

DATE: 9TH JUNE 2015

Northumberland Economic Strategy – Delivery Framework**Report of Steven Mason, Chief Executive****Cabinet Member: Cllr Allan Hepple**

Purpose of report

To update Cabinet regarding the development of the Northumberland Economic Strategy Delivery Framework.

Recommendations

Members are recommended to note progress with the Delivery Framework and agree the next steps in the report.

Link to Corporate Plan

This report is relevant to all priorities in the NCC Corporate Plan 2013-2017 but particularly contributes to the 'grow our local economy' and 'improve our places and environment' priorities.

Key issues

- This report sets out the scope, content and arrangements which will support delivery of the Northumberland Economic Strategy. This 'Delivery Framework' comprises:
- Arrangements for the new *Economic Strategy Working Group* to bring lead officers together to support delivery of the strategy. This will be augmented by refreshed external relationships via a new *Northumberland Economic Forum*.
- A *Delivery Plan* template providing greater detail on the interventions being taken forward to deliver the strategy and associated milestones / details which can be regularly reviewed and reported upon.
- A *project pipeline* which collates, filter and organises major growth related projects and programmes that are identified as contributing to the Strategy considering key factors including strategic fit, project outputs and deliverability.

- A draft pipeline is included in the main report which is progressively being added to.
- A major role in establishing the pipeline is to ensure the council and its partners have an ongoing, simplified mechanism to feed projects into Local Enterprise Partnership and Combined Authority processes in future when seeking strategic support and / or funding.
- A draft delivery plan and project pipeline is currently being added to by thematic lead officers across the council and with its external delivery agencies.
- The Delivery Framework will be completed in June 2015 and progress will be reported on regularly to Scrutiny and Policy Board.

Background

The Northumberland Economic Strategy 2015 (Appendix 1) was approved by Policy Board in November 2014 alongside the consultation on the Local Plan preferred issues and options paper.

The strategy provides the overarching framework to identify growth priorities. NCC is the first council in the North East Combined Authority to have developed and presented its strategy for growth in the wider context of this new model of regional working.

The role of the strategy is to expand on the first priority of the Council's Corporate Plan to support growth with the aim of creating 10,000 jobs by 2031 supporting a prosperous Northumberland founded on quality local jobs and connected communities.

The strategy covers a range of economic growth activities identified in consultation with stakeholders across three themes of *business, people and place* and identifies for each theme four key objectives.

There are two economic programmes, an *investment zone* and *growth network* intended to provide a spatial narrative to integrate activity based on the needs and opportunities of Northumberland's economic geography.

Implications

Policy	The Strategy forms part of the Councils strategic policy framework within the wider auspices of the Corporate Strategy. It sits alongside the emerging Local Plan providing the context for economic growth in the medium to long term.
Finance and value for money	n/a
Legal	n/a
Procurement	Local Procurement via the 'Grow Northumberland' initiative is a key objective in the strategy, within the business theme within the wider objective to be a 'business friendly' council.
Human Resources	The development of the Delivery Framework is being undertaken within existing resources. Part of the function of the project pipeline is to establish a clear view of the council key projects and understand any future resource needs. Specific reports regarding resources could then be informed by this intelligence in future.
Property	The current re-organisation of the council's property portfolio is recognised as being a key lever in delivering economic growth and forms part of the place theme of the Strategy. The project pipeline in the Delivery Framework includes all the council's town centre assets thus enabling those schemes to be included in spatial and thematic considerations when delivering against the Economic Strategies objectives.
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No x N/A <input type="checkbox"/>	An EIA has been produced and is available upon request. The results have been taken into account when finalising the Strategy.
Risk Assessment	Risks apply at the project level, a high level account of project risks is included in the project pipeline element of the Economic Strategy Delivery Framework.
Crime Disorder &	There is considerable evidence that increases in levels of economic growth impacts positively on the reduction of crime and disorder.

Customer Consideration	The strategy includes key objectives related to delivery effective and efficient customer service such as using the council's assets in town centres and communities effectively, supporting an inclusive workforce and being a business friendly council through actions including local procurement and effective business support.
Carbon reduction	The strategy includes a number of actions focused on boosting the sectoral growth of the energy sector, including offshore wind and renewables.
Wards	Countywide

Background papers:

Northumberland Economic Strategy Executive Summary (enclosed)
Northumberland Economic Strategy and associated information – available online at www.northumberland.gov.uk/economicstrategy

Report sign off.

