

A meeting of the: **Overview and Scrutiny Committee**
will be held on: **Monday 8 December 2025**
at: **10.00am**
in: **Council Chamber, Town Hall, Station Road, Ashington.**

With reference to the agenda previously circulated for the above meeting, please find attached supplementary papers in relation to the following agenda item.

SUPPLEMENTARY AGENDA PACK

Page No

6. **Integrated Settlement Outcomes Framework and Performance Management Framework**

To give further consideration to the development of an Integrated Settlement Outcomes Framework and Performance Management Framework.

Appendix A - Draft Performance Management Framework	39-65
Appendix B - Integrated Settlement Outcomes Framework	66-94

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Draft in
development
Autumn 2025

Performance Management Framework



What is our Performance Management Framework?



Within 10 years, the North East Combined Authority will have made progress against the five key Missions set out in our Corporate Plan:

 Home of real opportunity

 A North East we are proud to call home

 Home to a growing and vibrant economy for all

 Home of the green energy revolution

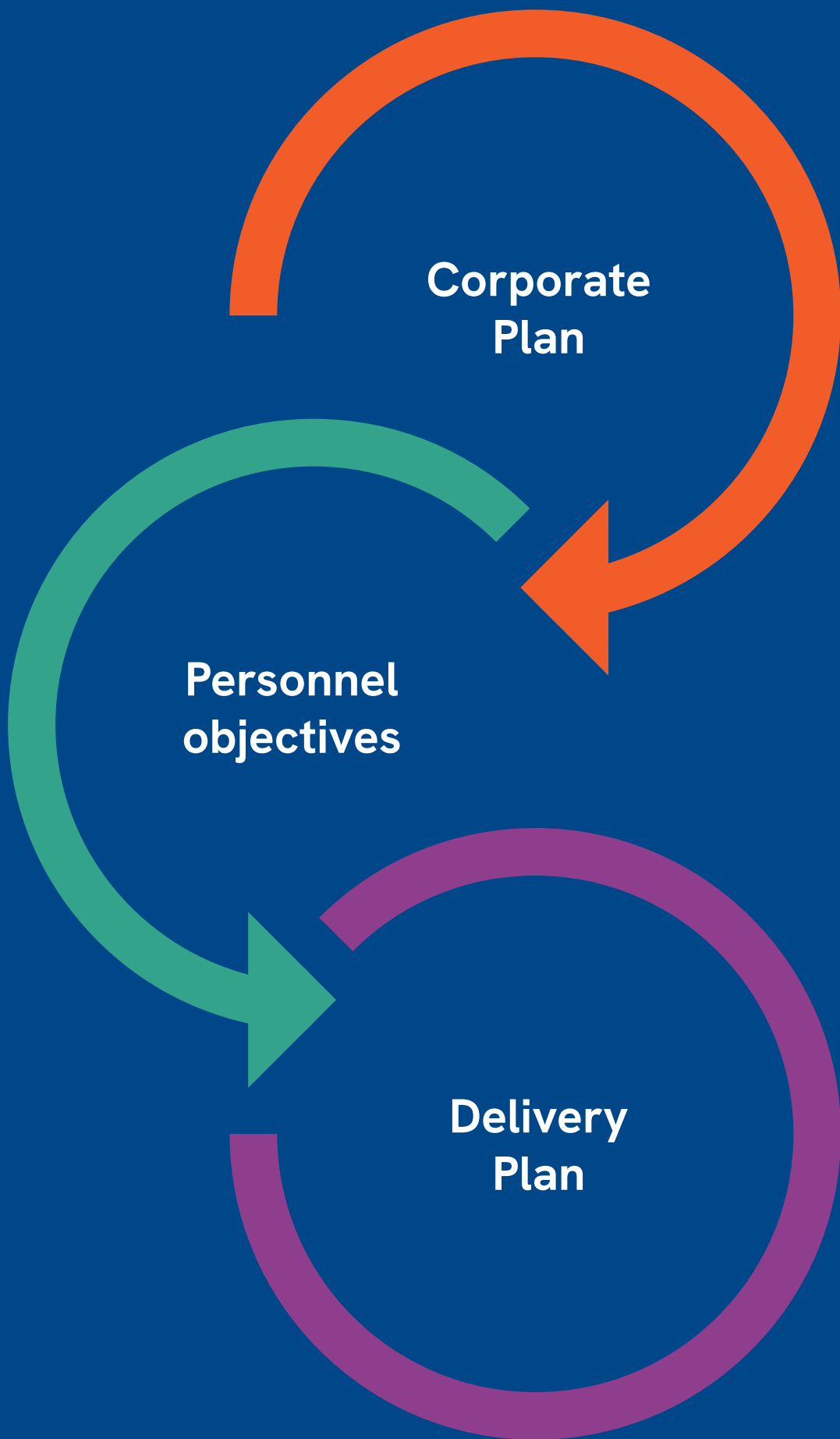
 A welcoming home to global trade

This Performance Management Framework sets out how we will do this, by putting our missions at the heart of everything we do; and how we will measure success.

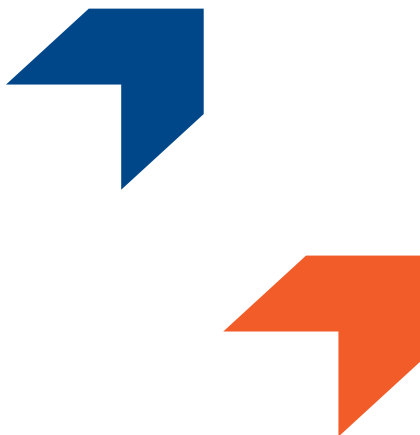
It will show how the outputs and outcomes in our existing strategies, including the Mayor's Local Transport Plan and our Local Growth Plan, support the missions.

It will support successful delivery of the Integrated Settlement by setting out the relationship between the outcomes we will deliver with this funding, and those delivered through our other investment programmes.

And it will show that the missions are the golden thread connecting all our work, cascading down from our Corporate Plan, through our Delivery Plan, and into individuals' objectives.



Who is the Performance Management Framework for?



There are two key audiences for this framework:

- 1. The Combined Authority, and its delivery partners – to inform our decision-making
- 2. Our stakeholders, our politicians, and the people we serve – to give them confidence in these decisions, and to hold us to account for delivering them. The insights gleaned from our performance management will also inform wider measures of the North East’s success, such as through our annual event State of the Region.



We expect this to be of particular interest to the following groups:

The Mayor and Cabinet	Providing strategic direction, oversight and leadership.
The Public	Ensuring transparency and building trust through clear communication of priorities, achievements and impact.
Our partners and stakeholders	Highlighting our measurable outcomes, fostering confidence, and supporting collaboration with businesses, the VCSE sector, providers, and grant recipients.
Overview and Scrutiny Committee and Audit and Standards Committee	Ensuring robust governance and accountability.
Finance and Investment Board	Monitoring programme financial performance and investment outcomes.
North East Senior Leadership Team	Driving internal performance and operational excellence.
North East Combined Authority Team	Supporting delivery and coordination of initiatives.
UK Government	Meeting statutory and funding requirements, demonstrating effective use of resources.

Our approach to Performance Management

Our performance management framework will be structured around four broad themes. They are:

Missions

Our Missions keep us focused on driving long-term change and creating meaningful impact. We will analyse both quantitative data and qualitative insights to understand progress and impact.

Investment Delivery

We will use our Single Assurance Framework to assess value for money and the potential impact on our Missions. Data gathered through our assurance processes will be used to support performance reporting related to this pillar.

Delivery Plan

We will report against our organisation-wide Delivery Plan, showing all teams are contributing to the overarching goals set out in our Corporate Plan. The quarterly review cycle will ensure delivery stays on track and that all activity is aligned to the delivery of one or more of our Missions.

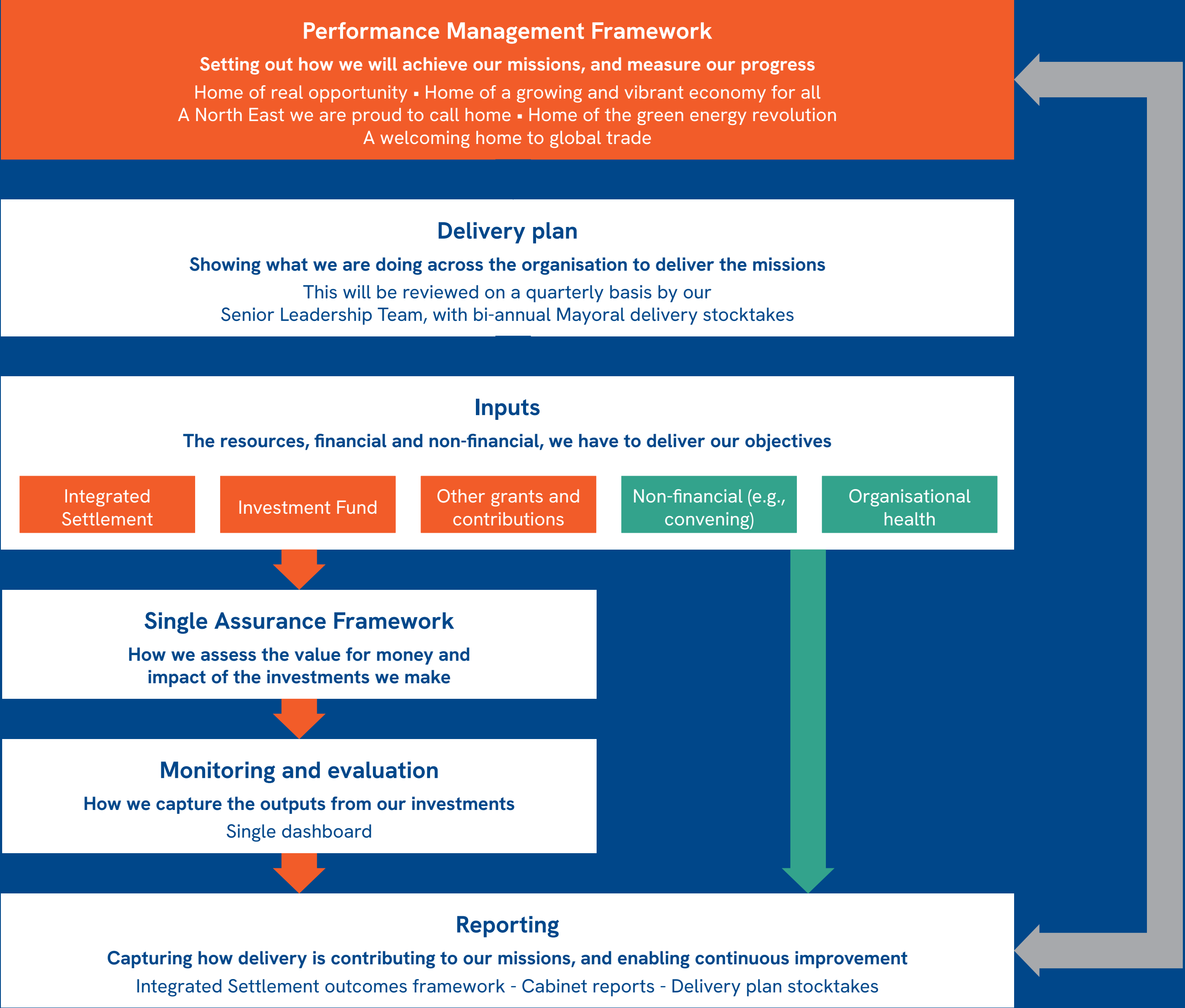
Organisational Health

We will ensure the North East CA is set up to operate effectively and efficiently. This means clear budgeting and assurance processes, harnessing data and technology, implementing a trust-building communications strategy, and a building a strong culture that empowers teams to deliver.

