfT, Highways Agency and Network Rail on national networks	Officer support	Develop protocols and structures to enable this debate with the region	Regional views on national networks are reflected in HA and NR strategies	Ongoing	Structures put in place, six monthly meetings with both DfT/HA and NR	DfT, HA and NR don't engage (low)
Facilitating debate on transport issues through established groupings	Officer support	8 meetings per year (4 each TCG and RTF)	'Ownership' and development of consensus and consent around transport policy.	Ongoing	Target number of meetings held and well attended.	Stakeholders cease to engage (Low)
Contributing to integration of transport with other policy agendas (e.g. skills)	Joint working with ONE and other colleagues	Policy and evidence reviews.	Closer strategy integration.	Ongoing	Transport strategies more closely aligned with other policy areas.	Pressures contribute to a 'silo' approach. (low)

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Equalities audit of transport strategies	Joint working with ONE and other colleagues	Policy and evidence reviews.	Informing the review of transport strategies.	Ongoing	Undertaking audits on the basis of 2 equality streams per year	Process is not fully 'mainstreamed' into transport work (medium)
Implement transport strand of Climate Change Action Plan	Officer support					
Transport implications of growth points	Officer support	Review of transport effects growth points	Agreed infrastructure to support growth points.	Y1	Responding to DfT/CLG consultations within timescales	Delays in announcement of successful growth points.
Development of a regional transport monitoring regime/database	Officer support and stakeholders	Development of database of headline statistics to provide evidence base for strategies.	Development of a useable database	Ongoing	Database in place by end of 2009	Lack of cooperation by data owners (low)
Undertake a study into the economic benefits of transport in rural areas	Officers working with Durham and Northumberland Councils and consultancy support. (£20k)	Addressing gap in evidence base identified in Future Direction work.	Rural transport strategy to feed into the IRS	Y1	Agreed and published strategy by end of 2009	Partners fail to engage (low)

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Review work arising for RSS including: <ul style="list-style-type: none"> <li>Updated freight strategy</li> <li>Regional Demand Management Statement</li> <li>Parking Standards Statement</li> <li>Effect of the Fuel crisis/credit crunch/economic downturn on demand</li> </ul>	Officers working with industry partners  Officers and consultancy support. (£7.5k)	'Refresh' of strategy developed with industry partners in 2004  Agreed statement to feed into IRS.  Agreed statement to feed into IRS.  Evaluation of effects to inform the IRS.	Agreed strategy to feed into the IRS  Published statement and input to the IRS.  Published statement and input to IRS  Published document and input to IRS	Y1  Y1/2  Y1/2  Y1	Agreed and published strategy by end of 2009  Agreed and published statement  Agreed and published statement  Completion of review to time and budget	Lack of engagement from freight industry (low/medium)  Lack of agreement among stakeholders (high)  Lack of agreement among stakeholders (high)  Lack of interest from qualified consultants.
<b>Waste and minerals</b>						
Services provided by Northumberland County Council	Resources dedicated to Northumberland County Council to deliver RPB function on waste in accordance with PPS10 (£35k)	Project management of studies; secretariat of RTAB and RAWP; and provision of regional policy advice	Informed responses to waste and minerals policy development	Throughout 2009/10	Production of study reports and briefing papers/notes on waste and minerals policy issues	Low risk as RTAB and RAWP functions continue whilst an interim RPB exists
Regional sustainable	Facilitation of	Studies and reports on	Co-ordination of	Throughout	Reports published	Public sector and

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
waste board and advocate	establishing waste board and associated papers. Officer and financial support (£20k)	waste research to inform evidence base	addressing waste policy issues, bringing together private and public sector organisation interests	2009/10	during the year	private sector funding being available
Assessment of current and future Hazardous Waste capacity and requirements in the North East. Sub-regional aggregates apportionment	Lead organisation in commissioning consultancy support (£30k)	Production of study report	Informing RS evidence and local policies to provide necessary facilities to meet future requirements	Commission commences during Q3, and is completed end of Q4	Report published	Low risk is possibility of no interested or available consultant – mitigation beyond control of the organisation.
Minerals apportionment study	Lead organisation (working with RAWP) in commissioning consultancy support (£30k)	Production of study report – setting out methodology for apportionment; a baseline scenario based on past production levels; and identification of possible shortfalls against the new Guidelines. Further scenarios could be developed to address shortfalls.	Informing RS evidence and local policies to meet future requirements	Commence during Q2 and complete by end of Q4	Report published	Government delay in publishing Aggregates Provision in England 2005-2020. Low risk – availability of mineral expertise to undertake the commission.

