



AGENDA ITEM:

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AD HOC SCRUTINY PANEL

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TACKLING THE RECESSION IN MIDDLESBROUGH

CMT MEMBER: KEVIN PARKES - INTERIM DIRECTOR OF REGENERATION

PURPOSE OF REPORT

1. This report considers how the recession is being tackled in Middlesbrough setting the local response within the national, regional and sub-regional context.

BACKGROUND

UK ECONOMY

2. The latest estimates suggest that UK gross domestic product contracted for the sixth consecutive quarter between July and September (by 0.4%). Compared to the same period last year the economy contracted by 5.2%, only marginally better than the previous three months, and has now contracted 5.9% from its pre-recession peak. This decline has continued despite the stimulus measures that the government and the Bank of England have introduced. Of particular concern to the UK is the fact that it is now six months since France and Germany came out of recession.

UK BUSINESS CONDITIONS

3. Despite the fairly bleak picture painted in the preceding paragraph the Bank of England Agents' Summary of Business Conditions (October 2009)¹ suggested signs of improvement in some sectors:

¹ This publication is a summary of monthly reports compiled by the Bank of England's Agents, following discussions with around 700 businesses. It provides information on the state of business conditions, from firms across all sectors of the economy. The report does not represent the Bank's own views, nor does it represent the views of any particular firm or region.

- a) little change to the picture of modest growth in consumer spending and housing market activity;
- b) investment intentions remained muted, weighed down by the margin of spare capacity and uncertainty over the sustainability of any pickup in demand, but the number of exceptions to that depressed picture had grown through the summer;
- c) there had been a further slight improvement in the tone of reports from exporters;
- d) most contacts had now completed the process of de-stocking, leaving relatively few still concerned that their inventories remained above sustainable levels;
- e) manufacturing output appeared to have stabilised, and a growing number of business services providers had reported a pickup in demand;
- f) construction activity remained severely depressed despite a small-scale increase in house building;
- g) some larger firms had experienced easier credit conditions, but many other firms still perceived credit supply to be very tight;
- h) the pace of decline in employment had eased, and a special survey of the Agents' contacts suggested that few expected to make substantial cuts to headcount over the next few months;
- i) per capita labour costs remained below their levels a year earlier, with no clear directional sense to firms' reports of changes in their materials costs; and,
- j) consumer goods price inflation remained low, but some prices had drifted up in recent months.

MIDDLESBROUGH

Business community impact

- 4. The impact is being felt differently across sectors. Some companies are facing very difficult times as the downturn exacerbates longer-term uncertainties, for example retail and contact centre provision. Other sectors, such as process industries and logistics are only expecting the problems to be temporary.
- 5. Whilst Middlesbrough has not yet witnessed the major redundancies experienced elsewhere in the UK and the region, the town has not escaped entirely. The impact of high profile company closures within the wider travel to work area have been a concern as 41% of Middlesbrough's resident population work outside of the borough. Of particular concern are the potential Corus redundancies which will affect a high proportion of Middlesbrough residents.
- 6. Enquiries to Business Link are reported to be holding steady, although there has been a marked shift in the nature of business enquiries, from advice and funding based on growth projects, to requests for help arising from concerns about businesses surviving through the recession.
- 7. More positively, Middlesbrough is still seeing some new business investment and job creation, for example demolition of the Dunning Road police station is

progressing and it is understood work will commence on a new hotel in the near future.

8. It is anticipated that the drive to establish the digital sector will continue to gather pace despite the recession, and will continue to assist new and emerging businesses to thrive. The Boho One Building is now complete and Bohouse is under way.

Labour market impact

9. A reduction in vacancies, combined with higher than normal levels of redundancies, is leading to an increase in unemployment. The mismatch between available jobs and the skills of jobseekers is also increasing, as the most common vacancies are for call centre operators, care assistants and telephone salespersons, whilst job seekers are looking for opportunities in retail, process and plant operations and goods handling/storage.

Housing market impact

10. The main impacts in terms of housing have been a collapse in transactions and house prices, which has made it very difficult for house builders to develop existing sites. House building rates have fallen far more significantly in Middlesbrough than in any of the Tees Valley boroughs. Regeneration sites are particularly high risk for developers due to factors such as site remediation, infrastructure, up front costs and often because they are in areas where market conditions are challenging. Consequently there was a significant downturn in the number of dwellings completed during 2008, and this has continued throughout 2009. Predicted public spending restrictions will present further challenges in respect of the town's housing regeneration agenda. The economic conditions have also raised concerns about homelessness resulting from repossession.