Together, these create a cohesive structure that ensures resources are directed effectively and efficiently to achieve measurable impact. We will establish a regular reporting process, to ensure we stay accountable to our Mayor, Cabinet, and the people we serve.



Aligning our performance management framework with existing performance tracking and decision-making processes, allows us to effectively monitor impact, guide investment decisions, and achieve the priorities outlined in our Corporate Plan.



Our missions

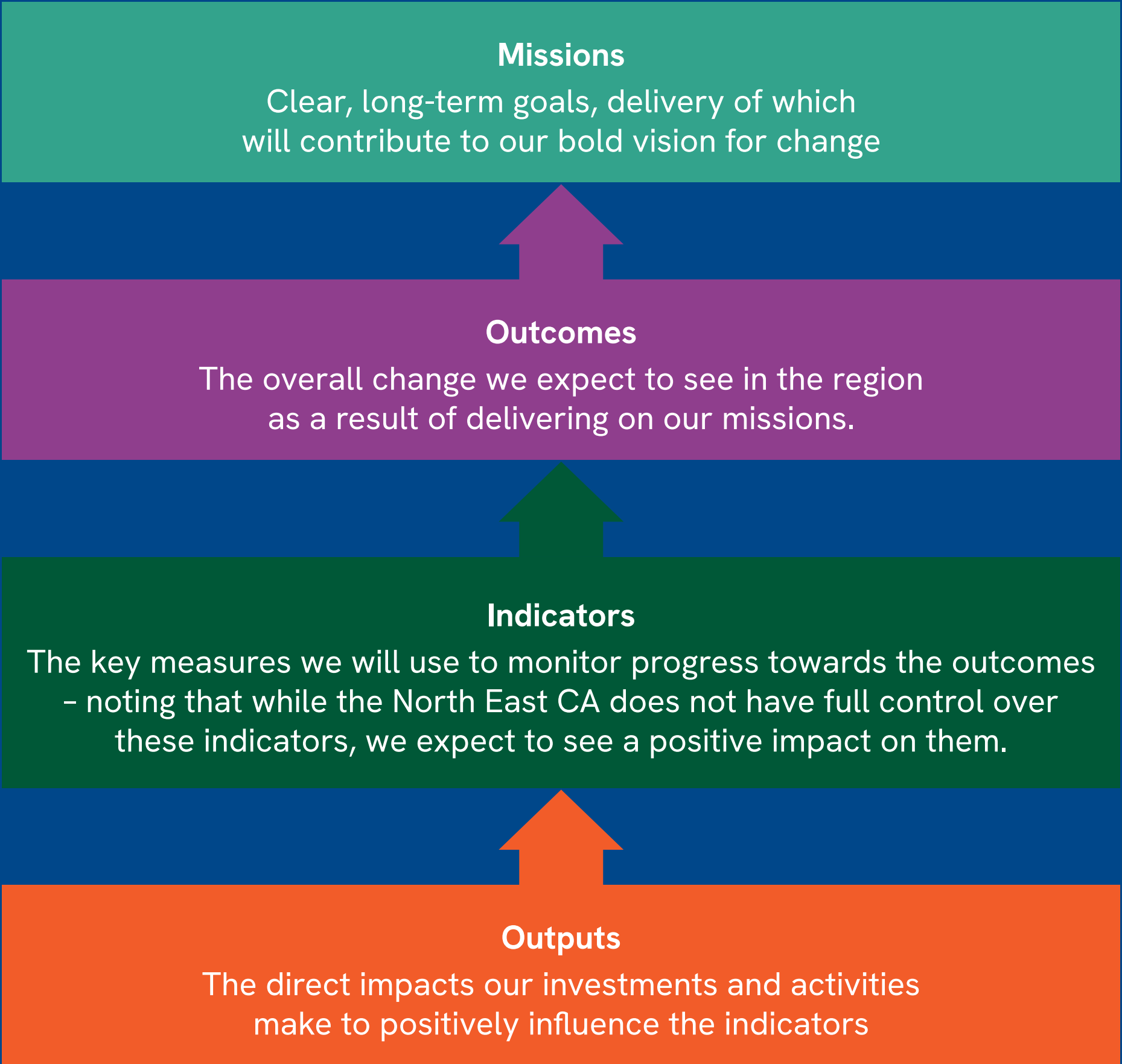


The North East CA’s performance management framework sets out how we will define success, and how we will measure it






The indicators we propose to monitor in our Performance Management Framework have been carefully selected, and align with the outcomes we want to see under each of our Missions.

These indicators provide a clear and concise overview of progress, ensuring that we remain focused on delivering meaningful outcomes for the region – and are underpinned by the wider set out of outputs delivered across our investments.

Importantly, they are also closely aligned with our Investment Framework, which provides a deeper level of detail around the outcomes and measures for each mission.



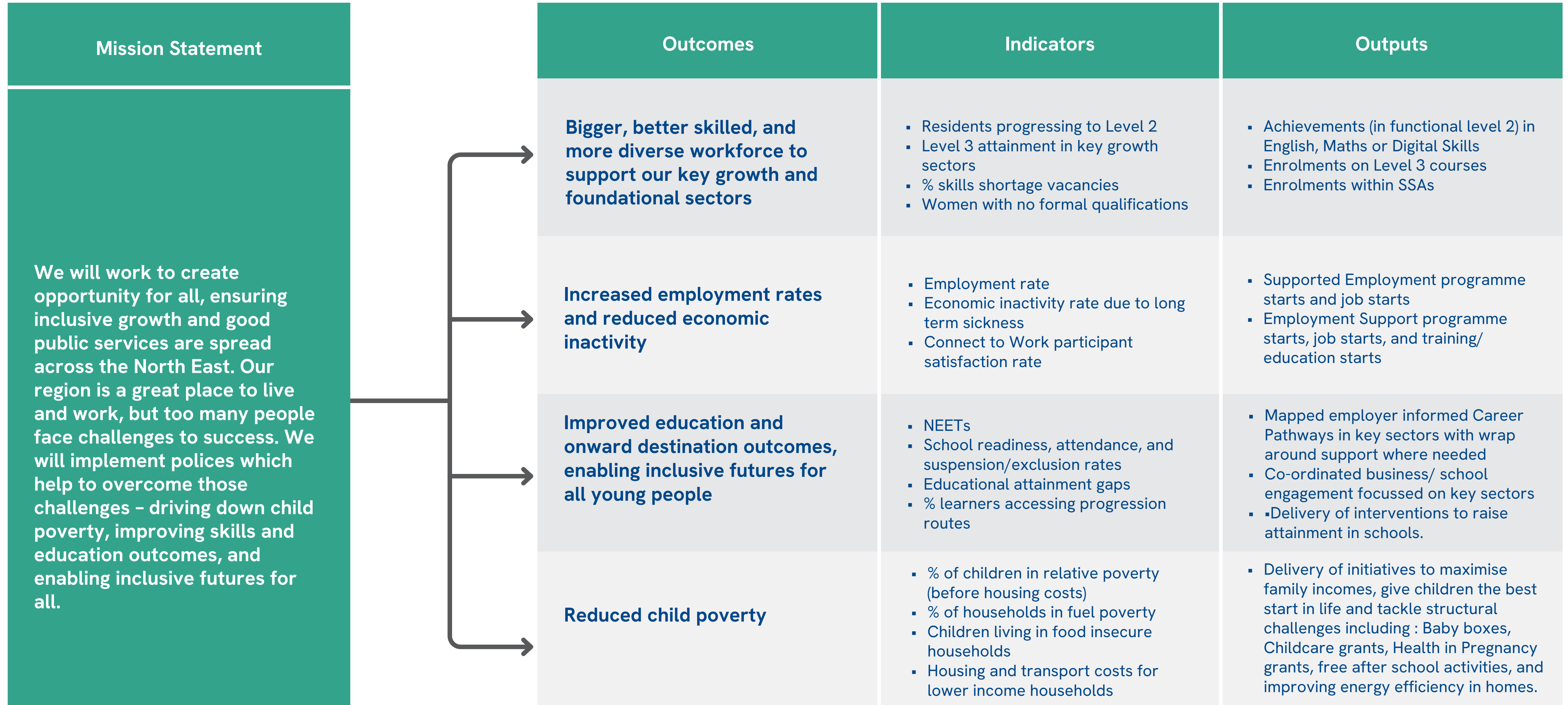
The outcomes and indicators we plan to measure align clearly with the outcomes we want to see for the North East region, in line with the North East CA’s missions; and with the outputs we deliver across our investments

Headline Outcomes: Reduced Child Poverty; Higher GVA; Improved Productivity; Higher Employment; Reduced Economic Inactivity				
 Home of real opportunity	 A North East we are proud to call home	 Home to growing and vibrant economy	 Home of the green energy revolution	 Welcoming home to global trade
<ul style="list-style-type: none">▪ Bigger, better skilled, and more diverse workforce to support key sectors▪ Improve employment rates and reduced economic inactivity▪ Improved career pathways▪ Reduced child poverty	<ul style="list-style-type: none">▪ More reliable, sustainable and accessible infrastructure▪ Safer and greener transport▪ More safe, affordable and accessible housing▪ Improved places	<ul style="list-style-type: none">▪ Improved business productivity, supporting local growth▪ Improved employment opportunities▪ Stronger growth across the region	<ul style="list-style-type: none">▪ Supply skills to support more green jobs▪ More green energy technologies and solutions▪ Improved environment	<ul style="list-style-type: none">▪ Increased levels of foreign direct investment▪ Increased export activity▪ Increased investment in North East businesses
<ul style="list-style-type: none">▪ Addressing skills shortage vacancies▪ Narrowing the gap in employment rates and economic inactivity▪ Narrowing the gap in education and skills attainment▪ School readiness, attendance and retention▪ Reduction of people not in education, employment or training (NEETs)▪ Reduction in children in relative poverty▪ Higher residual Household Income (focused on increased wages and decreased housing, heating and local public transport costs for income deprived households.	<ul style="list-style-type: none">▪ More affordable, quality houses unlocked and delivered▪ More rural businesses and land-based industries supported through growth infrastructure and support.▪ Higher percentage of journeys made by walking, wheeling, cycling, and public transport▪ Higher percentage of households have access to a hospital, GP, secondary school, town centre, 10,000 jobs within 45mins using public transport▪ Reduction in the number of those killed or seriously injured on our roads.	<ul style="list-style-type: none">▪ More jobs in priority sectors (green, creative, AM, life sciences, tech, defence)▪ Increased gross disposable household income (GDHI) per head▪ Lower proportion of people earning hourly pay below the living wage▪ Higher median and lower quartile full-time weekly employee pay▪ Reduced wage/GVA gaps within the North East▪ Increased productivity	<ul style="list-style-type: none">▪ More green Energy businesses, jobs and apprenticeships▪ Higher FDI in green energy▪ Providing opportunity for increased use of Zero Emission Vehicles in the North East▪ Improving the direct environmental impact of transport networks and operations▪ More spinouts supported▪ More clean energy installations and energy generation (KwH)▪ Reduced greenhouse gas emissions▪ More households provided with advice and take-up of energy efficiency measures▪ More natural land improved and private investment in natural capital▪ More flood and climate resilience measures	<ul style="list-style-type: none">▪ Increased investment in NE to improve job quality▪ Stronger international relationships and trade links▪ More engagement with potential inward investors▪ Implement refreshed Access to Finance programmes