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Assessment of sand and gravel resources in the North East	2010/11 activity					
Regional waste arisings assessment – study update	2010/11 activity					
<b>Monitoring and implementation</b>						
Preparation and design of the RSS Annual Monitoring Report (AMR)	Interim RPB leads on AMR and submits to CLG (£15k)	RSS Annual Monitoring Report.	Assessment of the effectiveness of RSS.	Throughout 2009/10	Indication of how policy and delivery needs to change to achieve regional spatial objectives. Responsive to the challenges of North East England	Local authorities delay in submitting data – considered low/medium risk as local authorities will be starting data collection sooner, but as a result over the summer holiday period, which can impact particular on smaller districts with very small staff resources available. Starting the process sooner mitigates the risk to a large extent. Consultation has taken place with local authorities throughout preparatory work to

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Monitoring services provided by Northumberland County Council: facilitating the collation of data from Northumberland district authorities and authorship of AMR chapters	SLA with Northumberland County Council to assist in AMR preparation for Northumberland (£20k)	Northumberland County Council assisting in revision to indicators	RSS Annual Monitoring Report	Throughout 2009/10	Northumberland County Council facilitate data collection in Northumberland	ensure they are fully engaged and prepared.
RSS implementation training sessions	Officers lead on training sessions on how regional planning policy can be taken forward at local level (£15k)	RSS implementation training handbook	Local authority planning officers and members better informed on implementing regional planning policy	Commencing in Q1 and completing end of Q2	Workshops and events take place to help develop and publicise handbook	Low risk is the impact of LGR results in staff retention issues in Northumberland of those dedicated to assisting in this work. Risk mitigated by regional staff taking over topics delegated to Northumberland County Council
<b>Conformity</b>						
Responding to consultations on the preparation of local authorities' local	Ensure RSS policies are being implemented at local level	Reports setting out where planning applications and local development documents are consistent	Responses to consultations on the preparation of LDFs and major planning	Throughout 2009/10	Annual performance report submitted to CLG each summer.	Opportunities and mitigation through reviewing conformity procedures to

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
development frameworks (LDFs); and major planning applications.		with regional planning policy	applications  Attendance at public examinations and public inquiries		Regular review of process to ensure effective and efficient operation of interim RPB functions	ensure they are still fit for purpose and that they provide an effective and efficient service post LGR and SNR
<b>Influencing Government policy</b>						
Responding to national planning policy consultations and processes	Ensuring North East regional planning perspectives are fed into national policy consultations	Production of responses to the development of national planning policies. As required	Continue to influence and shape national planning policy and processes	As required throughout 2009/10	National policy documents reflecting North East England perspectives	Low risk as regional development team would continue to respond to consultations. Any mitigation to risk would be alleviated through collaboration with ONE colleagues.
<b>Boards and stakeholder groups</b>						
<p>Servicing the Development Board</p> <p>Ongoing administration and support of Interim Regional Transport Board (IRTB) and</p>	<p>Officer time delivering function</p> <p>officers and stakeholders £2k</p>	<p>Preparing reports and attending meetings</p> <p>Quarterly meetings of IRTB and provision of up to date RFA spreadsheets</p>	<p>Regional planning body function operated effectively</p> <p>Open and transparent decision making around regional transport</p>	<p>Throughout 2009/10</p> <p>ongoing</p>	<p>Local planning authorities and national policy implementing regional planning policy</p> <p>Hold target number of 4 meetings pa, provision of papers 7 days before each meeting and accurate</p>	<p>Member engagement reduces</p> <p>Current ambiguous status of interim board is not resolved quickly (medium)</p>