Authors must ensure that relevant officers and members have agreed the content of the report:

	initials
Finance Officer	AE
Monitoring Officer/Legal	LH
Human Resources	AE
Procurement	AE
I.T.	AE
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Northumberland Economic Strategy Delivery Framework

Policy Board Report 9th June 2015

1. Purpose and scope

The purpose of this report is to set out the scope, content and arrangements which will support delivery of the Northumberland Economic Strategy. This 'Delivery Framework' comprises:

- Arrangements for the new *Economic Strategy Working Group* to bring lead officers together to support delivery of the strategy. This will be augmented by refreshed external relationships via a new *Northumberland Economic Forum*.
- A *Delivery Plan* template providing greater detail on the interventions being taken forward to deliver the strategy and associated milestones / details which can be regularly reviewed and reported upon. This Delivery Plan will be completed by the end of June.
- A *Project Pipeline* which collates, filter and organises major growth related projects and programmes that are identified as contributing to the strategy considering key factors including strategic fit, project outputs and deliverability. A major role in establishing the pipeline is to ensure the council and its partners have an ongoing, simplified mechanism to feed projects into Local Enterprise Partnership and Combined Authority processes in future when seeking strategic support and / or funding.

2. Background

Economic Strategy

The Northumberland Economic Strategy 2015 was approved by Policy Board in November 2014 alongside the consultation on the Local Plan preferred issues and options paper. The strategy provides the overarching framework to identify growth priorities.

The role of the strategy is to expand on the first priority of the Council's Corporate Plan to support growth with the aim of creating 10,000 jobs by 2031 supporting a prosperous Northumberland founded on quality local jobs and connected communities.

The strategy covers a range of economic growth activities identified in consultation with stakeholders across three themes of *business, people and place* and identifies for each theme four key objectives.

There are two economic programmes, an *investment zone* and *growth network* intended to provide a spatial narrative to integrate activity based on the needs and opportunities of Northumberland's economic geography.

Fig 1. The Northumberland Economic Strategy

Vision			
<i>‘A prosperous Northumberland founded on quality local jobs and connected communities’</i>			
Strategy	Challenges		
	<i>Strong Economy</i>	<i>Skilled Workforce</i>	<i>Entrepreneurial Dynamism</i>
	Themes		
	Business	People	Place
	<ul style="list-style-type: none"> • Attracting investment • Growing key sectors • Productivity and innovation • Enterprise and business growth 	<ul style="list-style-type: none"> • Learning to work transition • Workforce skills • Employability • Skills system 	<ul style="list-style-type: none"> • Business Locations • Housing quality and choice • Infrastructure and connectivity • Developing communities
Delivery Plan	Economic Programmes		
	Programme 1 Investment Zone:	Programme 2: Growth Network	
	<i>Deliver growth including significant urban industrial and housing development integrated with measures that increase connectivity with Tyneside</i>	<i>Support and facilitate the growth of Northumberland’s network of Market Towns and ensure the rural economy is an accessible and distinctive place to live, work and visit.</i>	
	Area Focus		
	South East and Central	Central, North and West	
Performance Framework and targets to 2025			

The Strategy sits alongside the Local Plan in providing the strategic context for future growth in the county, the Delivery Framework’s purpose is to provide a cohesive suite of documents to demonstrate, support and assist delivery of the strategy.

This needs to relate and signpost to other thematic and place based strategies and importantly not duplicate effort. Other strategies include the Local Infrastructure Plan, Local Transport Plan, Housing Strategy, FACT Children and Young Peoples Plan, the Culture and Tourism Strategy and place based plans such as town centre masterplans and neighbourhood plans.

Economic and Peer Reviews

The Strategy has been established in the context of the recent economic review conducted by the council which consolidated the majority of economic growth functions into ARCH and the newly formed Planning, Economy and Housing Directorate effectively mirroring the functions of the North East Combined Authority (Economic development and infrastructure, employability, inclusion and skills and strategic transport) as well as recognising the major contribution that all council services can play in this agenda.