NB – these indicators have been developed in collaboration with relevant directorates

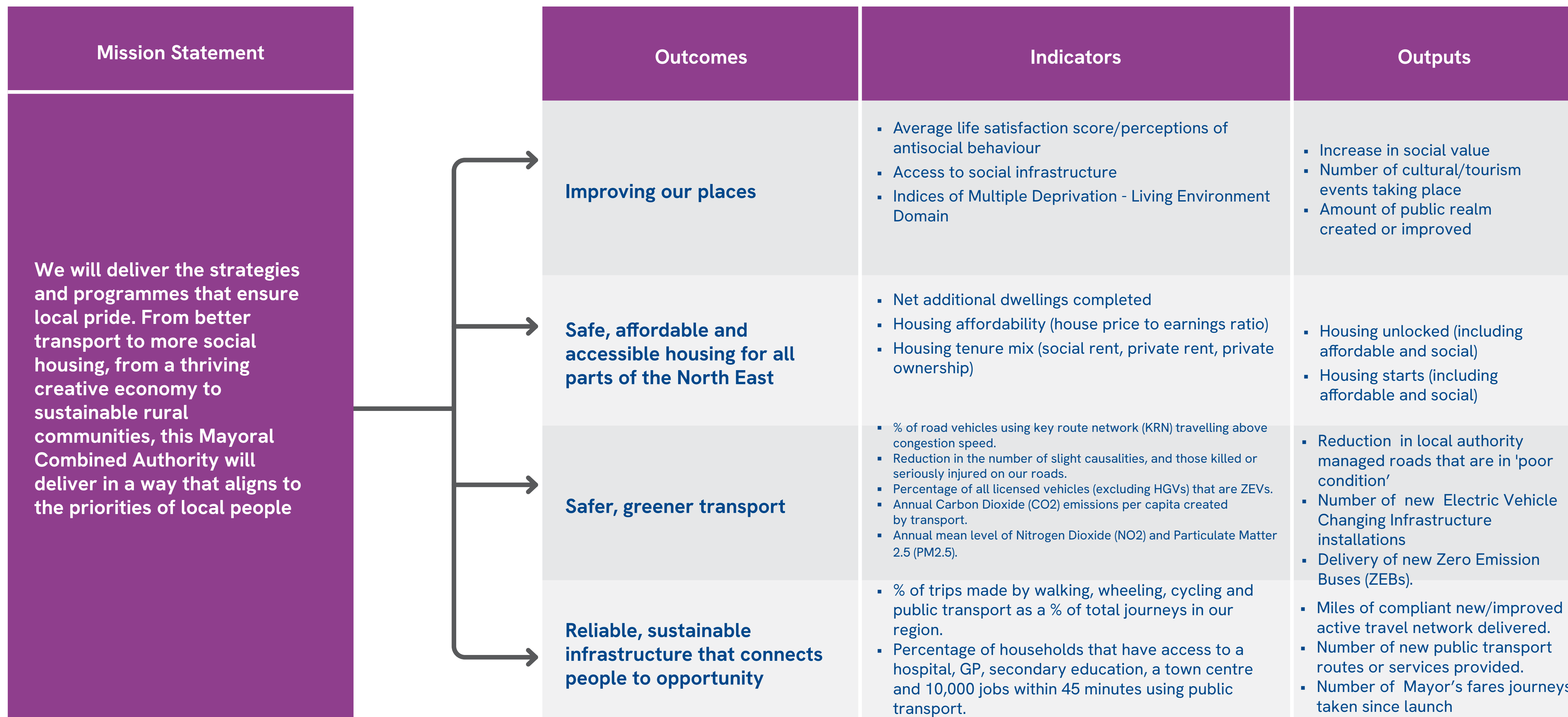


Home of real opportunity





A North East we are proud to call home

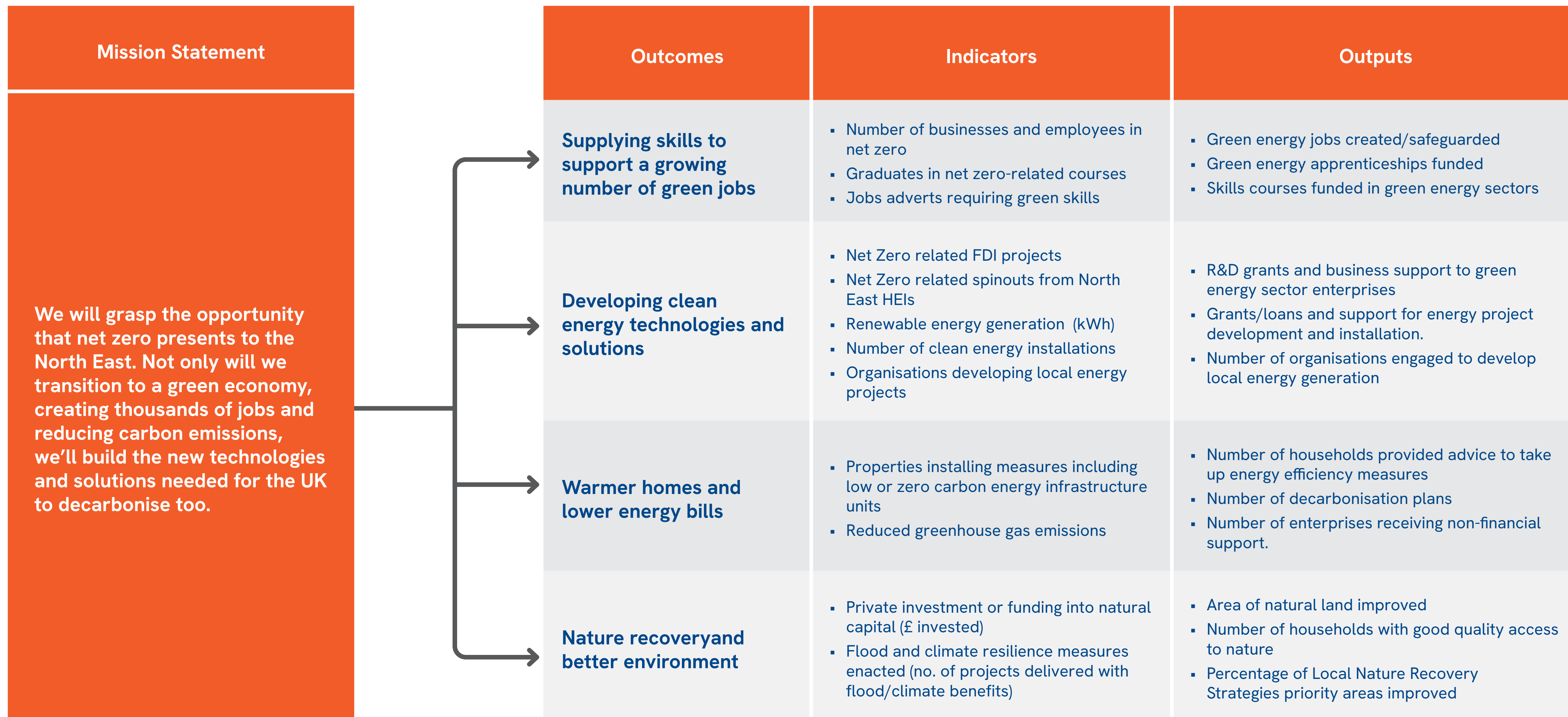


😊 Home to a growing and vibrant economy for all



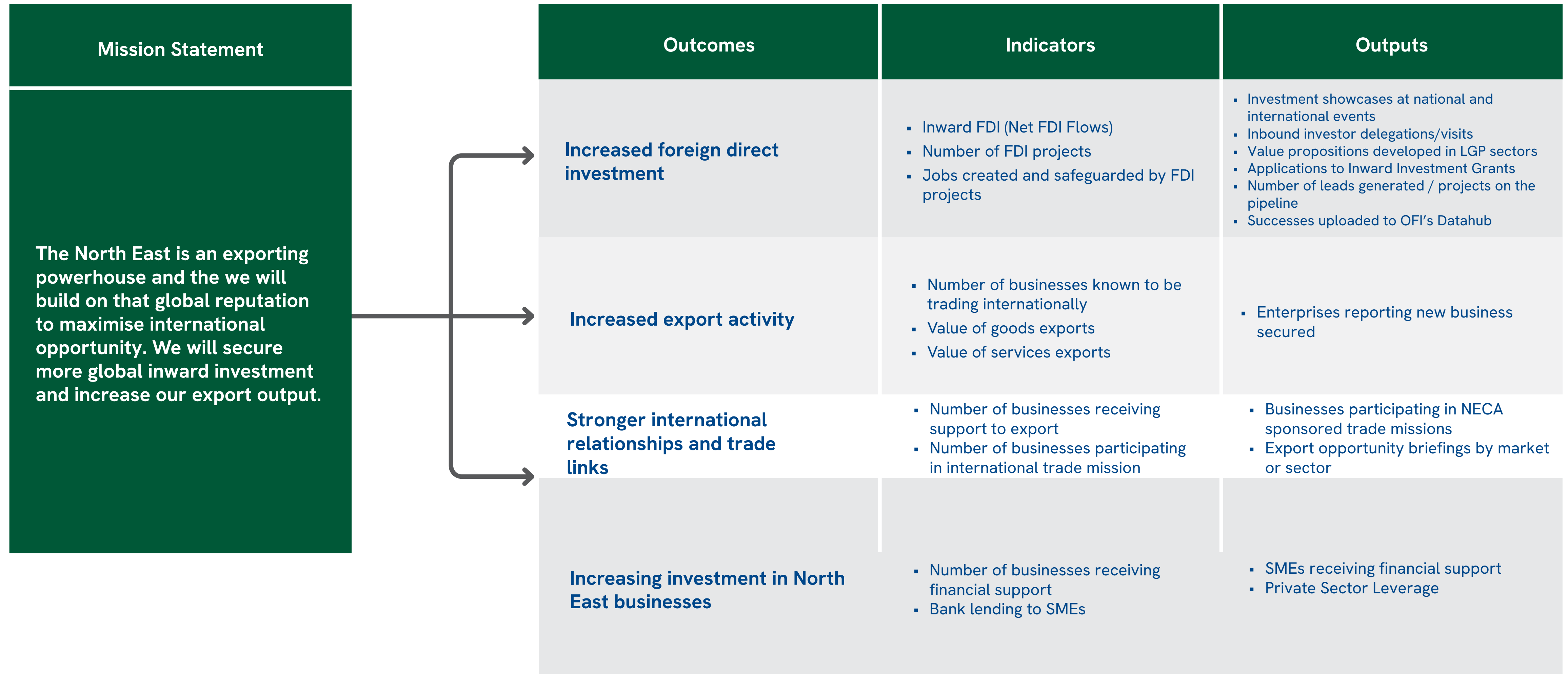
NB – support for skills is captured as part of the Home of Real Opportunity, but will also contribute to making the North East home to a growing and vibrant economy for all.