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Regional Funding Allocation (RFA) programme					recording of decisions	Members cease to engage (low)
<b>GIS Licence</b>						
Continuation of GIS licence via the pan-government agreement	Maintenance and updating GIS software in accordance with latest data and licence provided via PGA (£20k)	Production of geographical data	Comprehensive documentation utilising benefits of GIS system	Throughout 2009/10	Conformity reports, annual monitoring report, and other published documentation	Utilisation of GIS via the PGA is whether agreement continues to provide added value – medium risk. Mitigation of risk would be via an assessment of value for money as to whether the NEA should continue in receiving this service.
<b>Partnership working</b>						
Continuation as partner of the North East Regional Information Partnership (NERIP)	Financial and officer support to NERIP (£40k)	Attend NERIP Board and Expert group meetings; assisting the development of the NERIP work programme. NERIP assisting with revision to indicators for AMR	Provide regional partners, including NEA, with a sound statistical evidence base for RS and other regional information, particularly with an emphasis on the economy, demography and environment	Throughout 2009/10	NERIP newsletters, demographic model maintained and updated regularly, facilitating research on behalf of regional partners	Contribution dependent on budget – medium risk. Implementation of first phase of transition plan will enable enhancement of collaboration with RDA and NERIP

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Providing regional leadership on planning	Operating costs to enable leadership role to be carried out effectively <b>(£10k)</b>	Attendance at conferences, seminars and meetings to embed and implement regional planning	Policy makers across the region understand the importance of implementing regional planning policies in strategies, plans and programmes	Regular meetings with stakeholders, convening and leading meetings as and when required	Evidence that regional partners are gaining value from leadership on planning	colleagues and therefore mitigate any risk  Loss of focus on longer-term plan for taking forward regional plan making low risk due to transition plans put in place
Continuation as a partner in the implementation of Northern Way	Officer and member support	Comment on consultation documents prepared by the Northern Way secretariat. Attend all Northern Way Steering Group and management group meetings. Attend Northern Way conferences/summits. Support Northern Way secretariat on appropriate research	Shape and influence pan-northern policy and programme management to support North East regeneration	Throughout 2009/10	Influencing Government policy on behalf of Northern regions	Contribution continuing dependent on budget; and Member and officer time. Implementation of first phase of transition plan will enable enhancement of collaboration with RDA colleagues and therefore mitigate against any risk.



## Housing

Total resource input - 2009/10		
CLG single pot	Local authorities	Other funding
181,586	tbc	145,000 (tbc)

Note: discussions with HCA ongoing and important for future work

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Establishing and maintaining strategic direction	Servicing and facilitation of regional housing board, supporting fora, and associated groups by officers	Report preparation and production. Liaison activity to ensure reporting by partners. Approximately 26 formal meetings per annum	High quality debate and decision making is achieved by the key housing partnerships in the region.	Ongoing at set dates through until 2011	Assess implementation of regional housing strategy objectives by 2011. Assessment of Sub regional housing partnership working by 2011.	Medium to high – capacity to service all meetings is reducing. All housing partners engaged in key issues.
	Close working on housing between ANEC and the Homes and Communities Agency to develop future direction, investment decisions and plans.	Good communication and key activities in place	Members and officers are well placed and informed to ensure regional views are clearly articulated and demonstrated.	Ongoing through until 2011	Clear lines of responsibility established through protocols and key messages for the region agreed by 2009	Medium – risk of communication not being effective and partnership based. HCA single conversation to be developed.
	Support leadership role of the board and facilitation of leadership in regional housing work and partnerships	Officer operational costs, training and call down support to bring together parties and contribute to other debates such as the establishment of a North	Members and officers are well placed and informed to ensure regional views are clearly articulated and demonstrated.	Ongoing through until 2011	Regional Housing Forum established by 2010. Works alongside Quality Places forum with clear terms of reference.	Medium – partners do not support costs and terms of reference.