The council recently participated in a peer review through the Local Government Association, the review made a series of recommendations, some of which need to be supported and referenced as part of Economic Strategy delivery planning. The peer review recognised a number of positive actions being taken forward by the council regarding the economic growth agenda including:

- Being well equipped to deliver key projects
- Having a strong appetite for a serious focus on economic growth
- Demonstrating clear strategic objectives
- Having good linkages to combined authority and LEP/SEP
- Establishing an Economic director post

The assessment identified a series of further actions to support continuous improvement including the need to:

- Develop better collective business engagement
- Develop an integrated, clear delivery plan in support of the economic growth strategy
- A stronger emphasis on education and skills in order to underpin the council's ambition
- Clarification of ARCH's role and its relationship with the council's in-house services

The objective of the delivery framework is to identify actions which will address and take forward these recommendations.

Sub national and local roles

The strategy recognises that the Council is an important leader and deliverer of economic growth but is only one key stakeholder both locally, at sub national level particularly through the LEP and NECA and in working with national bodies and Government. This statement also applies within the county as the strategy provides a strategic context for partners to consider local action, for instance within principal towns. However much of the responsibility for leading and delivering activity is with a wide range of civic, private and public sector stakeholders.

An important element of the strategy and of the Delivery Framework is identifying the role of the council and others in delivering the priorities of the strategy and in confirming how and to what extent activities identified in the strategy are being taken forward within available capacity.

The region has recently produced its first Strategic Economic Plan (SEP) and with the newly formed North East Combined Authority (NECA) now established alongside the North East Local Enterprise Partnership (NELEP) there are calls for greater devolution from central government and ongoing opportunities to access resources for growth projects.

Last year's Local Growth Fund processes demonstrated the need for regional stakeholders including Local Authorities to have available a clear, identified and prioritised pipeline of projects which could meet the growth criteria of Government. Consequently the LEP and NECA are now preparing delivery arrangements for the SEP, the new EU funding programme, and a pipeline of projects to support the region's growth plans.

In this competitive environment the role of the Economic Strategy Delivery Framework is intended to provide a much greater degree of effective ongoing identification, development, co-ordination and management of projects in Northumberland to deliver growth.

It is also important to recognise that arrangements at the regional scale are developing and very fluid with the LEP and NECA leading on key strands of the SEP. As such the need to co-ordinate input and activity across the Authority and to have structures that can react quickly to new opportunities is also important to achieving the most effective outcome

3. Economic Strategy Delivery Framework

Role

The role of the Delivery Framework is to identify the priority activities the Authority and its key partners will be taking forward in the short to medium term. This will provide a platform to share this activity across the council and to have clear lines of responsibility to drive development of new opportunities through joint working. The development of the Delivery Framework relates to three key processes which will assist the council in delivering future growth effectively:

- *Governance and delivery of the Economic Growth agenda in Northumberland* including a new NCC Economic Strategy Working Group reporting to SMT and a new Northumberland Economic Forum to bring key stakeholders together.
- *Establishing the role of ARCH, council services and partners in delivering the Strategy* including the development of formal links between the Delivery Plan and the inter-related development of the Arch Corporate Strategy and a Service Level Agreement between ARCH and the Council.
- *Effective development and management of projects that will support the Economic Strategy's delivery* including the establishment of a new project pipeline and proposals to boost development capacity in this area in support of the Delivery Framework to effectively manage, co-ordinate and develop priority projects.

Contributing to the North East Strategic Economic Plan

The role of the strategy is to act as the council's calling card in seeking support for growth activity in the county, particularly with regional parties. The Delivery Plan and project pipeline will act as a feed in mechanism to assist the council when applying for growth related funding particularly focusing on those funds where NECA and NELEP have a strategic or funding related role.

This particularly relates but is not limited to major funding sources including the proposed North East Investment and Development Fund (and its constituent fund components e.g. Local Growth Fund, HCA funds etc) and European Strategic Investment Funds (ESIF).

The LEP and NECA are currently working on two key process, firstly a project pipeline and secondly an assurance and appraisal framework. Neither have been completely finalised or implemented at the time of writing so the Northumberland process may be subject to changes to reflect any new developments.

The diagram overleaf maps out how Northumberland's Delivery Framework will seek to link to both the project pipeline and assurance and appraisal process at regional level.

Fig 2. LEP/NECA processes - how does NCC input?