Child poverty

11. The recession will have consequences for children and it looks unlikely that Government targets of halving child poverty by 2010 will be possible. The Children's Trust is focused on addressing child poverty preparing for forthcoming statutory responsibilities in relation to child poverty.

Social Care

12. Services offering support and advice such as Welfare Rights/CAB, have witnessed increased demand with concerns about the capacity of money/debt advice services to prioritise vulnerable clients.
13. There has also been a growing concern about the impacts of sudden economic deprivation, for example depression, destructive behaviour, substance misuse, self-harm, domestic violence, even suicide, and how this might be addressed, for example through counseling and joint working with the Voluntary and Community Sector.

Safer Middlesbrough

14. Whilst most of the evidence would seem to point to the main links to crime being through long term social deprivation and inequality a period of economic downturn may result in an increase in acquisitive crime, especially store theft, as people's personal situations worsen and the general population potentially become more willing to use the black market associated with stolen goods. There is the potential for crime rates against the person to increase if individual levels of stress worsen due to personal and family situations. A key group who may be affected are the 16-18 year olds who have more limited opportunities to employment and support.
15. The SMP considered that the main area where hard data indicates a negative impact is in relation to employment. Probation clients are now finding it increasingly hard to access permanent employment for their clients.

REGIONAL RESPONSE

16. The public sector partners in the North East have introduced a number of new measures to offer business and people immediate help or signposting to help to combat the effects of the global recession. The framework is also in place, through the Government Minister for the North East, the North East Regional Committee and the Skills and Employment Response Group to alert Government to specific concerns, co-ordinate activity and share good practice.
17. One North East, Jobcentre Plus, the Learning and Skills Council, Business Link, Government Office and The Association for North East Local Government (ANEC) have established the Skills and Employment Response Group (SERG). SERG is leading the joint response to redundancies and unemployment during the recession mapping out the help that is available to both businesses and individuals, identifying where the gaps in provision are and aligning resources to meet these. Under the banner "Real Help for People and Business", there is a marketing effort to signpost people to the support available in the North East.
18. ANEC has produced a report to provide central Government with an illustration of the range of activities councils are taking in the North East and has also highlighted where Government could support and facilitate regional efforts. ANEC has also undertaken a member-led Task and Finish Group which focused on how collective approaches and joint actions, involving a number of other partners in the public, private and voluntary sectors, can add value to what authorities are already doing.

TEES VALLEY RESPONSE

19. Tees Valley councils have stepped up their community leadership role to support people in localities, particularly vulnerable families and individuals, such as those on low incomes, the unemployed, or workers facing the prospect of redundancy.
20. Jointly, at a sub regional level and individually, Tees Valley councils have also expanding and intensified their support for businesses, with a view to sustaining

local and regional economies through difficult times and placing them in a strong position to move forward when the economic upturn arrives.

21. Councils across the Tees Valley continue to work with a wide range of partners, including the wider public sector, business, and the voluntary and community sector, to share corporate intelligence, explore and develop appropriate responses, targeted interventions and co-ordinated activity to address the impacts of the downturn.
22. Tees Valley Unlimited (TVU) has embraced its City Region Leadership role to produce a strategic response to the effects of the recession which concentrates on the long term vision and ambition of Tees Valley. TVU aims to:
 - a) play its part in responding to short term initiatives, such as that to deal with the immediate issues at Corus or in the petrochemicals sector;
 - b) ensure that the intelligence available on the recession is up to date and properly disseminated to partners;
 - c) prepare for the upturn in the long term by ensuring strategic initiatives are in place to deliver economic impact both in terms of the development of economic opportunities in logistics, port, digital/multi-media, bio fuels and energy, and through the Single Conversation, make the case for resources for delivering housing and economic regeneration. (A long term investment plan, new regeneration funding models and the Multi-Area Agreement) are the mechanisms for delivering the long term investment needed); and,
 - d) ensure the integrated regional strategy and regional transport programmes reflect the needs of the Tees Valley and contribute to regional initiatives such as ANEC's Task and Finish Group.