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Assessing the need for housing in the region	Undertake a review of Housing Board terms of reference and influence the establishment of refreshed regional governance arrangement and partnership for the future	Options report and discussion papers for all relevant partnerships and organisations to approve	Fit of purpose arrangement in place with high degree of partner support.	Q4 2009/10	Successful governance arrangement in place and operational in agreed future timescale	Consensus over future partnership arrangements to be reached. Low – despite complexity , partners to agree support should occur
	More coordinated and effective lobbying on housing issues and regional interests	Proposals to key organisations produced.	Interests of the north east more effectively demonstrated in announcements by Government and national agencies.	Ongoing to 2011	Lobbying strategy developed by Q 4 2009/10	Medium – key lobbying lines may not be agreed.
	Undertake further Demographic model maintenance, development and updating with regional information Partnership	Enhanced the housing evidence base and improving regional information on housing and regeneration	Assist in providing detailed analysis of housing projections by housing tenure in particular.	By end of 2009/10 for model	Demographic and housing model updated in timescale	Medium –possible lack of coordination on evidence building and potential capacity issues most relevant information.
	Develop an approach to housing tenure with partners and develop	Enhanced affordability and market exclusion policies, development	Assists in preparation of the development of the draft IRS and its	By end of 2009/10 for target	Approach and targets developed by Q3 2009/10 and in place	Medium – dependent on capacity to take

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Understanding the policy, operational and evidence context for housing and regeneration	housing targets from housing market analysis and assessments	and definition of affordability targets for strategic housing markets	evidence base.	development	with regular review timescales met.	forward work in timescales set
	Undertake research into the needs of vulnerable households	Complete research and Action plan to address gaps is developed and delivered	Informs decisions on investment in supported housing and housing support	Q2 2010	Completed exercise for IRS timetable	Medium – capacity to oversee research of this nature
	Use and application of Home Track - Real Demand System licence	Analysis of housing market changes	Contribution to IRS and compendium updates	Annual from Q1 each year	Licence for home track used successfully and develops IRS	High – potential to not pay circa £10 k for this licence
	Development of implementation mechanism for strategic sub-regional market assessments and assessment of next sub regional housing strategies to be undertaken	Greater coordination of Strategic housing market assessment work from regional level	Better understanding of housing markets and contribution to Housing elements of the regional strategy	Q3 2009 and 2010	Review completed and implementation mechanism in place by 2010	Medium – mechanism to be developed. Government guidance not well interpreted or complete

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Understanding interdependencies between housing and other agendas	Responses to consultations including analysis of the Government's Housing Reform Green paper impacts	Consultation timetable updated on a regular basis. Consultations are communicated to partners and providers, with requests for responses to inform NE response	Issues and priorities in the North East are reflected and responded to in national policy and plans. Partners and providers are confident that the NEHB is working to support delivery at a strategic level	To consider each quarter of 2009-11 for consultation prioritisation	Responses completed within timescales set out.	Medium – ability and capacity to respond is reducing
	Commentary and analysis of bids and initiatives including next steps on approved growth points, HMR business plans	Bids analysed and views provided	Views influence Government and others	Ongoing to 2011	Analysis completed and commentary produce and views provided	High – capacity is reducing.
	Commission review into sustainable housing and related activity	Review completed and report agreed	Sustainable housing better defined and understood with best practice shared	Q3 2009	Positive Feedback from partners on successful work by 210	Delay on regional sustainable development review( High)
	Develop Housing Compendium of data	Updated editions published	Enhanced evidence base for housing	Q3 2009 and Q3 2010 2010 Q1	Compendium used and successful feedback	Low risk of poor feedback
	Joint work with other bodies including considering the	Health contribution to the NEHB/housing contribution to regional	Regional and local decisions on housing activity take into account	Q1 to Q4 2009	Housing and health linkages in IRS by 2011	