LEP / NECA Activity	Purpose	How does NCC input?
Project Pipeline	Provide an integrated and consistent pipeline of growth projects which can be used to align and integrate activity and self prioritise opportunities helping the Partnership to attract support either financial resources or through devolution of powers for delivery against the SEP (and the Spatial Vision / Investment Plan above)	Projects in Northumberland which contribute to the county's growth objectives and relate to the SEP / ESIF Strategies will be included on NCC's project pipeline. This project pipeline can then be used by NCC to regularly feed into LEP/NECA processes.
Assurance / Appraisal Framework	Provide a tool which helps the Partnership to consider and assess its pipeline against a consistent and coherent set of growth criteria, robust appraisal processes and governance demonstrating the ability to prioritise and deliver to Government. (Green Book standard)	Part of the function of the project pipeline and project application form which applicants fill in is to provide an element of pre-assessment in Northumberland before any scheme goes forward to LEP / NECA funding. This is intended to provide a tool which assists NCC in considering and prioritising projects that are developed and in case where development work is needed to therefore consider business case development work that is needed prior to submission.

N.B. None of the NCC related activity above prevents external project applicants from applying via open calls from any funder including NECA or NELEP. The main benefit for external applicants in participating in the NCC process is to raise awareness, consider strategic alignment and seek support from NCC prior to submission and to consider a project against a standard set of criteria for the County.

4. Project Pipeline

The Authority already maintains a series of project lists and associated processes, however they are often based on services or individual themes rather than an overall strategy.

By preparing a single economic strategy project pipeline the intention is to:

- Combine and summarise the detailed project information which supports the delivery plan activities.
- Co-ordinate the information needed to submit projects to NECA / LEP and other bodies for support
- Provide a tool to assist the organisation in prioritising projects development based on set of economic growth criteria to judge projects applicability e.g. if they do not meet the criteria they should not be in the pipeline. This does not mean they may not be important, for instance they may fit with other corporate priorities.
- Provide a tool to integrate and consider projects on both a thematic and place basis
- Provide a clear mechanism to track and review priority projects led by the Council, ARCH and other key bodies integrated with SLA arrangements

Draft Project Pipeline

Set out overleaf, is a simplified version of the pipeline intended to give a flavour of the schemes being captured. The list is currently under development and will eventually include other department's revenue and capital projects related to the three themes of the Northumberland Economic Strategy (Business, People and Place).

For instance project forms from culture, tourism and leisure have recently been submitted but have not yet been added to the pipeline database.

Please note the information overleaf is not prioritised and has no bearing on a projects relative status or otherwise in statutory or funding processes. Where external parties projects are mentioned it is for the purposes of being able to spatially align known activity in the county.

The pipeline below is organised alphabetically by location in the following order:

- Countywide - scheme is across the whole county or in multiple locations
- Sub county level – scheme is at a sub county level e.g. West Northumberland
- Town / Community – scheme is in a specific location e.g. Blyth

Fig .3 Northumberland Economic Strategy: Draft Project Pipeline

Location	Project	Lead / Partners
Countywide	NCC Accommodation Group Programme	NCC
Countywide	NCC Affordable Housing Programme	NCC and delivery partners
Countywide	A1 Dualling north of Morpeth	Highways agency / DFT
Countywide	Superfast Broadband Delivery Programme	NCC / BT / Arch / BDUK
SE Northumberland	Ashington Blyth & Tyne Passenger Line	NCC and multiple partners
SE Northumberland	Northumberland College Advanced Manufacturing Centre	Northumberland College
Central and West Northumberland	Tyne Valley Electrification Scheme	Network Rail
Routes in West Northumberland	Timber transport route improvements	NCC / Private Sector forestry partners
West Northumberland	Gilsland Station	NCC
West Northumberland	A69 improvements west of Hexham	Highways Agency
West Northumberland	The Sill, National Landscape Discovery Centre (SILL)	Northumberland National Park
Rural Areas of the North East including in Northumberland	Rural Growth Network Programme for the North East	Multiple landowners. Programme administered by NCC
Amble	Seafood Town Project	NCC and Amble Development Trust
Ashington	Ashington North East Quarter	NCC, Arch, HCA
Ashington	Ashington Town Centre Highways Improvements	NCC
Belford	Belford Station	NCC