MIDDLESBROUGH'S RESPONSE

23. Within the national, regional and sub-regional context described in the preceding paragraphs, Middlesbrough's reaction to the recession seeks to ensure that all strategic partners work together to consider the impacts of the downturn on people and businesses in the town and to develop appropriate responses.
24. Significant work has already been undertaken. In April 2009 the Council's Executive considered a report which identified the issues affecting Middlesbrough and how the Council and its partners were responding. An outline action plan is attached at Appendix 1. This report stressed the importance of developing a wider partnership response. A partnership approach to tackling the recession has also been established as a priority for the Middlesbrough Partnership and, following a dedicated Partnership Forum, the Partnership's multi-agency action groups have each developed Action Plans detailing how the recession will be addressed within their particular theme of the Sustainable Community Strategy (see Appendix 2). Work is ongoing to synergise the various partner initiatives described in the action plans and at this stage they are very much a work in progress, and information in some areas is still being gathered. Additional areas of work have also been incorporated as a result of Action Group discussions with partners. The areas of work identified in these action plans will be incorporated into the existing Action

Group workplans and progress against them will be monitored via the LSP's six monthly Accountability Sessions.

25. In order to address cross-cutting issues Middlesbrough Partnership has established a Financial Inclusion Group. This brings together partners from the private, public, community and voluntary sectors to promote and improve financial inclusion across Middlesbrough. The following cross-cutting issues are being considered:
 - a) Community awareness and accessibility to information and support – including the development of an effective communication strategy;
 - b) financial awareness for both professionals and communities
 - c) neighbourhood level support mechanisms and response systems with effective referrals and signposting;
 - d) identification of skills suitable for the current labour market and the need for partner organisations to support varied apprenticeships;
 - e) the development of a positive approach including the introduction of an entrepreneurial approach within the town, sharing best practice, celebrating successes, encouraging business start ups and joint working between small and medium businesses.
26. The group's primary focus will be financial inclusion, specifically the following areas of work:
 - a) access to debt and money advice;
 - b) access to affordable credit and banking services; and
 - c) financial literacy.
27. The group will have a particular focus on vulnerable groups and individuals within the community and will be seeking opportunities to promote consultation with residents and communities.
28. The Council has issued some early guidance and advice in the spring edition of Middlesbrough News and its website now has a dedicated area which provides a range of information and advice for residents and businesses. This is regularly updated to ensure it remains relevant and can be accessed from the Middlesbrough Partnership website.

ILLUSTRATION OF SPECIFIC ACTIONS

29. As can be seen from the preceding paragraphs, Middlesbrough has developed, and continues to work on, a comprehensive suite of responses to the recession. It is only possible to summarise the ongoing activity in this report (as shown in Appendices 1 and 2). As the LSP Action Groups plans have yet to be considered by the Middlesbrough Partnership Executive Board (14.12.09) the following paragraphs consider some of the key areas presented to the Council's Executive earlier in 2009 in more detail, focusing primarily (although not exclusively) on Council service area activities. It is hoped that this will provide an informative illustration of work currently under way.

Support for business

30. Middlesbrough is benefiting from a range of Government support through Business Link, including:
- a) additional investment funding;
 - b) increased access to loan finance;
 - c) events advising on sustaining a business through difficult times;
 - d) free business health checks; and,
 - e) targeted support for businesses in vulnerable sectors.
31. The Council is working closely with Business Link and, increasingly, with the University of Teesside to help businesses access the support they need. This activity complements the Council's existing package of support to businesses, which includes:
- a) help for small businesses to improve their pitching and negotiating skills, enabling them to convert more opportunities into firm contracts;
 - b) support for the thriving Middlesbrough Business Forum, where businesses can benefit from a range of networking opportunities, meet new potential customers and learn from others experiencing the same business issues;
 - c) provision of low cost space, with accompanying on-site advice geared towards the initial stages of a businesses' life; and,
 - d) financial incentives for the companies that are still able to grow or invest in their business or their workforce.
32. The Council is also working with businesses that are experiencing difficulties to help them manage Business Rates and rent arrears, to seek to enable them to maintain tenancies and continue trading where recovery is a realistic option.
33. The following actions demonstrate that the Council is acutely attuned to the needs of local businesses:
- a) **reduction in the time it takes the Council to pay invoices from 30 to 20 days;**
 - b) working with the Local Chamber of Commerce the Council is **accelerating planned maintenance of its own buildings and will spend £30M over 10 years** on leisure and community centres, administrative and social care buildings - this has the potential to stimulate the local economy through local tradesmen and suppliers, and the Council is seeking views on contract packaging to best meet local needs;
 - c) the Council is working regionally with businesses and local authorities, through the North East Regional Improvement and Efficiency Partnership, to look at **contract packaging**, including breaking into lots on the basis of location and product type **which would allow more companies to bid for work**; and,
 - d) **National Non Domestic Rate Hardship Relief** is being publicised widely along with **Small Business Relief**.