Home of the green energy revolution





A welcoming home to global trade



Investment delivery





Our investments are key to delivering these outcomes...

To ensure investments deliver maximum value and impact, we are committed to transparent, accountable, and results-driven investment practices. Central to this is our Investment Framework, which provides a detailed approach to aligning investments with our strategic missions and ensuring resources are deployed effectively.

All investments will also be governed by our Single Assurance Framework, offering clear evidence of value for money and long-term impact, while the Investment Framework serves as a vital tool to guide decision-making, measure outcomes, and reinforce our commitment to driving meaningful, mission-aligned progress for the region.

We will also report at six-monthly intervals on progress towards the outcomes and indicators linked to investments made through our Integrated Settlement as required by the Ministry for Housing, Communities and Local Government.

Key principles of investment delivery performance include:

Strategic alignment

Ensuring every investment supports the missions and priorities outlined in the Corporate Plan and Investment Framework.

Value for money

Monitoring and evaluating value cost and benefits to help ensure resources are used effectively.

Performance monitoring

Establishing clear metrics to track progress and measure outcomes.

Risk management

Identifying and mitigating risks to safeguard investments and ensure successful delivery.

Transparency and reporting

Providing regular updates to stakeholders, reinforcing accountability and trust.



We will report regularly to a range of audiences on our investments’ performance, including:

Performance outputs	Reporting to	High-level content summary	When
Integrated Settlement outcomes framework	The Ministry for Housing, Communities and Local Government	<p>For funds in scope of the Integrated Settlement, we will report:</p> <ul style="list-style-type: none"> ▪ RAG (Red, Amber, Green) rating that provides an assessment of progress towards achieving the targets by the end of the SR ▪ Spend profile, including spend to date against the Integrated Settlement themes and any quantum moved between themes ▪ Forecast underspends at the end of the financial year (capital and revenues totals), for information purposes only ▪ Risk management (for example fraud risk), if necessary ▪ A short narrative update highlighting any key changes (including any quantum moved between themes), progress and highlights ▪ Section 73 Officer or equivalent Officer sign-off to confirm investment under the Integrated Settlement has complied with the authority’s legal duties for best value, propriety, regularity, and value for money 	6-monthly
Programme Packs	Finance and Investment Board and North East CA Senior Leadership Team	<p>Report includes contextual narrative and data on:</p> <ul style="list-style-type: none"> ▪ Total of fund ▪ Funding committed, funding remaining, funding spent ▪ Capital and revenue split and profile across five years ▪ Outputs (forecast and achieved) ▪ Risks ▪ Overview of Investment Pipeline 	Quarterly
Investment profiles and pipeline dashboard	North East CA Senior Leadership Team	<p>Dashboard to include key information for the senior leadership team to monitor progress and risk, including:</p> <ul style="list-style-type: none"> ▪ Funding committed and funding remaining ▪ Output forecast and achieved ▪ Key risks ▪ Overview of Investment Pipeline 	Monthly
Project investments published on website	The Public	<ul style="list-style-type: none"> ▪ High-level overview of key investment projects, including case studies of the impact they are making 	Ongoing



Delivery Plan



An organisation-wide delivery plan will ensure all directorates are working towards our missions.

Each directorate will set annual objectives and delivery milestones for the key projects which will help deliver these, aligned with the outcomes and indicators in this framework.

Objectives and milestones from each directorate will be aggregated together into a single delivery plan for the organisation. This ensures that we have a single version of the truth and can be used to creating different reporting products for various audiences.

We will keep the plan under regular review as part of our wider schedule of reporting and implement action plans where delivery is at risk.

Performance outputs	Reporting to	High-level content summary	When
Monthly reviews	Policy, Planning and Performance team	The Policy, Planning and Performance team will meet with Heads of Service across all directorates on a monthly basis for a light-touch review of milestones, to review any progress, identify potential slippage and where required add new content for the quarter to the plan.	Monthly
Performance report	SLT and mayor's team	We'll produce a quarterly report for North East CA's senior leadership team and the Mayor's team which details progress against milestones set out in the delivery plan for each directorate. The report will also include a section looking at what's on the horizon for future quarters.	Quarterly
Mayoral delivery stock takes	The mayor	The performance reports will inform meetings between the mayor and each director to track delivery against missions and manifesto priorities.	Bi-annually





Organisational Health



Our organisational health will be key to effective and efficient delivery.

We will build a culture that reflects our values and ambitions, nurturing a diverse and talented team committed to delivering meaningful outcomes for the people of our region.

Every colleague will understand how their role contributes to the collective success of the organisation and will take ownership of improving organisational efficiency.

We will set targets against key measures for each of the components of our people and transformation strategy – set out overleaf.

Key components of the People and Transformation Strategy include:

Workforce Planning

Ensuring the right people are in the right roles to meet current needs, and identifying and developing leaders for the future.

Talent Development

Building capability through training, mentoring, and career progression opportunities.

Data and Systems

Using technology to enable efficient and effective delivery, monitoring, and reporting across the organisation.

Operational efficiency

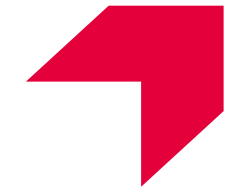
All team members understand the importance of, and take steps to improve, the efficiency of the organisation.

Employee Engagement

Maintaining motivation by promoting a culture of inclusivity and collaboration.

Wellbeing and Support

Providing resources and initiatives to promote colleague health and resilience.



Our team is crucial to everything we do – we will make sure colleagues have the opportunities and support to thrive.

Performance outputs	Reporting to	High-level content summary
Engagement score (EI) and employee net promoter	Our employee index helps us measure how engaged our colleagues are with the organisation. It helps us increase retention, decrease absence, and improve performance and loyalty.	<ul style="list-style-type: none">▪ EI -KPI is to 7.4 by October 2026
Headcount management	This is crucial to understand stand how we plan and manage our workforce	<ul style="list-style-type: none">▪ Headcount v Budget variance
Employee turnover	Key metric to understand organisational trends and understand any problems.	<ul style="list-style-type: none">▪ <10% in a 12 month period
Diversity metrics	This is another crucial metric. It underpins our strategic goals, ensuring we hire from a range of environments driving diversity in thinking, innovation and creativity.	<ul style="list-style-type: none">▪ Ethnicity - increase to 5%▪ 50:50 Gender Balance by grade
Talent trends	Key metric to measure how well we are preparing leaders, future leaders or subject matter expertise within our workforce. These metrics play a key role in our workforce strategy measure	<ul style="list-style-type: none">▪ %5 of our colleagues are in the ready to move talent box.▪ Each role has a successor ready 18-24 months.

To be efficient, we need strong processes and to make the best use of technology.

Measures	Why is this important	Target
Technology Adoption	Reduction in manual processes and average cost savings in terms of employee time.	>75% adoption rate = 30 minute time cost saving per employee per day
Process Efficiency	Reduction in process time through workflow automation increasing agility in decision, speed of task completion	<ul style="list-style-type: none">▪ >15% of workflow automation▪ =10% increase in productivity rates
Financial Efficiency	Operating costs as % of headcount	<15% of h/c is attributed to operating costs
Programme Management Office	% of projects delivered on time and budget	>85% of projects are delivered on time and in budget
System Integration Effectiveness	Definition: % of core systems integrated to enable seamless data flow and reduce manual intervention.	>70% of systems integrated across departments.
Change Readiness	Survey score based on employee feedback, training completion rates, and leadership engagement in transformation initiatives. This measure helps us assess organisational readiness for change	>75% readiness score before major transformation phases.



A clear budget process is crucial to ensure we deliver on a sustainable footing.



Clear budget-setting and reporting is integral to the Performance Management Framework, ensuring that financial resources are allocated effectively and deliver maximum value.

When referring to the budget, we include both the corporate operational budget and our investment programme budgets.

It's important we report on:

Accountability and transparency

Demonstrates responsible management of public funds and builds trust with stakeholders.

Resource allocation

Ensures resources are directed toward priority areas that align with strategic goals and deliver impact.

Performance evaluation

Links financial performance to project outcomes, enabling informed decision-making interventions or course corrections as required.

Risk management

Identifies potential financial risks early and implements mitigation strategies.

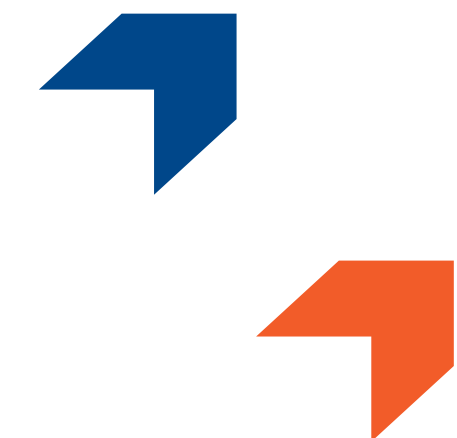
Assurance

Meets legal, regulatory, and audit requirements, reinforcing governance standards.

Our budget monitoring process follows an annual cycle with pre-engagement with our local authority partners and an opportunity for the public to comment on our proposals.



We will also ensure our budget process adapts to the needs of the Integrated Settlement, enabling flexibility while ensuring delivery of the outcomes agreed with Government.



Data





We will use both cutting-edge data and qualitative approaches to measure our impact.

Using data to track progress

Our headline indicators come from national datasets, which often take time to show measurable shifts. However, these datasets provide valuable local insights, helping us monitor trends and assess the long-term impact of our interventions. This evidence supports informed policymaking and ensures that investment decisions are strategically focused on addressing identified needs.

By combining national data with real-time local intelligence, we can adapt our activities effectively and remain responsive to emerging priorities.

We have developed a clear set of indicators and measures that will be tracked over time. In addition, we will publish key regional indicators on the North East Evidence Hub, providing accessible, real-time insights into the evidence base supporting our missions.

Hearing from people on the ground

While data provides essential benchmarks, we recognise it only tells part of the story. Our performance management framework also prioritises qualitative evidence to capture the real-life impact of our work.

We will gather local case studies, personal stories, and community feedback to complement quantitative metrics. These insights will help demonstrate the tangible difference we are making for the people who live, work, invest, and study in the North East.