Berwick	Walkergate Development (former Kwik Save site)	Arch
Blyth	North East Enterprise Zone Former Bates Colliery, East Sleekburn, Dun Cow Quay, Commissioners Quay	Arch, Port of Blyth, other key partners
Blyth	Blyth Central Link Road	NCC
Cramlington	South West Sector	Barrat / Keepmoat / Arcot
Cramlington	Lancastrian Rd Link	NCC
Cramlington	West Hartford Business Park	HCA / NCC / Arch
Cramlington	Northumberland Business Park - phases 4 and 5	NCC / Gladman Developments.
Hexham	Hexham Bus Station redevelopment	Dysart / NCC
Lynemouth	Alcan smelter site	Harworth Estates / Rio Tinto Alcan
Morpeth	Stobhill - Loansdean Link Rd	NCC
Morpeth	Redevelopment of County Hall Site	NCC
Morpeth	Employment development north of Morpeth	NCC
Morpeth	Morpeth Northern Bypass	NCC
Morpeth	Former St George's hospital site	HCA / Galliford Try / Linden Homes
Morpeth	Northgate Hospital site	Northumberland Tyne and Wear NHS Trust
Ponteland	Ponteland Bypass	NCC
Ponteland	Ponteland Town Centre	Multiple
Prudhoe	Prudhoe Hospital	HCA and Gentoo
Widdrington	Blue Sky Forest	Peel Energy, Harworth Estates, Active Leisure

Assessing and prioritising projects

A key function of the Delivery Plan and project pipeline is in providing a process which 'pre assesses' activities where appropriate in the County against a set of growth criteria. The reason for this is that increasingly the LEP/NECA and Government expect localities to be able to demonstrate their ability to deliver growth in order to attract resources and to provide surety that should devolution of powers and responsibilities occur that we are well placed to deliver.

The Delivery Plan includes a 'status' section to outline a project's overall assessment drawing from the details provided in the project pipeline, it is proposed that this section provides a summary assessment of the position of any given project and that the mitigating actions provide a synopsis which enables partners to understand the prospect for the project to ultimately deliver. The LEP and NECA are considering a gold, silver bronze rating system however this may not be felt to be appropriate for NCCs purposes.

Effectively what the process is seeking to achieve is to provide a clear assessment of an activities strategic, commercial, financial and delivery case to seek support and funding. It also serves to highlight those projects where specific development activity may be needed.

The information provided is intended to enable the council to consider the extent to which projects can demonstrate on a rolling basis:

- *Strategic Fit and Impact* – Can the project demonstrate impact on growth related policy and outcomes?
- *Deliverability and Finance* – Is the project deliverable within a defined timescale and can it be funded?

The detailed project pipeline includes the following key sections for each project:

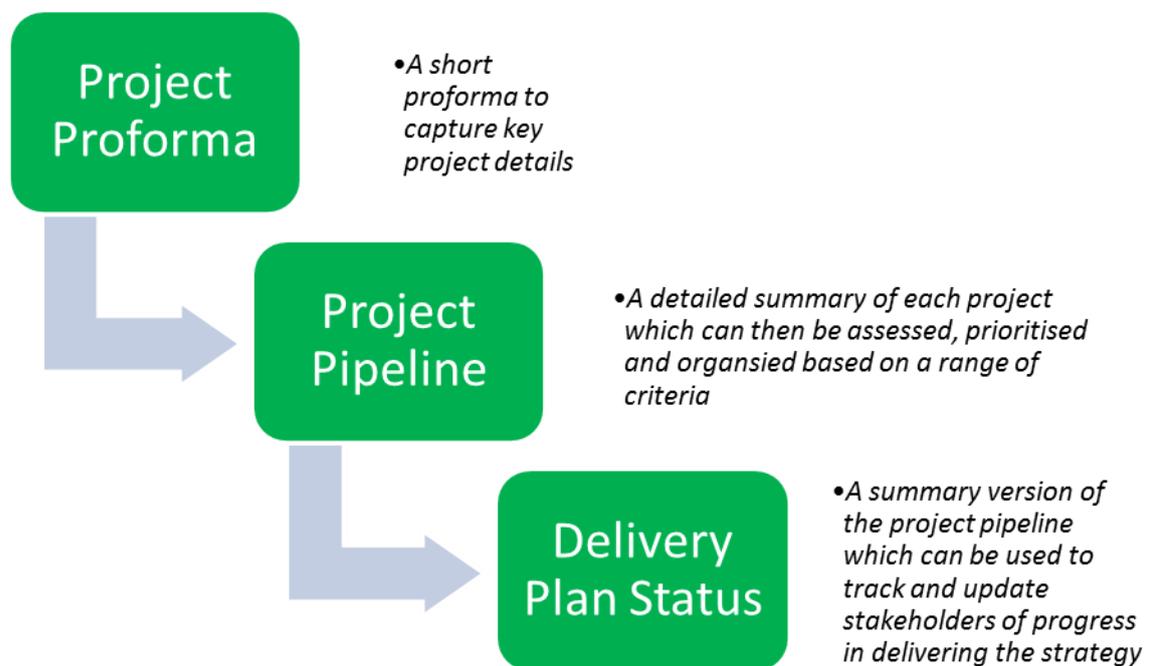
Fig 4. Project Pipeline Sections	
Strategic Fit	<i>How does the project fit with policy?</i>
Project details	<i>What is the project seeking to do and where is it?</i>
Costs and Funding	<i>What does it cost and where will this funding be sourced from?</i>
Deliverability	<i>What will the project achieve in terms of outputs and outcomes?</i>
Additional Information and Overall Assessment	<i>What risks and barriers are there and what is the projects overall priority rating and deliverability?</i>