34. More widely, the Council's investment plans aim to secure a better future for Middlesbrough by addressing the fundamental issues affecting the town. The 5 Year Capital Programme amounts to some £328M and is the biggest since Middlesbrough became a Unitary Authority. It demonstrates the Council's capacity to apply strategic resources in order to produce sustainable assets and create jobs for the long term.
35. Alongside the original phase of commissioning for projects around worklessness and enterprise support, further allocations totalling £1.6M from the Working Neighbourhood Fund (WNF) aim to soften the blow of the recession. This support includes:
- a) measures to promote the range of new products offered through the business support network as a response to the recession, including joint promotional activity with Business Link and the University of Teesside;
 - b) utilising vacant retail space to prevent the town centre image suffering from an increase in empty units, involving working with landlords to provide alternatives to boarding/white washing vacant shop windows and using the spaces for short term training activity, artists workshops and gallery space, town centre displays for retailers outside of the immediate town centre, etc;
 - c) a discretionary pot of funding for the staff of companies filing redundancy notices for 20 people or less to enable them to access the types of support offered by Job Centre Plus in larger redundancy situations, such as funding for outplacement consultants, bespoke training or accreditation of skills, continuation of Train to Gain investments, etc;
 - d) additional capacity within debt and welfare services to enable people to plan to avoid financial crisis and to prevent individuals accessing high interest credit through predatory loan operators, including the funding of an additional post to provide WNF residents with debt/money advice (such as income maximisation, financial statements, prioritisation of debts, negotiation) and support for local credit unions will also be provided;
 - e) enhancement of existing business grants to encourage employers to take on additional staff using routes such as apprenticeships, etc; and,
 - f) the provision of additional financial support to people made redundant to enable them to access university provision to improve skills/qualifications, taking the individual out of the labour market during the worst of the recession - young people's bursaries/scholarships will also be created to support school leavers in a similar way.

Labour market support

36. Alongside the package of support to businesses, a multi-agency package of support has also been put in place for individuals either facing redundancy or looking for work, including:

- a) advice on changing jobs and re-skilling for people facing redundancy;
- b) support for people recently made redundant who need to look for work;
- c) support for people suffering longer-term barriers to employment, such as mental health problems, debt and drink/drugs problems; and,
- d) apprenticeship opportunities for young people in deprived communities

37. With increasing levels of youth unemployment (1 in 5 nationally) the Council secured resources from the Future Jobs Fund which commenced in October with 150 jobs due to be introduced in Middlesbrough primarily focused on 18-24 year olds unemployed from hotspot areas. Around £8m has been committed from the Future Jobs Fund to create 1,253 jobs across the Tees Valley over the next year. These are primarily aimed at young people who have been claiming Jobseekers Allowance for more than 10 months.

Housing market response

38. The Council has been very pro-active in bringing forward its Planning Strategy in terms of the provisions for new housing land to meet the demanding requirements of the Regional Spatial Strategy. Middlesbrough was one of the first authorities nationally to adopt both the Local Development Framework Core Strategy and the Regeneration Development Plan Document. These documents are set to bring forward a range of housing opportunities for the period of up to 2021.
39. To mitigate the impact of the recession the Government has introduced a package of measures to support house building through the economic downturn. There is evidence that these measures are beginning to have a positive impact with transactions increasing and prices stabilising. However, there is a broad consensus within the housing sector that a period of lower transactions and relatively static prices will prevail for a number of years.
40. Housing sites in Middlesbrough contained within the planning frameworks are already well established in terms of the principles for their development (including significant allocations at Middlehaven, Hemlington Grange, Gresham, Grove Hill and Ladgate Lane, for example). However, a high proportion of Middlesbrough's new housing developments are on relatively high risk sites. The Council has remained committed to such sites, including Middlehaven, Trinity Crescent and West Lane and the latter two have secured funding from the Government's Kickstart Housing Delivery Programme to continue their final phases. This success is another example of the Council working closely with the house building industry in the town, in order to maintain confidence in housing overall and to ensure continued momentum in seeking to stabilise the town's population and prevent outward migration of the upwardly mobile.
41. Work on master planning and major projects for key sites has also been progressed so as to ensure the town is well placed to retain its competitiveness in the development market, particularly as the economic position improves. Examples include the following sites:
- a) Police HQ, Ladgate Lane;
 - b) land adjacent to Middlesbrough Teaching and Learning Centre;