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Developing plans, policies and procedures to deliver improved outcomes	development of a health and housing group	health forums. Develop health impact assessment tool for housing policies and plans – regional and local	the impact on health Joint working with health at a local level is more effective			
	Residential offer and housing activity with the Northern Way	Report production	Northern Way relations and housing work stream improved	Q3 each year	Northern Way Housing and sustainable communities stream enhanced	Could be removed, capacity to deliver, not clear whether high priority for Board. RDA to lead is potential solution.
	Update production of profile of housing investment from all sectors within the North East from 2008/9 profile	Profile of housing related investment streams in the region is compiled and distributed	Better information for providing investment advice available to the regional housing board and its partners.	Q1 2009 and update every quarter	Profile produced and used by Q2 every year	Medium – costs are best estimate. Dependence on first profile production quality
	Finalise credit crunch action plan and develop implementation of the regional housing market action plan in response to the credit crunch	Officer coordination of all partner input , utilising call down support from consultant to develop	Clear position for the region in responding to credit crunch and well prepared for the upturn	Ongoing in 2009-11	Plan well understood and updated Best practice in responses initiatives shared amongst partners with regional coordination by Q 3 2009	Medium – capacity to respond and prioritise may be low. use call down contract to assist in mitigating risk

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
	Engagement of ANEC, HCA ,and other partners in investment plans including RFA and CSR09 input	Officer input and board member influence provided.	Key partners influenced	Q3 2009/10 Each round as per govt timetable in 2009-11	Relationship management is effective and feedback received from CLG on performance within timescales	
	Preparation of 2010-11 regional housing pot distribution advice.	Authoring of advice and coordination of input from sub regions	Board fulfils key responsibility and influences Government decision	2009 Q1 – 2011 Q4	Government acceptance of advice within timescales for payment	Medium – current board key responsibility, degree of future responsibility unclear
	Provision of advice on Gypsies and Travellers Site grant distribution for 2010-11.	Input into HCA role to oversee GTSG	Board fulfils key responsibility and influences Government decision	2009 Q4	Government acceptance of advice within timescales for payment and scheme procurement	Medium – future board role unclear
	Enabling the regional loans schemes for private sector housing improvements ( paid for via SHIP 3)	Loans scheme established through NEHB support	Loans scheme established to assist financing home improvement work in the private sector	2010 Q1	Number of loans procured and delivered through regional loans partnership by 2011	Medium – encouragement and regional policy no adopted by LAs
	Assist and input into Policy and Evidence reviews of One North East and related subsequent activity and IRS preparations on housing issues	Think piece and evidence review officer and member input	Better housing policy preparatory base for the IRS	Q 1 2009	No PI at present to be considered	

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Developing and helping to enable high quality provider housing market	(RDA meet all costs)					
	Development of a regional approach on LA land supply for housing and involve all LA partners	Officer input and guidance	Clear SHLAA and other studies inform LDFs and other strategies	2009	SHLAAs all complete and performance is assessed by CLG	Medium – capacity beyond one officer knowledge and input is low
	Housing Board sponsored events, workshops and seminars	Events held such topics as affordable housing/S106, credit crunch, sustainable housing, housing and health, vulnerable people, efficiency and value for money, capacity in region, BME groups and diverse communities, lessons from other planned evaluations	Ensures dissemination of new and good practice to and amongst housing and other professionals in the region.	Ongoing for each event up to 2011	Events carried out successfully. Feedback received.	High – only certain events may take priority, may not be financial priority. Regional Housing Forum could meet costs if re-established
	Support local authorities to explore their role in leading a quality provider market (as expected by Government and the Tenant Services Authority)	Report on developments produced for housing board by LA partners	Market understanding is greater and more comprehensive and up to date	Ongoing to 2011	No PI – to be considered	High – difficult to specify role. New arrangements for region could help mitigate.