5. Developing Projects

The external funding team have developed a simple proforma, similar to the European application form to collate project information in the first instance in a common format, all projects on the pipeline will need to fill a proforma in eventually although for some schemes a lot of the information is already available in a common format.

Whilst this may take some resource to complete it has the benefit of providing an initial view of where schemes are based on the likely questions that will be asked by key funders. This can then act as a guide for identifying new development work that may be required to bolster the project pipeline. Once a proforma is completed, the full details can be added to the pipeline and linked to Delivery Plan actions / status as shown in the diagram below.

Fig 5: Project identification process



Flexibility

It is important to note that this process is only a tool to assist in prioritisation which is ultimately a decision for the councils existing processes. Prioritisation related to strategic fit, outputs, outcomes and deliverability also requires a degree of flexibility given the range of funders and funding streams available.

As such the project pipeline provides a degree of standardisation against a set of growth related criteria but this may change and develop over time and can only guide decision making.

The advice of the Working Group will mainly be used on a rolling basis to provide SMT and Policy Board with information to make decisions regarding prioritisation and project development on a case by case basis with amendments as needed depending on the fund /s in question.

Project development capacity

As part of the development of the Economic Strategy, stakeholders recognised the importance of capacity to develop and design new projects that support growth. One way in which the pipeline will help with this issue is by assessing those areas where a project needs to be strengthened.

This information can then be used to develop better business cases for project development capacity that support the economic strategies delivery. For instance, other Authorities in the Region have recently undertaken CPD with economic development staff to develop additional capacity to develop projects which meet green book treasury standards.

6. Performance Framework

The Economic Strategy Delivery Framework will include a series of macro indicators of economic growth in Northumberland. This suite of information will add to reporting of activity in the Economic Strategy Delivery Plan and help to track the overall performance of the economy over time alongside service indicators and delivery reports by arms length organisations.

The final list of indicators is currently being formulated, particularly in terms of whether meaningful measures can be tracked for some of the suggested areas below. As such the list below is subject to further review.

Fig 6. Growth Indicators

Business

- Gross Value Added (GVA) by employee/per head
- Total active businesses (business stock)
- Business start-ups, survival and death rates
- High street vacancy levels
- Proportion of private to public sector employment

People

- Economic activity rates (% working age population)
- Proportion of workforce employed in different sectors
- Median gross weekly pay of full time workers by workplace and resident
- Achievement of NVQs by level, achievement of GCSE / A Level
- Proportion of young people in good schools / academies / colleges / training providers

- New apprenticeships (aged 16-18 at start of apprenticeship)
- Apprenticeship completion rates
- Working age population claiming out of work benefits
- Children living in families in receipt of out of work benefits
- Youth unemployment rate
- Average annual unsecured debt
- People receiving pension credit
- People aged 16-64 predicted to have a mental health problem
- Housing affordability (house price to earnings ratio)
- Households spending more than 10% of its income on heating

Place

- Net additional homes provided
- Households and businesses with access to superfast broadband
- Average minimum time to reach nearest key services by public transport
- Availability of high quality schools, academies, colleges and training

7. Partnering Arrangements

The Delivery Plan and Project Pipeline will set out lead responsibilities for the Economic priorities of the council. A number of lead services and external bodies have key roles to play. This includes Arch who as the council development company are a key party in delivering the strategy. The Delivery Plan will identify those areas where Arch plays a leading or supporting role.