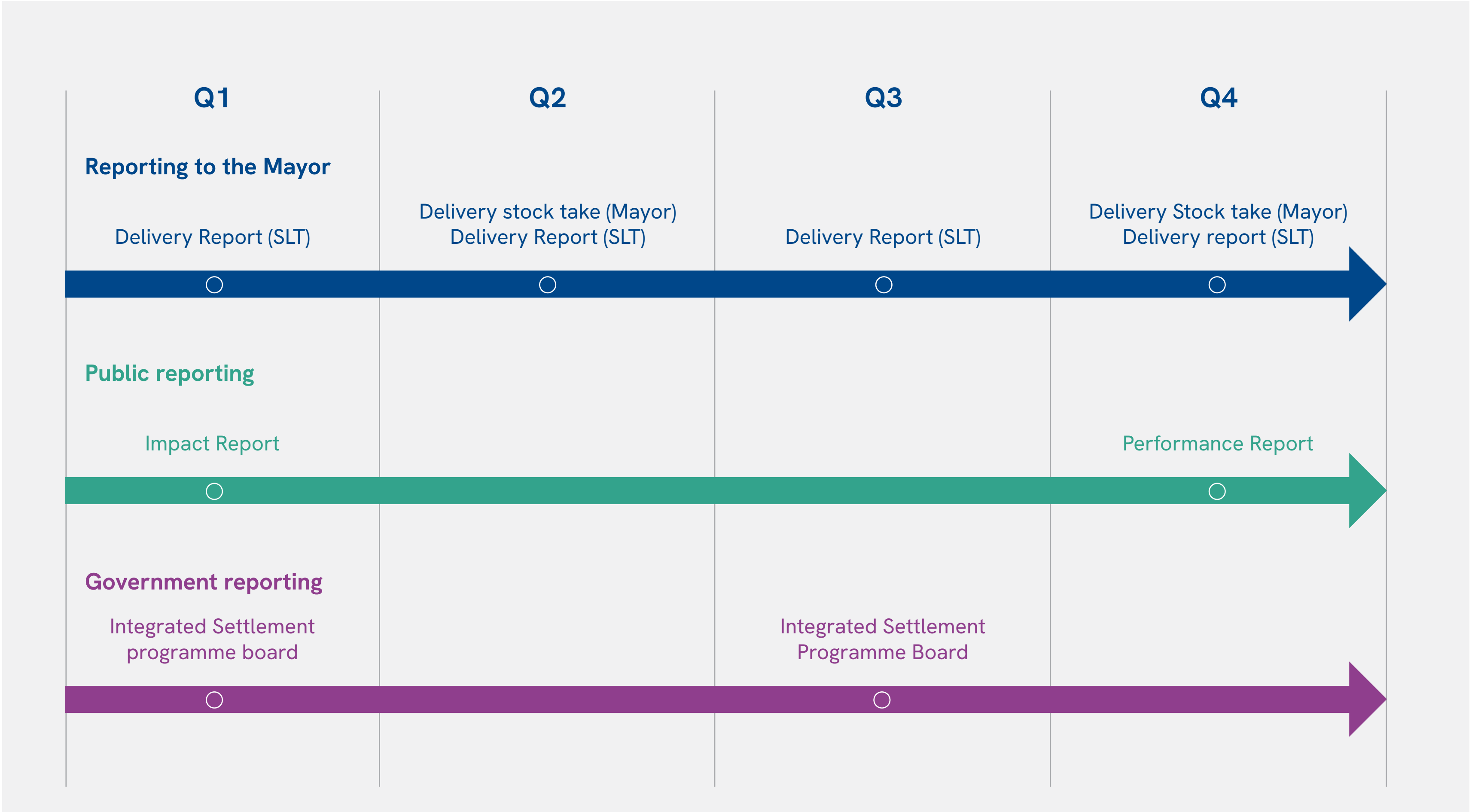
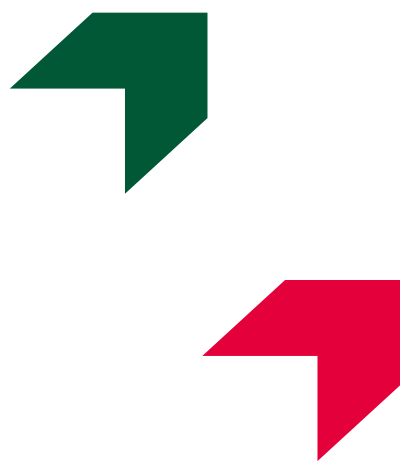
A holistic approach to impact

By combining data-driven analysis with stories from the ground, we can build a comprehensive picture of how our efforts are driving change. This balanced approach ensures we remain accountable, transparent, and focused on delivering long-term impact aligned with our strategic missions.



Reporting Schedule

The following schedule outlines performance reporting requirements across the North East CA as agreed in this framework. This will be reviewed regularly, and individual teams will continue to report to their respective funders according to existing contracts and Grant Funding Agreements.



SLT = Senior Leadership Team.

Summary

Approved by the North East CA Cabinet in [x], this is version one of the Performance Management Framework. This brings together the North East CA's existing strategies and processes in one place for the first time, giving clarity to its vision, both internally and for delivery partners, stakeholders, and the people the Combined Authority serves.

Taken together, this shows:

- What the North East CA is aiming to achieve across its five missions
- How everything we do contributes to this – from our investments to our organisational health and culture
- When and how we will monitor progress to ensure accountability and enable continuous improvement.

The Performance Management Framework aligns with the same four-year delivery period of the North East CA's Corporate Plan and will be reviewed as part of the annual cycle of reviewing and revising the Corporate Plan.

As part of the 2026/27 review process, the Performance Management Framework will be revised in line with performance and reporting requirements of the Integrated Financial Settlement the North East CA is due to receive from 2026/27.



If you have any questions about our performance management framework, please contact:

enquiries@northeast-ca.gov.uk or call us on 0191 211 5695

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North East Mayoral Strategic Authority - Integrated Settlement Outcomes Framework 2026/27 to 2028/29

- This document sets out the Outcomes Framework for the North East Mayoral Strategic Authority's Integrated Settlement for 2026/27 to 2028/29. It includes:
 - Strategic priorities across the whole Integrated Settlement, reflecting key local and national priorities, including any related national outcomes or targets.
 - Outcomes, indicators, and targets for 2026/27 to 2028/29, including a strategic narrative for each outcome, and the methodology and evidence underpinning each target.
- The outcomes, indicators, and targets follow the principles set out in the [Integrated Settlement policy](#), specifically:
 - The outcomes framework provides a structured approach to defining, measuring, and reporting on the North East MSA's performance on Integrated Settlement delivery. It sets outcome based targets for local and central government scrutiny, to:
 - provide a single, streamlined approach to accountability and reporting with central government;
 - align local and national priorities;
 - monitor activity which can be genuinely influenced within the Integrated Settlement's themes whilst moving away from existing programme and project specific monitoring of inputs and outputs that central government track;
 - facilitate local flexibility within and across themes in moving away from inputs and outputs;
 - provide sufficient evidence to inform delivery performance within the SR period.
 - The North East MSA will be accountable for delivering the outcomes agreed in this framework during the Spending Review period. The outcome targets have been agreed by the North East MSA and HMG in consideration of both local and national priorities.
 - Monitoring of the outcomes framework is intended to enable joined-up oversight across central government departments for assurance, to identify risks of delivery failure, and to inform possible actions.

- The outcomes are directly linked to the functional responsibilities for the Integrated Settlement for 2026/2027 to 2028/2029.
- The targets have been set against the funds in scope of the Integrated Settlement for this Spending Review period.
- Targets have been set over three financial years - 2026/27 to 2028/29. These targets will be reviewed as part of the next Spending Review in 2027, as set out in the charter of Budget responsibility, with the assumption that future outcomes and targets are built on those agreed for SR25.

Strategic priorities for the North East MSA Integrated Settlement

To include reference to:

- *Overarching regional strategic objectives*
- *Local Growth Plan priorities*
- *Objectives from relevant local strategies (e.g. local transport strategy, local Get Britain Working plans, etc)*
- *Alignment with national priorities, such as the national missions, Plan for Change, and Modern Industrial Strategy.*

[500 – 750 words]

The Integrated Settlement will be key to implementing the North East Mayoral Strategic Authority's five Missions and making the North East:

- The home of real opportunity.
- A place we are proud to call home.
- Home to a growing and vibrant economy for all.
- Home of the green energy revolution.
- A welcoming home for global trade.

We will use the full breadth of funds in scope of the Integrated Settlement to deliver these, bringing this funding together with our Investment Fund (Gainshare) and making the most of the Mayor's wider convening powers to realise our ambitions.

In particular, we will use devolved funding in the Integrated Settlement to implement our Local Growth Plan priority on skills and employability. This will address one of our key barriers to growth, and is in line with the Plan for Change's emphasis on people.

The North East is a great place to live and work. It has vast natural resources, featuring the largest forest and largest reservoir in England. Not only do we already benefit from large areas of woodland and peatland - crucial for carbon capture and ecosystem services - but we have room to expand these even further. Approximately 30% of our area is designated for nature, with internationally important habitats and species populations in our region, attracting 30 million visitors to experience our natural beauty each year.

But we know that to truly make it home to a growing and vibrant economy for all, we need to ensure residents of all ages and from all backgrounds and communities are encouraged and supported to develop their skills and aspirations. We will use our funding, including through the Integrated Settlement, to ensure that people across our region can make progress towards and into work; find good quality, fairly paid jobs, and a career with good prospects; and lead healthy, working lives.

In doing so, we will also ensure our people have the skills to continue delivering the Government's national Industrial Strategy. Our Investment Zone is already landing major inward investors, and we will use the other funding in the Integrated Settlement to do more, including to address our Local Growth Plan priority on innovation.

Success here means maximising the benefits of the £30 billion of investment unlocked through our AI Growth Zone and making them accessible to people across the region. It means ensuring that we have the skills we need in the region to deliver our natural advantages in the offshore wind industry. And it means helping our creative industries flourish, building on a cultural offer including Beamish and the Glasshouse.

We will also use our Integrated Settlement to deliver a green, integrated transport network, in line with the Mayor's Local Transport Plan. We will identify opportunities to increase rail and Metro coverage, make improvements to our sustainable travel network, and unlock housing and commercial developments by addressing transport connectivity issues.

Further, by delivering key transport-enabled projects, such as the nationally significant Leamside Line Investment Corridor, we will play a crucial role in supporting the national Growth Mission, building on the success of the Northumberland Line. It will provide a significant capacity and resilience uplift to the East Coast Main Line, and enhance connections and support for businesses at key sites including Nissan, IAMP, Follingsby, and Integra61; all Investment Zone sites; and the Airport. It will unlock over 10,000 new homes, generate more than 1,000 jobs, and provide a major boost to the region's connections to the rest of the country.

Building on this, we will also use our Integrated Settlement to address the supply and suitability of housing in our region. The North East faces a critical shortage of affordable housing, with over 76,000 people on social housing waiting lists. The North East Mayoral Strategic Authority is committed to addressing this, and want to improve and increase the supply, diversity and quality of housing choices for our residents, providing affordable housing in the right locations.

To achieve this objective, and to support the Government's objective to build 1.5 million homes over this Parliament, we need to make best use of brownfield land and remove barriers to the development of sites that support housing growth. This requires targeted investment that tackles viability challenges, removes barriers to stalled sites, enables land remediation and infrastructure investment. A flexible approach to regeneration and aligned funding streams is therefore paramount, enabling sustainable development that supports the longer-term regeneration needs of our communities. We also look forward to discussing how future funding for housing retrofit can be devolved through the Integrated Settlement, given the region's significant challenges with the quality of our existing housing stock, and its impact on health outcomes.

Overall, our proposed outcomes reflect those of the region, align clearly with the North East Mayoral Strategic Authority's Missions, and will support the Government's Plan for Change. We look forward to working with you to confirm the details of our Integrated Settlement, including the final quantum of the funds in scope; and continuing to collaborate on innovative approaches to policymaking which deliver better outcomes for the people and communities we serve.