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Procuring policies and plans that deliver outcomes	Develop regional best practice guidance/tools to enable affordable housing through the planning system inc develop approach and procedures on S106 agreement use and negotiations	Guidance/toolkit developed with sub-regions and housing provider partners (including private sector)	Sub-regions and LAs have appropriate and effective affordable housing policies	Q3 2009	Guidance developed by 2010 and LAs provide positive feedback during 2010.	High – use of S106 limited by credit crunch continuing .Mitigate by close working with LAs and partners.
Adjusting plans and procedures to improve value for money	Lead and enable the development of initiatives and products that will enable delivery of the regional housing strategy and future IRS, for example: - <ul style="list-style-type: none"> <li>• Financial products to enable market renewal</li> <li>• Regional loans and equity release schemes</li> <li>• Alternative tenure types</li> </ul>	Reports and policy documents agreed at housing board	Region better placed in its residential offer and demonstrates innovation	To 2011	Value for Money and innovation are core components of single strategy	Low – Housing Board leading certain process already and housing innovation being profiled in RFA and single strategy evidence base work.
Monitoring and assessing the success of regional housing delivery	As part of review of SHIP monitoring, assess approaches to understanding value	Gap analysis and recommendations to improve value for money at a regional, sub-	NEHB members, sub-regions, local authorities and their customers understand and are	Q1 2010	PI suite contained in SHIP monitoring framework	Medium – gaps not filled and impact of monitoring not improved. Mitigate

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
	for money from housing activity	regional and local level Sub-regional efficiency working group is established and leads on regional work	confident that regional investment is delivering value for money, sustainable and positive outcomes for local communities			through better joint working and sub-regional partnership role development
	Assessment of the impact on markets of Housing Market Renewal(HMR) pathfinders	Assessment report commissioned and reported	Key priority for strategies assessed and evidence base developed	Q 4 2009	Development of specification for commission. High quality assessment delivered.	High – HMR evaluation ongoing by pathfinders and CLG. Mitigate by deciding clear brief and seeking partner assistance.
	Development of Local Authority SHIP monitoring framework with sub regional partners and CLG. Analyse regular SHIP returns completed and reported to board.	Reports to NEHB and other regional for on performance Data collection is extended to cover value for money and customer satisfaction	NEHB members, sub-regions, local authorities and their customers understand and are confident that regional investment is delivering value for money, sustainable and positive outcomes for local communities	Q1 2010	Reports agreed and suite of PIs met	Medium -- gaps not filled and impact of monitoring not improved. Mitigate through better joint working and sub-regional partnership role development
	Develop monitoring processes with the HCA on HCA investment plans at a	Reports to NEHB and other partners	NEHB members, sub-regions, local authorities and their customers understand and are	Ongoing to Q 4 2011	Reports produced and agreed though out all meetings in 209/10 and 2010/11	Low – HCA engagement with Board will be high

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
	regional level		confident that regional investment is delivering value for money, sustainable and positive outcomes for local communities.			
	Housing monitoring through Annual Monitoring report (AMR).	Housing section of AMR enhanced and published	Better , more comprehensive and utilised AMR in place for partners	February Q4 each year for 2009-11	AMR published and feedback received on quality from Government and others	Low – key process and focus for NEA officers
	Ensuring conformity of local development frameworks and housing planning applications with regional strategies	Housing reports delivered	Influence on local decision making and applications process fro regional benefit	Ongoing to 2011 by local deadline and application timetable	See planning section	See planning section
	Monitoring the regional loans scheme for private sector housing improvements( funded by SHIP 3)	Reports agreed at NEHB	Options expanded for this activity	Q4 2010	PIs in SHIP3 monitoring framework met	Medium – partners not able to report
	Monitoring credit crunch action plan and implementation	Reports produced regularly	Region is well prepared for market upturn	Ongoing to 2011	Plan actions are fulfilled throughout 2009-11	Low – priority area for regional partners
	Evaluate lessons from	Evaluation reports	Better understanding of	2010	Regional level	Could be removed -

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
	landlord accreditation schemes in the region and facilitate sub regional/regional landlord accreditation schemes or support development( to be paid for by LA contributions)		regional position on standards in private landlord sector		assessment of progress completed	- use other partners to sponsor this activity

## Strategy development and regional resource allocation

Total resource input - 2009/10		
CLG single pot	Local authorities	Other funding
252,897	nil	nil