Key partners

There are a series of key partners who will play a major role in delivering the Strategy. This includes major partners in the County such as Northumberland College, Northumberland National Park and Northumberland Tourism alongside regional and local partners.

Some will have an interest across the strategy e.g North East Chamber of Commerce and some may be thematically specific e.g. Job Centre Plus. Such partners are already working with the council via a range of partnerships or directly. For some partners it may be that there is an interest in developing their specific contribution to the strategy as Arch have done so in their Corporate Strategy (see overleaf).

The Council is planning to establish a new Economic Forum to bring stakeholders together on a six monthly basis to consider the overall delivery of the strategy and to ensure that agencies are working effectively together on the overall ambitions for growth. It is

proposed that the Lead portfolio holder chairs these sessions. The forum will provide the opportunity to bring partners together for specific purposes too as it develops.

Local Delivery

There are also related processes which will support the delivery of the strategy locally, including Neighbourhood Plans and other forms of locally driven activity. The Council will ensure that the Economic Strategy is considered as part of these related processes and this will be identified in the Delivery Plan.

Spatial Delivery

Set out in the strategy are two delivery programmes, an investment zone in urban South East and central Northumberland and a growth network in the Central, West and North predominantly rural parts of the County.

This is intended to identify activities and projects across themes that are contributing to the council’s vision for successful places. The project pipeline captures project activity at this level assisting the council in co-ordinating and packaging activity against this economic geography.

ARCH

Arch’s Corporate Strategy is presented to Policy Board alongside this report setting out its organisational vision, approach and priorities for the forthcoming period. The Council has agreed to put in place a detailed SLA to ensure that key priorities, lines of responsibility and resourcing are clearly set out and can be reviewed annually by the Council and ARCH. The SLA is an integral part of delivering upon the Economic Strategy and as such the priority activities of the Strategy act as the starting point for the SLA.

The table below summarises the delivery roles set out in the ARCH Corporate Strategy aligned to the Economic Strategy:

Fig 7: The role of ARCH in delivering the Economic Strategy

Economic strategy themes	Business				People				Place				
	Priorities	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4
	Attracting investment	Growing key sectors	Productivity and innovation	Enterprise and business growth	School-to-work transition	Workforce skills	Employability	Skills system	Business locations	Housing quality and choice	Infrastructure and connectivity	Regeneration and communities	
Arch programmes													
1. Property investment	*	*	*						*	*		*	
2. Development	*	*				*			*	*		*	
3. Estate management									*	*			
4. Regeneration and infrastructure	*					*			*	*	*	*	*

8. Management Arrangements

There are four layers of responsibility in managing the Delivery Plan and project pipeline:

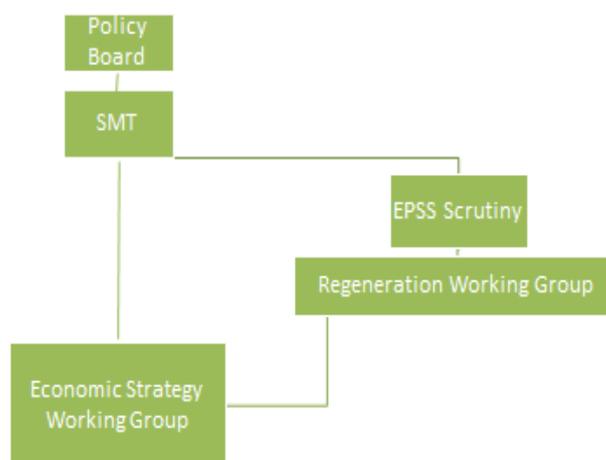
- *Assessment and Advice* – The Economic Strategy Working Group is responsible collectively for providing advice and assessments to SMT facilitated by the Economic and Inclusion Policy Team and External Funding and Programme Team.
- *Delivery Plan* – the Economic and Inclusion Policy Team are responsible for establishing and maintaining the Delivery Plan, maintaining the Economic Strategy Working Group and related internal and external governance arrangements
- *Project Pipeline* – The external funding team will manage the pipelines development and co-ordination of information from project leads.
- *Project Delivery* - projects remain the responsibility of lead officers and sponsors.