- c) land adjacent to Hemlington Hall School;
- d) Prissick Depot, where work has recently commenced;
- e) Marton Avenue;
- f) Ashdale Pupil Referral Unit;
- g) Site 44, Coulby Newham, which is being marketed;
- h) Trimdon Avenue; and,
- i) Swedish Field

42. Pragmatic negotiations with developers and housing associations in respect of development schemes and proposals for changes in design, or the extension of affordable housing, have also been progressed, including the former Middlesbrough College sites and Marton, Kirby and Longlands which are now under way. Temporary tenure diversification at Erimus Housing's St. Paul's Road development provides another example of how this approach can sustain new build momentum through the development of pragmatic solutions which do not have a negative impact on design quality.
43. More specialised housing provision has also been developed at Wellington Street (reprovision of homeless hostel by Riverside Housing) and BoHouse (digital industry live-work units by Erimus Housing). The Council has also recently submitted a bid to the Government's local authority new build programme to develop 20 apartments for older people. Linked to this bid, and more generally across construction and service provision activity, has been the development of targeted recruitment initiatives.
44. The Homes and Communities Agency HomeBuy Direct scheme is one of a number of initiatives designed to help prospective homeowners access affordable housing and maintain momentum on new build developments. The scheme provides equity loans to help them purchase selected new build properties from developers. The Council has already supported a number of successful bids made by key development partners and the scheme applies to 64 units across four priority sites in Middlesbrough. More bids have been supported as part of round 2 of the Kickstart Housing Delivery Programme. Access to this product is now better enabled following the establishment of the Time2Buy Scheme across the Tees Valley and Durham areas.²

Older housing area - Gresham

45. Given the negative impact of the recession and the likely public sector resources available post 2011, there is the prospect of the delivery of the older housing vision being protracted unless agreement to an accelerated programme via a delivery mechanism is secured. At current cost and funding levels, it will be in the region of 16 years before all remaining properties are acquired and a redevelopment programme secured. The Council has acknowledged that the prospect of a protracted programme of acquisitions is unacceptable for those living

² Time2Buy is run by Stockton Borough Council, Fabrick Housing Group, Housing Hartlepool and Endeavour Housing Association, bringing together a wide range of experience and skills in delivering affordable housing to enable people to get a foot on the housing ladder or buy a home appropriate to their needs.

in the later phases of the clearance area and action is being taken to deliver the programme within an acceptable timeframe. A joint review of the Gresham project has commenced with the Homes and Communities Agency which should ensure that the vast majority of acquisitions are complete by the end of 2014.

Homelessness and housing advice

46. The Council continues to work with partners to monitor and seek to mitigate the impact of rising numbers of homelessness applications resulting from mortgage repossessions. The Council is working with a range of partners to identify potential pressures, for example as a result of increased referrals to housing advice services, the rent deposit scheme (see below), money advice and debt counselling services, increases in rent and mortgage arrears, etc. Using this information, an appropriately tailored suite of services is being developed.
47. The Mortgage Rescue Scheme (MRS) was introduced by Government in January 2009. The scheme aims to prevent the most vulnerable households from losing their homes. The Council's Strategic Housing, Environment (Money Advice) Service, Erimus Housing and the Citizen's Advice Bureau (CAB) are working together to deliver the scheme in Middlesbrough.
48. The Council is working with sub-regional homelessness/housing advice partners in Stockton and Redcar & Cleveland to promoting the Court Duty Scheme (CDS), via an advertising campaign and considering alternatives to increase attendance.
49. To ensure housing advice is as up to date and timely as possible, the Council requested Erimus Housing reviewed and updated its advice and assistance literature for clients seeking housing advice due to mortgage arrears. This brought it in line with updated information from the Government in this area.

Fuel poverty

50. Through the partnership established to deliver the town's Affordable Warmth Strategy opportunities resulting from the Government's increased expenditure on energy efficiency measures for older and vulnerable people continue to be maximised.