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
<b>Embedding sustainability</b>						
Providing regional leadership on sustainability	£10k operating costs to enable leadership role to be carried out	Regular meetings with partner organisations and stakeholders to agree and take forward the game plan for embedding sustainability	Policy makers across the region understand the importance of embedding sustainability in their strategies, plans and programmes, and know how to implement it	Regular meetings with stakeholders, convening and leading meetings when required	Evidence that regional partner organisations are gaining value from well supported activity on sustainability	Low risk – loss of focus on longer term plan to embed sustainability due to transition planning.
Continuation of hosting of Sustaine Policy Advocate to manage the Sustaine Board	£25k contribution to employment costs planned for 09/10 was able to be made from the 2008-09 allocation. Similar funding required for 10/11	Policy advocate in post, on behalf of the region	Championing the role and importance of sustainable development, the foundation of the RSS	4 Board meetings and ongoing advocacy through the year – ANEC & Sustaine	Board meetings taken place and tangible outputs from each meeting evident. Evidence of successful advocacy leading to SD embedded in the single strategy as it forms	Low risk - Match funding for Advocate post is not secured, post holder is not retained and Board is not serviced. Mitigation through proactive dialogue with partners

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
Continuation of awareness raising/training activities – sustainable consumption & production (SCP)	£15k contribution in 09/10 to training on use of environmental models to increase understanding of SCP and its role in relation to sustainable economic growth. Similar funding in 10/11 to continue mainstreaming of SCP	Training sessions held across the region during the year on the application of environmental models to achieve SCP through planning	Environmental limits aspect of sustainable economic growth is understood and tackled, a key part of achieving sustainable development	A minimum of four training events, one per sub-region – officers & NERIP	Training sessions delivered, evidence of environmental models being used in planning for development at the regional and sub-regional levels	Low risk – SCP not seen as important, engagement with key audiences not achieved. Mitigation through advocacy of importance of SCP ahead of training events
Continuation of hosting of Climate Change Coordinator and implementation of Regional Climate Change Action Plan	£25k contribution planned in 09/10 to communication of actions from regional action plan was able to be made from the 2008-09 allocation. Similar funding required in 10/11 to continue communications support	Contribution to communications officer post and website development	Communications of progress on delivery of actions in regional action plan, clarity on who is doing what to reduce carbon and adapt to climate change	Comms officer contract extended, website improved by end Q2	Website improvements complete by end Q2. evidence of value added communications from stakeholder feedback	Low risk – website does not deliver communications to satisfaction of stakeholders. Mitigation by involving stakeholders in design
<b>SD transition to new arrangements</b>						
Assessment of required function and form to take SD	£10k for completion of SD assessment study in 09/10, proposal of	Study delivered, transition group meetings take place when required,	SD transition arrangements are agreed in preparation	Study completed by end Q1,	Study delivered to quality and time, evidence that study	Low risk – Partners do not meet to consider findings of

Activity/process	Input	Output	Outcome	Delivery	Performance indicators	Risk assessment
activity through to new regional arrangements	function required in the future and form/resource required	proposals generated leading to decisions	form March 2010	decision on function and form by end Q3 –officers, ANEC, ONE and Sustaine	adds value and leads to decisions on future of SD by end Q3	study, decisions about future of SD are not made
<b>Regional Funding Allocations</b>  Responding to government consultation	Staff time					
<b>Rural</b>  Maintenance of the Rural Board	£2k for convening of rural board in 09/10. Mainstreaming may lead to new governance arrangements so not able to indicate funding requirement for 10/11 at this stage	Rural Board meets when required as part of transition to new governance arrangements - based around mainstreaming rural policy and delivery	Rural Board aware of impact of mainstreaming on rural governance arrangements	Governance arrangements clear by Q3 –ANEC & ONE	Decisions on governance arrangements are made and communicated by end Q3	Low risk – ONE unable to make decisions on future governance arrangements – continue working with ONE to find solution

## Scrutiny

Total resource input - 2009/10		
CLG single pot	Local authorities	Other funding
208,921	Nil	Nil