Economic Strategy Working Group

Internally the Strategy's delivery will be coordinated and managed by a group of lead officers under the auspices of the new Economic Strategy Delivery Group. The Group will meet approximately every six weeks and provide regular progress reports and advice via Heads of Service to SMT which can then inform the political decision making process. The Group will also serve as a mechanism to support member led activity through the regeneration working group and scrutiny. A schematic of the proposed arrangements is set out below:

Fig. 8 Working Group arrangements

Working Group



The Working Group includes the following departmental leads but will need to include others as needed:

<i>Fig 9 – Economic Strategy Working Group Representatives</i>	
Planning, Economy and Housing	Strategic Transport
Accommodation	Economic and Inclusion Policy
Technical Services	Education and Skills
Active Northumberland / Culture, Leisure and Tourism	External Programmes and Funding
Arch	Finance

9. Next Steps

To develop the Delivery Plan and project pipeline initial meetings have taken place with thematic leads and this is being followed up by identifying activity that is already in train in liaison with lead officers.

A workshop meeting of the new Working Group was held in April to appraise the initial information and to discuss and confirm plans and project development opportunities for the future.

A follow up session is arranged for early June when the results of assembling the project pipeline will be reviewed. By its nature the Delivery Plan covers a broad range of activities at a relatively high level and as such it is anticipated that some areas of action will be more developed than others at this stage.

The delivery plan and pipeline will be finalised and operational by June 2015, a draft template for the delivery plan is included in Appendix 2.

The final Delivery Framework will return to Policy Board for sign off. The Delivery Plan will be reviewed annually and performance reported to Scrutiny and Policy Board regularly.

The main milestones are set out overleaf.

Fig.10 Milestones	
February	
-	Economic Strategy approval by full council
March	
-	ARCH corporate strategy completed
April / May	
-	Delivery Workshop, populate pipeline and develop delivery plan
June	
-	Update to Scrutiny / Policy Board alongside ARCH Corporate Strategy
-	Finalise project pipeline and Delivery Plan content
July	
-	First formal meeting of working group
Sept	
-	Final framework to Policy Board for approval followed by regular updates to scrutiny
-	First meeting of Economic Forum
March 2016	
-	Annual Performance Review

Appendix 1 – Northumberland Economic Strategy 2015-2020 – see separately enclosed PDF document.

Appendix 2. Outline structure of the Economic Strategy Delivery Plan (content is illustrative only)

Business theme narrative: Key policy drivers, commentary on partnership arrangements in Nland and NELEP/NECA

Theme 1: Business							
Objective 1.1: Attracting Investment							
Activity 1.1.1: Attract inward investment, reinvestment and business relocations							
Strategic Fit	Actions	Key Metrics	Milestones	Barriers to developments and actions needed	Lead Officer / Body	Funding	Current Status (possibly Red amber green or gold silver bronze)
<i>How does the project fit with policy?</i>	<i>What are we going to do?</i>	<i>How will it be measured?</i>	<i>When will this happen?</i>	<i>What is preventing progress and how can this be remedied?</i>	<i>Who's responsible</i>	<i>What is the funding source/s?</i>	<i>What is the activities status</i>
SEP - Economic Assets and Infrastructure ESIF – Low carbon sector development	Deliver new energy related investment on the Blyth Enterprise Zone	X Jobs created X floorspace £xm investment	Commissioners Quay phase 1 opens 2015 East Sleekburn feasibility due xx	Feasibility study funded for East Sleekburn Major remediation works needed, xxx fund proposed to support activity Dependent on major investment, core part of inward investment offer to secure this.	ARCH xxx	Private sector, LEP NEIF (RGF)	Amber
	Deliver a Strategic Account Management Programme targeting high growth and strategically important businesses	X jobs created X businesses supported £xm investment secured	Renewed SAM programme operational xxx 2015 Circa xxx key company reviews per month New sector forums established by xxx		ARCH xxx	Core Funded	Green