Transport and local infrastructure:

Outcome 1: Reliable, sustainable and accessible infrastructure that connects people to opportunity affordably. (A North East we are proud to call home)	
Provide a strategic narrative for the outcome and demonstrate which of the settlement's functional responsibilities it reflects, and how it will support the achievement of relevant national targets or outcomes .	<p>This outcome and linked indicators are deeply rooted in the overall vision and objectives set out in the Mayor's Local Transport Plan as adopted by the North East MSA's cabinet in March 2025 and the cross-cutting themes outlined in the region's Local Growth Plan.</p> <p>The reach of the integrated transport network will expand, connecting people to towns, cities, employment, education, housing and communities, health, leisure and cultural facilities, and other essential services. This will help the region meet its fundamental challenges through the provision of affordable, sustainable, integrated links and opening opportunities, paving the way for growth and further inward investment.</p> <p>By ensuring that our integrated network is extended to all areas of the region where it is needed, not just where it is profitable, our communities – particularly in rural and coastal areas – will benefit.</p> <p>Residents will be proud of the integrated network; visitors and residents alike will enjoy using it. Improved connectivity will make the transportation of freight easier and more efficient, contributing to economic growth.</p> <p>Overall, the indicators set are consistent with national targets and outcomes as previously established in DfT and wider Government policies and strategies as set out in the LTP.</p>

Outcome indicators	Baseline	Target March 2029	Trajectory		Data source
			March '27	March '28	
1. % mode share of trips made by public transport	7.6%	8.9%	8.1%	8.5%	National Travel Survey
2. Bus patronage (millions of boardings per year)	102.8	107.2	106.0	106.8	DfT annual bus statistics
3. Bus passenger satisfaction (inc. on personal security and accessibility):	(a) 83% (b) 83% (c) 82%	(a) 84% (b) 84% (c) 83%	(a) 84% (b) 84% (c) 83%	(a) 84% (b) 84% (c) 83%	Transport Focus – Your Bus Journey (YBJ)

(a) % total of all bus passengers very and fairly satisfied with bus journey					
(b) % satisfaction of passengers with personal security on the bus					
(c) % total of disabled passengers very and fairly satisfied with bus journey					
4. Tram / Light rail patronage (millions of passenger journeys)	30.7	33.2	31.2	32.2	DfT Light Rail and Tram Statistics
5. Average number of walking, wheeling and cycling journey stages per year	283	291	286	289	DfT National Travel Survey / Sports England Active Travel Lines
6. Local authority managed roads where maintenance should be considered (categorised as red): (a) A roads and Motorways (b) B + C roads (c) Unclassified roads	(a) County Durham - 3% Gateshead - 1% Newcastle - 3% North Tyneside - 13%* Northumberland - 2% South Tyneside - 2% Sunderland - 1% (b) County Durham - 3% Gateshead - 2% Newcastle - 1% North Tyneside - 5%* Northumberland - 5% South Tyneside - 3% Sunderland - 1%	(a) County Durham - 3% Gateshead - 1% Newcastle - 3% North Tyneside - 13%* Northumberland - 2% South Tyneside - 2% Sunderland - 1% (b) County Durham - 3% Gateshead - 2% Newcastle - 1% North Tyneside - 5%*	(a) County Durham - 3% Gateshead - 1% Newcastle - 3% North Tyneside - 13%* Northumberland - 2% South Tyneside - 2% Sunderland - 1% (b) County Durham - 3% Gateshead - 2% Newcastle - 1% North Tyneside - 5%*	(a) County Durham - 3% Gateshead - 1% Newcastle - 3% North Tyneside - 13%* Northumberland - 2% South Tyneside - 2% Sunderland - 1% (b) County Durham - 3% Gateshead - 2% Newcastle - 1% North Tyneside - 5%* Northumberland - 5% South Tyneside - 3% Sunderland - 1% (c) County Durham - 21.7% Gateshead - 21.7%	DfT Road Condition Statistics

	(c) County Durham - 21.7% Gateshead - 21.7% Newcastle - 29% North Tyneside - 8.5% Northumberland - 18.0% South Tyneside - 19.3% Sunderland - 18.3%	Northumberland - 5% South Tyneside - 3% Sunderland - 1% (c) County Durham - 21.7% Gateshead - 21.7% Newcastle - 29% North Tyneside - 8.5% Northumberland - 18.0% South Tyneside - 19.3% Sunderland - 18.3%	Northumberland - 5% South Tyneside - 3% Sunderland - 1% (c) County Durham - 21.7% Gateshead - 21.7% Newcastle - 29% North Tyneside - 8.5% Northumberland - 18.0% South Tyneside - 19.3% Sunderland - 18.3%	Newcastle - 29% North Tyneside - 8.5% Northumberland - 18.0% South Tyneside - 19.3% Sunderland - 18.3%	
Contextual indicators (no targets)					
Delivery of transport capital programme: a. The number of schemes in development / delivery / completed b. The percentage of capital spend in development / delivery / completed	N/A				LTA reporting
Public transport, walking and cycling connectivity score to key destinations (education, leisure and community, health, shopping, residential and workplaces)					DfT Connectivity Tool

<p>Bus punctuality and reliability:</p> <p>(a) % of buses departing from stops no more than one minute early and no more than five minutes fifty-nine seconds late across all routes</p> <p>(b) % of bus journey km cancelled</p>		<p>DfT Bus Open Data Service (BODS) – <u>would welcome a further conversation with DfT on this before setting baselines and targets.</u></p>
<p>Miles of compliant new / improved active travel network delivered</p>		<p>LTA Reporting through Active Travel Update Your Capital Scheme (UYCS)</p>
Outcome 1: Supporting evidence		
<p>a. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why were these considered less suitable?</p>	<p>The indicators form a core component of the Mayor’s Local Transport Plan. They are cross cutting measures of progress to deliver the vision linking to the five corporate missions and three strategic themes for transport around:</p> <ul style="list-style-type: none"> • A More Inclusive Economy; • A Healthier North East; and • A Better environment. <p>The indicators selected around sustainable transport give a focus on achieving a direction of travel change in encouraging modal shift and were selected when developing the Transport Plan to showcase measurable change in performance around the overarching shift to travelling by sustainable means, connectivity to services using public transport and a well-functioning highway network that is resilient, enabling reliable journeys.</p> <p>We test our policies and interventions against the impact that they will have on making it easier for residents and visitors to travel sustainably. One such measure that has been implemented is a package of affordable public transport fares. We are developing an indicator in this regard that tests our ability to maintain fares at an affordable level across the region. This indicator will be proposed once further work has been concluded.</p>	

	<p>Further detail on the indicator selection process is available in the Local Transport Plan and the accompanying Integrated Sustainability Appraisal.</p> <p>With a more reliable network, we can deal with the root causes of punctuality and reliability and present the platform for patronage growth measured as a single indicator across the percentage of journeys undertaken by sustainable modes. This indicator includes active travel and public transport as main mode and represents the best balance given the diverse nature of the region with rural coastal and urban areas.</p>
<p>b. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.</p>	<p>A basket of indicators and key performance indicators were tested through the development of the LTP, seeking to balance demonstration of positive change, alignment to objectives and measurability through data sources that are both readily available and reliable in order to draw reasonable conclusions. These represented the best balance and together assist in the monitoring and evaluation of the transport plan and what actions we need to take.</p> <p>The National Travel Survey documentation notes that NTS data is collected at a national (England) level and as such the weightings are designed for analysis at the national level. As a result, estimates at the Combined Authority layer should be interpreted with caution. NTS sample sizes for our region in the past few years are small, at around half of pre-Covid sample sizes. Therefore, a rolling, three-year average figure would provide a more appropriate level of caution when using survey data to understand the regional baseline.</p> <p>Regarding travel behaviours, there are only a small number of years of data post Covid lockdowns, some of which include an unquantifiable amount of readjustment back from heavily reduced journey numbers to a more standard 'new normal' position. A three-year average baseline takes into account uncertainty in the data, and provides a more robust position to work from.</p> <p>Bus patronage has been positively influenced by the expenditure of Bus Service Improvement Plan (BSIP) funding, with patronage moderately increasing throughout the BSIP monitoring period owing to the provision of a range of fares and ticketing products supported by this funding, including £1 fares for those under 22 years of age; and an adult single fare cap below that set by government. Trend data in the North East and across other MSA regions shows that this growth has generally begun to slow or stagnate, and in a privatised bus market, the North East MSA does not have the full set of levers available to it to dramatically positively influence patronage beyond fare subsidies.</p>

	<p>Nonetheless, the North East MSA remains committed to continuing to increase patronage wherever possible, including through continued subsidies and via our Enhanced Partnerships; and so have set a positive growth target for this indicator.</p> <p>The North East MSA's ability to deliver this will, however, depend on the quantum of funding received through the Consolidated Local Authority Bus Grant within the Integrated Settlement, so this target should be seen as indicative until that funding is confirmed.</p> <p>On roads considered for maintenance, the North East MSA is content to include an indicator measuring this across A roads, B+C roads and unclassified roads, given that maintenance funding allocation responsibilities is being transferred from the DfT to the MSA via the Integrated Settlement. However, maintenance activities are the statutory responsibility of the constituent Highways Authorities of the MSA. Without genuine operational control it is unclear what additional levers the MSA has to positively affect significant change in outcomes in this area above and beyond what the DfT has been able to achieve when it was responsible for the allocation of maintenance funding. Furthermore, the level of funding available for maintenance activities has been held relatively flat since 2019, not accounting for inflation, which is why targets and trajectories have been set at the baseline level.</p>
c. Provide any further detail about the proposed data sources, including any considerations for reporting (e.g. timeliness)	The outcomes and linked indicators which have been developed for our LTP utilise data that are available at a regional level and updated in a timely fashion, aligning to our committed reporting timescales. The nature of these data sources will ensure that reporting of our outcomes highlights any areas of focus and subsequent action which may be necessary.
d. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>We are to some extent reliant on the national datasets to derive change, not least the National Travel Survey. If there is a change in composition and timing of those surveys this could impact on the ability to derive conclusions. In this scenario a wider set of datasets would be used.</p> <p>There is an interplay between transport investment and new housing and commercial development. In particular, there is an opportunity within the emerging Strategic Development Strategy (SDS) process to improve the integration in planning and deliver improvements in connectivity and use of public transport.</p>
e. Further information	<i>[To be completed when process finalised to record any supplementary information that may be useful for the Programme Board when assessing progress against this outcome]</i>

Outcome 2: Safer, Greener transport helping people to travel more sustainably, improve safety and reduce health and gender inequalities. (A North East we are proud to call home.)