Process/activity	Input	Output	Outcome	Delivery	Performance indicators	Risk assessments
Scrutinise the delivery of the Regional Economic Strategy	£31,468	<p>Pro-active scrutiny and policy development programme resulting in the e-publication of relevant and timely reports with findings effectively communicated that complement the work of the regional select committee.</p> <p>Quarterly liaison to facilitate Parliamentary liaison, T&amp;F Group Chairs and Leaders' Board (LB) reps.</p> <p>6-month and 12-month reviews of published recommendations for all topics (addressing sustainable economic development [12</p>	<p>Influencing policy development and the shaping of the single regional strategy to ensure maximum sustainable economic opportunities for the region.</p> <p>Work programme complements that of the regional select committee</p> <p>Policy developments are reviewed to ensure they are positively contributing towards the development of the new single strategy.</p>	<p>Bi-monthly member meetings</p> <p>Regular meetings of (ANEC) Task and Finish (T&amp;F) Groups.</p> <p>Officers conducting research at the direction of the T&amp;F Groups.</p>	<p>Two reports per annum.</p> <p>Acknowledgment of regional scrutiny role in discussions leading to the drafting of the single regional strategy.</p> <p>Up to 4 review reports per annum.</p> <p>Four quarterly liaison meetings per annum.</p>	<p>The legitimacy of regional scrutiny will depend on the commitment and engagement of members.</p>

Process/activity	Input	Output	Outcome	Delivery	Performance indicators	Risk assessments
		<p>months <b>Q2/2009/10</b>], waste management [6 months <b>Q2/2009/10</b> &amp; 12 months <b>Q4/2009/10</b>] and social and economic exclusion [6 months <b>Q4/2009/10</b>] reports).</p> <p>Member training and development opportunities</p>	Increasing members' joint and partnership working throughout the region and reducing risk of member disengagement.	Members and officers building and strengthening appropriate networks across the region.	Provision of two member engagement events per annum.	The legitimacy of regional scrutiny will depend on the commitment and engagement of members.
Support members and partners to ensure maintenance of regional scrutiny and accountability capacity through the transition period	£5,000	<p>Member meetings and associated ERN and other training events and functions.</p> <p>Design of a member engagement and development programme drawing on experience and skills of the Centre for Public</p>	<p>Better understanding of the role of regional scrutiny and the development of regional policy and strategy documents.</p> <p>Maintenance of member engagement leading to high-level scrutiny and reporting.</p>	<p>Quarterly liaison between T&amp;F Group Chairs and Leaders' Board (LB) reps. Links to regional select committees.</p> <p>Delivery of a member engagement programme.</p>	<p>Four quarterly liaison meetings per annum.</p> <p>Provision of no less than two member engagement events per annum.</p>	<p>Low risk; members and officers of NEA and successor bodies are committed to a smooth transition for regional scrutiny arrangements.</p> <p>The legitimacy of regional scrutiny will depend on the commitment and engagement of members.</p>

Process/activity	Input	Output	Outcome	Delivery	Performance indicators	Risk assessments
		Scrutiny, ERN, ROSN and other relevant agencies.				
Support the development of new regional scrutiny and accountability arrangements post SNR	£3,500	<p>Develop links between local, regional and national levels of scrutiny of regional activity.</p> <p>Continue to work through ANEC with local authorities to consolidate regional scrutiny and accountability arrangements</p>	<p>Maintenance of member engagement leading to high-level scrutiny of regional activity and associated reporting.</p> <p>Ensuring future arrangements for regional scrutiny are developed and complement work being carried out in the region at local level.</p>	<p>Quarterly liaison with regional select committees and other appropriate groups.</p> <p>Networking and information-sharing between all parties. Links to stakeholders as relevant.</p>	<p>At least one meeting per annum between regional representatives and RSC/RGC</p> <p>One joint meeting per annum between regional select committee representatives, T&amp;F Chairs and representatives of the stakeholder community.</p>	<p>The legitimacy of regional scrutiny will depend on the commitment and engagement of members.</p> <p>The legitimacy of regional scrutiny will depend on the commitment and engagement of members.</p>