Culture, Sports, Recreation, Entertainment and Information

51. The Council's sport and leisure centres, libraries, museums and galleries continue to offer free/low cost options for leisure time and take up is being monitored closely. A number of actions are currently being taken in this area, including a Tees Valley venue managers group which is looking at the potential benefits of joint promotion. The Libraries Service is continuing to offer information and support to those people directly affected by the economic downturn, either through direct services or signposting. For example, in partnership with the BBC, library staff will direct customers to a BBC on-line site set up specifically to support financial capability.

Children and families

52. The Children's Plan is being reviewed from a Child Poverty perspective. Some of the issues of concern will include:
- a) health impacts such as obesity if healthy eating becomes less of a family priority;
 - b) the prospects for young people leaving school;
 - c) family issues affecting children;
 - d) a shortage of disposable income impacting upon the range of activities children take part in
 - e) increased pressure on services;
 - f) a potential increase in the Not in Education Employment or Training population
 - g) the need to motivate young people when gloom surrounds the economic world they are entering; and,
 - h) the changing perspectives of young people that may make staying on in education more attractive to them, but more difficult to achieve within the context of family economic circumstances.
53. The impact on the income of families in Middlesbrough is already apparent in terms of a significant rise in free school meal eligibility, in the January census. Schools have agreed to put additional funding into the service, to maintain the quality.
54. Family tensions can be a symptom of unemployment, reduced hours, etc. This can manifest itself in many ways including family breakdown, domestic violence, drugs and alcohol misuse, etc. CFL is already experiencing an increase in cases in these areas including an increase in the number of children on the Child Protection Register, although some of this is attributable to responses to the Baby P case.
55. CFL has seen an increase in the numbers of children becoming looked after although it would be inappropriate to directly relate this to economic changes. The service is increasing early intervention across the safeguarding services to reduce the number of children taken into care.

Stronger Communities Action Group

56. The group has been focussing on the impact of the recession on the voluntary sector and the demand for services provided directly to communities. Many organisations are reporting an increased call on services, particularly those relating to debt advice, homelessness, energy efficiency and mental health, for example. This comes at a time when fundraising in the so-called Third Sector has been badly hit, particularly corporate sponsorship. A number of organisations have reported significant difficulties in securing support for big seasonal fundraising events. The collapse of Northern Rock has led to a huge reduction in the amount of funding available through the Northern Rock Foundation. Organisations that own their own premises are experiencing an increase in costs and loss of discretionary rate relief.

Safer Middlesbrough

57. The Safer Middlesbrough Partnership (SMP) will become increasingly important as Middlesbrough works towards creating a safer environment for its local community. In terms of specific action the SMP already monitors trends in crime, drugs and alcohol and will continue to do this, but it will also look at any match with economic trends locally. The action plans for 2009-10 have access to employment and housing as key priorities and with the support of the National Treatment Agency the SMP will be improving links with Jobcentre Plus to tackle unemployment amongst drug users locally. The SMP's view is that Middlesbrough already has a strong base for dealing with those disadvantaged through unemployment and economic hardship and it is important to build on the services that already exist. There is, however, a risk of these becoming overburdened if needs increase through a prolonged economic downturn.

Money advice

58. As local people have found themselves under increasing financial pressure the demand for the Money Advice Service has greatly increased. This is an area where a rapid response is required in order to prevent problems escalating for Clients contacting the Service. Additional resources have been targeted and this area will continue to be monitored in order to ensure timely advice is in place, working closely with CAB and other partners.

CONCLUSION

59. This report identifies a wide range of activities either currently being undertaken by the Council and its partners, or planned for the future. It demonstrates that Middlesbrough's response to the recession is comprehensive and properly set with the national, regional and sub-regional context. It will be important to consider the various LSP Action Group plans in more detail as they are developed and implemented. This will be enabled by the Middlesbrough Partnership Accountability Sessions.

BACKGROUND PAPERS

- The Economic Downturn – Update and response – Report of the Interim director of Regeneration to Middlesbrough Council Executive, 28th April 2009.
- Tees Valley Recession Report and Action Plan – Report of the Director, Tees Valley Joint Strategy Unit to Tees Valley Unlimited Leadership Board 3rd June 2009.
- Older housing vision – development of proposed delivery vehicle - Report of the Interim Director of Regeneration to Middlesbrough Council Executive, 13th October 2009.

AUTHOR: MICHAEL QUINN

01642 – 729154