Provide a strategic narrative for the outcome and demonstrate which of the settlement's functional responsibilities it reflects, and how it will support the achievement of relevant national targets or outcomes .	<p>All journeys are good; each benefits our economy. However, greener journeys are even better as they also benefit our environment and health. Through the delivery of our LTP, a green, integrated transport network that works for all will be realised, enabling more people and freight to make greener journeys. Achieving this aim will ultimately support the delivery of our five missions.</p> <p>People's safety should and will be central to the network, with a particular focus on the safety of women, girls and other vulnerable groups. Through the delivery of measures to improve safety, the North East MSA will give people a greater level of confidence in using the network. We are developing a set of indicators to support the achievement of this outcome. Data underpinning those indicators will be collected in a coordinated manner and reported consistently. This measure can be added to a future iteration of the outcomes framework.</p> <p>We are confident that the achievement of this identified outcome will positively support national targets around this theme.</p>
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Outcome indicators	Baseline	Target March 2029	Trajectory		Data source
			March '27	March '28	
1. Number of road casualties Killed or Seriously Injured (KSI)	633	610	625	620	DfT Road Casualties statistics
2. Number of NO2 roadside monitoring sites in exceedance of the statutory concentration limit	1	0	1	1	Local Authority Monitoring Data and DEFRA National Monitoring Network
3. % of the bus fleet that is zero tailpipe emission	1%	10%	5%	7.5%	DfT Annual Bus Statistics.
Contextual indicators					

Provision of Electric Vehicle Supply Equipment and charging devices, including pavement channels, on LA controlled land	N/A	LTA Reporting
Estimated annual transport carbon impacts up to 2050, disaggregated by (a) user emissions, (b) infrastructure carbon emissions		

Outcome 2: Supporting evidence		
f. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why were these considered less suitable?	<p>The measures proposed align to our Local Transport Plan (LTP). The LTP aims to create a green, integrated transport network that works for all, and in so doing support the authority's Missions. The measures within the LTP measure how well we are achieving its aims, such as by supporting our sustainable transport network and the safety of the road network.</p> <p>Only measures over which we have appropriate influence were considered, as well as measures that we could monitor for our region specifically rather than national data.</p>	
g. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.	<p>A basket of indicators and key performance indicators were tested through the development of the LTP, seeking to balance demonstration of positive change, alignment to objectives and measurability through data sources that are both readily available and reliable in order to draw reasonable conclusions. These represented the best balance and together assist in the monitoring and evaluation of the transport plan and what actions we need to take.</p> <p>NB - road casualty data can be sensitive to fluctuations, with one incident having the potential for several casualties. Therefore, as for indicators in the other transport outcome, a three-year rolling average is a more suitable indication of the underlying pattern and position.</p>	
h. Provide any further detail about the proposed data sources, including any considerations for reporting (e.g. timeliness)	<p>The outcomes and linked indicators that have been developed for our LTP utilise data that are available at a regional level and updated in a timely fashion which aligns to our committed reporting timescales. The nature of these data sources will ensure that reporting of our outcomes will highlight any areas of focus and subsequent action which may be necessary.</p>	

i. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>There are many external factors at play within this dataset and only so much influence that public authorities can have. Examples are carbon output per capita and uptake of ZEVs. The North East MSA is focused on ensuring that the infrastructure and services that enable both are provided, working with all parties to make it easier to choose more sustainable forms of travel.</p> <p>The percentage of licenced vehicles that are zero emission means influence is both limited and dependent on the performance of the taxi and private hire market. That market has shrunk over recent years. We have established partnership arrangements to understand key trends and what measures can be taken.</p>
j. Further information	<i>[To be completed when process finalised to record any supplementary information that may be useful for the Programme Board when assessing progress against this outcome]</i>

Skills and Employment Support:

Outcome 3 – More residents from all communities and age groups progress into well-paid work through enhanced support to improve their skills and aspirations. (Home of real opportunity)	
Provide a strategic narrative for the outcome and demonstrate which of the settlement's functional responsibilities it reflects, and how it will support the achievement of relevant national targets or outcomes .	<p>The North East will be home to a growing and vibrant economy for all. We will ensure residents of all ages and from all backgrounds and communities are encouraged and supported to develop their skills and capabilities, make progress towards and into work, find good quality, fairly paid jobs, and find a career with good prospects, and lead healthy, working lives.</p> <p>Our economy will thrive as our employers recruit more of the skilled staff they need, and we invest in workforce progression to support and grow our key sectors and the foundational economy, now and in the future. With good quality, sustainable jobs, more of our residents, families and children will fulfil their potential, enjoying a better quality of life in prosperous, healthier neighbourhoods.</p> <p>This outcome is directly linked to the functional responsibilities for employment and skills as follows: SES-1 - All non-apprenticeship adult skills funding and functions, including but not limited to:</p> <ul style="list-style-type: none"> • Ensuring that residents aged 19 and over in their area, who are eligible for funding, have access to appropriate education and training; • Encouraging and providing adults with the skills and learning they need to equip them to progress into, or within, work; or equip them for an apprenticeship or other learning; and

	<ul style="list-style-type: none"> Provision of statutory entitlements to provide free courses for adults. <p>SES-2 - Responsibility for supporting disabled people, people with long-term health conditions, and other agreed disadvantaged groups with complex barriers who are economically inactive, or at high risk of becoming economically inactive, to sustain work through delivery of supported employment.</p> <p>SES-3 - DWP and the North East MSA will work together on the joint actions and priorities identified in their local Get Britain Working plan, including relating to how they will work closely with the Jobs and Careers Service to ensure an integrated approach to local and national employment support and a locally responsive system that maximises outcomes for residents and employers.</p> <p>The outcome in this theme considers the government's growth sectors identified in Invest 2035: The UK's Modern Industrial Strategy as well as skills for the foundational economy in sectors such as health and social care, construction and retail, hospitality and the visitor economy given their importance for achieving the Plan for Change and addressing notable skills shortages.</p> <p>This outcome will also contribute to the national target for an 80% employment rate across the UK (as set out in the Get Britain Working White Paper).</p> <p>This outcome is aligned with the North East MSA's local priorities related to employment and skills, identified in our employment and skills strategy, the 'New Deal for North East Workers'. This strategy is a key component of our vision for a better region, setting out the employment and skills improvements our residents, businesses and economy need to thrive. The activities set out in the New Deal for North East Workers underpin our wider ambitions for the region, from reducing child poverty to making us the home of the green energy revolution.</p>
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Outcome indicators	Baseline	Target March 2029	Trajectory		Data source
			March '27	March '28	
Number of achievements (in functional level 2) in English, Maths or Digital Skills					Individual Learner Record (ILR)
No. of MSA funded residents progressing to Level 2					Count of learners enrolled on L1

					courses progressed to a L2 course in following academic year) using MCA ILR Occupancy Report
No. of MSA-funded residents achieving Level 3+ qualifications related to 3 of the MSA priority sectors (Health & Social Care/Childcare & Development/Building & Construction/Digital & Tech)					ILR
Output indicator <i>[if required]</i>		Target March 2029	Trajectory		Data source
			March '27	March '28	
Number of enrolments on Level 2 Courses					ILR (question on lag)
Number of enrolments within SSA's (Health & Social Care/Childcare & Development/Building & Construction/Digital & Tech)					ILR
Supported employment programme starts		11,616	3,702	7,937	HMRC RTE data (PRaP)
Supported employment programme starts to achieve first earnings		4,664	1,245	2,973	HMRC RTE data (PRaP)
Out of work supported employment participant starts to achieve a lower threshold job outcome		3,531	815	2,143	HMRC RTE data (PRaP)
Out of work supported employment participant starts to achieve a higher threshold job outcome		2,443	493	1,424	HMRC RTE data (PRaP)
In work retention supported employment participants to achieve a higher threshold job outcome		1,306	337	822	HMRC RTE data (PRaP)

Outcome 3: Supporting evidence

<p>a. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why were these considered less suitable?</p>	<ol style="list-style-type: none"> 1. Number of residents enrolled on Level 2 courses – this output relates to a key priority for the North East MSA’s Adult Skills Fund, which is to work with a cross section of partners, to reduce the number of residents lacking essential level 2 skills for work. Addressing this will have huge economic benefits: it is estimated that for every full level 2 qualification that an adult starts, the economy benefits by £39,000¹. 2. Number of enrolments within Sector Subject Areas (SSAs) - (Health & Social Care/Childcare & Development/Building & Construction/Digital & Tech). This output relates to our ambition to ensure our key growth sectors are equipped with a diverse skilled workforce and that our foundational economy is supported to growth and thrive. Levels of participation in provision related to key growth sectors will enable us to assess whether commissioned activity is strengthening routes into careers in our key growth sectors, additional analysis of participation will identify demographic disparities in skills shortages. N.B. This output will also enable us to measure increases in participation in skills provision in the Construction Sector as an outcome of additional skills funding through the Construction Package. 3. Number of achievements (in functional level 2) in English, Maths or Digital Skills – this output will enable us to measure attainment in basic English, maths and digital skills and assess the success of provision of statutory entitlements. 4. Number of MSA funded residents progressing to Level 2 – this output will enable us to measure progress of residents completing entry level/level 1 courses progressing to Level 2. A key priority of the North East MSA is to reduce the number of residents with no or low qualifications. 5. Number of MSA-funded residents achieving Level 3+ qualifications related to MSA priority sectors (Health & Social Care/Childcare & Development/Building & Construction/Digital & Tech) – this output measures the increase in residents qualified to Level 3 in key priority sectors. Demand for training at L3 in sectors such as Digital and Tech, Building Construction and Manufacturing related subjects will continue to dominate. This is a challenge for the North East, where our residents are less likely to be qualified to level three than the national average. <p>The chosen indicators can be measured through data from DfE’s Individual Learner Record – all skills providers have to submit data to this portal as part of their contractual requirements.</p>
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	<p>Other indicators that were considered were ‘Number of residents progressing into a positive sustained destination’. It has proved difficult to identify an appropriate data source for this indicator and, whilst destination data is collected locally, there is a limited baseline and provider data needs to be developed so that it is consistent and measurable.</p>
<p>b. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.</p>	<p><i>NB – The skills outcome and output indicators are all based on 19+ classroom-based learners with a North East MSA postcode and funded through North East MSA Source of Funding Code (SOF) 120.</i></p> <p><u>Skills Outcome Indicators</u></p> <p>Number of achievements (in functional level 2) in English, Maths or Digital Skills - Baseline set from DfE published ILR data for academic year 2024-25 (published 27 Nov 2025). Targets and forecast trajectories generated from analysis of two previous years’ published data and ILR extracts shared with MSAs.</p> <p>Number of MSA funded residents progressing to Level 2 – Measure based on those who were enrolled on a Level 1 or below learning aim in academic year 2024-25 (count from published ILR data for academic year 2024-25) who have then enrolled on a Level 2 or above learning aim during AY 2025-26 using ILR extracts shared with MSAs. Please note baseline, targets and trajectories will not be available until November 2026.</p> <p>Number of MSA-funded residents achieving Level 3+ qualifications related to three of the MSA priority sectors (Health & Social Care/Childcare & Development/Building & Construction/Digital & Tech). Baseline set from DfE published ILR data for academic year 2024-25 (published 27 Nov 2025). Targets and forecast trajectories generated from analysis of two previous years’ published data on 19+ classroom-based learners with a North East MSA postcode and ILR extracts shared with MSAs.</p> <p><u>Skills Output Indicators</u></p> <p>Number of enrolments on Level 2 Courses - Baseline set from DfE published ILR data for academic year 2024-25 (published 27 Nov 2025). Targets and forecast trajectories generated from analysis of two previous years’ published data on 19+ classroom-based learners with a North East MSA postcode and ILR extracts shared with MSAs.</p>

	<p>Number of enrolments within SSA's (Health & Social Care/Childcare & Development/Building & Construction/Digital & Tech) – Methodology as for number of enrolments on level 2 courses.</p> <p><u>Supported employment</u></p> <p>Targets for supported employment indicators align with those previously agreed with the Department for Work and Pensions for the Connect to Work programme.</p>
c. Provide any further detail about the proposed data sources, including any considerations for reporting (e.g. timeliness)	<p>The proposed data source for the chosen indicators is from the DfE's published Individual Learner Record (ILR) and will include ILR extracts shared with MSAs throughout the year.</p> <p>The DfE have confirmed that R14 ILR data published early November for the academic year 2024-25 can be used to set the base line for the measures. We intend to report from full academic year ILR data.</p>
d. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>Key risks include accuracy of data in the ILR. All skills providers have to submit ILR data to this portal as part of their contractual requirements. This data is received monthly and validated by the North East MSA's skills team.</p> <p>Please note that there will be a tight deadline in relation to the receipt of ILR data early November for the academic year 2024-25 and carrying out analysis to set the baseline for the indicators. DfE have noted this.</p>
e. Further information	<p><i>[To be completed when process finalised to record any supplementary information that may be useful for the Programme Board when assessing progress against this outcome]</i></p>

Housing and Strategic Planning:

Outcome 4 – More affordable, energy-efficient housing delivered by unlocking brownfield sites and land remediation, supporting regeneration and economic growth. (A North East We Are Proud to Call Home)	
Provide a strategic narrative for the outcome and demonstrate which of the settlement's functional responsibilities it	The North East MSA is committed to addressing the region's shortage of affordable and social housing, including through social rent. Our partnership with Homes England through the Strategic Place Partnership will be

reflects, and how it will support the achievement of relevant national targets or outcomes .	<p>fundamental to achieving this – including by allowing the North East MSA to shape the strategy for delivering the £1.1 billion of Social Affordable Homes Programme funding within the region.</p> <p>However, to meet the national ambition of 1.5 million new homes, the North East MSA will also need to focus on making effective use of brownfield land. This will require targeted investment to tackle viability challenges, remove barriers to stalled sites, and enable land remediation and infrastructure investment. A flexible approach to regeneration and aligned funding streams is also paramount to enabling sustainable development on key sites, that supports the longer-term regeneration needs of our communities as well as driving economic growth across the region. The National Housing Delivery Fund programme, flowing through the Integrated Settlement, will be vital to delivering these interventions.</p>
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Output indicators	Target March 2029	Trajectory		Data source
		March '27	March '28	
Unlocked housing capacity				Internally monitored from outputs/GFAs through funded investment
Number of housing starts				
Number of additional housing completions				

Outcome 4: Supporting evidence	
a. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why were these considered less suitable?	<p>‘Housing unlocked’ is an existing indicator (used for example for the existing Brownfield Housing Programme) that recognises the potential housing capacity that brownfield and remediation investment unlocks. This can be measured in the shorter term; for example once contracts are in place and/or planning is achieved and remediation has been completed. It is not tied to housing starts or housing completions.</p> <p>Housing starts and completions could be monitored via grant funding agreements (GFAs) and/or project applicants monitoring this over the longer term. The North East MSA would welcome a further with MHCLG to agree the exact approach once funding quantum for the pillar has been confirmed.</p>

b. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.	Assumptions will be based on current delivery programme performance - £23k per unit (based on 33% social and affordable homes).
c. Provide any further detail about the proposed data sources, including any considerations for reporting (e.g. timeliness)	As above, we expect GFAs to be a primary mechanism for collecting data on housing starts and completions, but would welcome further conversations with MHCLG on this.
d. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>Key risks and interdependencies include:</p> <ul style="list-style-type: none"> • Expectation management on scale of housing starts and completions over the IS period. We have experienced a circa three-year lag in housing starts following Brownfield Housing Fund programme intervention; however, with greater investment in pipeline development we could reduce this to a two year lag on housing starts. • Ensuring market alignment with programme priorities. • There is a need for a longer-term approach to estate regeneration and place-making, including tackling voids and low quality/dense housing stock. This doesn't always result a net increase in housing, or may take longer to deliver, and this will need to be recognised in the targets set in this pillar so that the North East MSA retains the flexibility to use this funding to meet its wider objectives as well as supporting Government to deliver its national housing targets.
e. Further information	<i>[To be completed when process finalised to record any supplementary information that may be useful for the Programme Board when assessing progress against this outcome]</i>

Economic Development and Regeneration

Outcome 5 – Invest in local infrastructure to unlock key commercial sites and address barriers to growth. (A North East we are proud to call home)	
Provide a strategic narrative for the outcome and demonstrate which of the settlement's functional responsibilities it reflects, and how it will support the achievement of relevant national targets or outcomes .	This outcome will measure the impact of interventions designed to unlock our key employment sites, unlocking new private sector investment to create jobs for local residents in the priority sectors outlined in our Local Growth Plan.

	<p>Barriers to investment identified by potential inward investors and existing businesses considering expansion include the high costs of site remediation, often resulting from the industrial legacy of our brownfield sites, and the need to upgrade energy grid and utilities infrastructure.</p> <p>We intend to use the capital funding delivered through this pillar for site remediation and development to improve the competitiveness of the North East and attract new inward investment, creating skilled employment opportunities for North East residents and contributing to the national Economic Growth mission.</p> <p>This outcome will reflect activity under the EDR-1 and EDR-3 functional responsibilities.</p>
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Outcome indicators	Baseline	Target March 2029	Trajectory		Data source
			March '27	March '28	
<p>1. Additional floorspace unlocked because of MSA interventions (m²)</p> <p>Amount of space completed or improved in square metres (m²)</p> <p>We propose that unlocked means the development or conversion of floorspace to a new economic purpose of higher value. It means activities including land assembly, enabling or remediation activities, construction and development, and refurbishment.</p>	0	0	0	0	MSA development tracking; planning approvals

Outcome 5: Supporting evidence	
<p>a. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why</p>	<p>We are proposing that the definition of the outcome indicator includes the area of land reclaimed, remediated or rehabilitated because of our interventions; and the commercial floorspace created or improved. The inclusion of a measure of land improved will be necessary for projects supported by the North East MSA that are at the pre-construction stage, or where site remediation is necessary to unlock future commercial investment. This can also be measured through monitoring of development plans and planning approvals. The</p>

<p>were these considered less suitable?</p>	<p>indicator “Amount of land reclaimed, remediated or rehabilitated” is currently part of our delivery plan for the North East Investment Zone.</p> <p>This outcome indicator will be used to demonstrate progress on our capital regeneration priorities, including those that are part of our Investment Zone, and town centre regeneration supported by the High Streets Commission. These are projects that will create the facilities to attract inward investment and stimulate job creation in the priority sectors identified in our Local Growth Plan, including creative and green industries.</p> <p>Jobs created through unlocking development in commercial sites will be a key measure of success, and the North East MSA will focus on the priority sectors identified in our Local Growth Plan, including creative and green industries.</p> <p>We have also considered the indicators ‘% of land area with 5G coverage’, ‘increase in vacant units filled’ and ‘total square footage of public realm’. It is possible that funding under this pillar will contribute to projects designed to improve digital infrastructure and high street regeneration, and we will consider how to monitor performance against these metrics through our locally-owned Performance Management Framework.</p>
<p>b. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.</p>	<p>We are not proposing to include baselines, targets, or forecast trajectories for this pillar of the Integrated Settlement at this stage. Following receipt of the indicative and provisional quantum for the funds in this pillar, we will need more time to develop our proposals for this funding, and to take programmes and projects through our Assurance Framework.</p> <p>Government has not yet published guidance on the objectives for the new Local Growth Fund, which makes up approximately half of the total funding available for this pillar of the SR period. We understand that the guidance will be published before the end of the year. This will inform our work to develop projects, and the outcomes we expect to deliver with this funding.</p> <p>We are also awaiting further details of the Made Smarter programme for Professional and Business Services.</p> <p>We propose to work towards developing targets for this pillar of the IS in 2026/27, informed by the development of our Performance Management Framework, analysis of projects funded through the UKSPF, and our new business support framework.</p>
<p>c. Provide any further detail about the proposed data sources,</p>	<p>Reporting timescales for the floorspace outcome will be agreed with delivery partners at the contracting stage. Planning applications could form part of the evidence requirements to validate the outcome.</p>

including any considerations for reporting (e.g. timeliness)	
d. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>Inflation and supply chain risks leading to rising costs are a key risk for capital projects. These can be mitigated by working closely with funding applicants at the design and development stage, robust appraisal processes, and including funding conditions in contracts requiring funding recipients to meet cost increases.</p> <p>There are many factors which could influence rates for job creation, including poor performance of the relevant sector at national and global level. We will mitigate this by maintaining a strong pipeline of inward investment enquiries; developing a combined package of support on infrastructure, business support and planning to improve the competitiveness of North East commercial sites; and working with inward investors and training and skills initiatives to ensure that access to talent is not a barrier to recruitment.</p>
e. Further information	

Outcome 6 – Growth in the North East economy driven by increased business productivity. (Home to a growing and vibrant economy for all)	
Provide a strategic narrative for the outcome and demonstrate which of the settlement’s functional responsibilities it reflects, and how it will support the achievement of relevant national targets or outcomes .	<p>This outcome will be used to monitor the performance of business support interventions which aim to improve productivity, increase private sector R&D and innovation, and accelerate adoption of new technologies. This includes adoption of AI, building on the North East’s designation as an AI Growth Zone.</p> <p>The North East has low rates of private sector R&D and innovation, reflecting weaker adoption and diffusion of technologies. Business investment and innovation are fundamental determinants of economic growth, helping firms remain competitive through the development of new facilities, products and processes. Increasing levels of productivity through investment in R&D and technology adoption in the North East will help to support the national Kickstarting Economic Growth mission, increase regional GVA and create skilled employment opportunities for North East residents.</p> <p>This Outcome will reflect activity under the EDR-1 and EDR-2 functional responsibilities. Pending confirmation of funding lines and guidance, we expect that activity funded by the Local Growth Fund, Investment Zones, Growth Hubs, Made Smarter Adoption Programme, and Creative Places Regional Growth Fund will contribute to this outcome.</p>

	Kickstarting growth is the government's number one mission, which will be delivered in partnership with businesses. In 'Backing Your Business – our plan for SMEs', government announced a new Business Growth Service as a nationally recognised brand for business support in the UK, integrated with long-term, locally-led delivery through Growth Hubs in England and a new digital service. Local business support provided by the North East MSA using our integrated settlement will align with the national priorities for the Business Growth Service, co-designed with government.
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Outcome indicators	Baseline	Target March 2029	Trajectory		Data source
			March '27	March '28	
1. Number of jobs created by MCA interventions in local priority sectors	0	0	0	0	MSAs - programme reporting, potentially using delivery partner returns.
2. Supported businesses demonstrating improved practice: i. Total (target) ii. Engaged in new markets iii. Adopting new to firm technologies / processes / management innovations iv. With new to market products / services	0	0	0	0	MSAs - programme reporting; post-support surveys
3. Improved productivity in businesses supported (subject to agreement of definition)	0	0	0	0	
Output indicator <i>[if required]</i>		Target March 2029	Trajectory		Data source
			March '27	March '28	
1. Total number of businesses receiving support: i. Financial support		0	0	0	MSAs – programme reporting

ii.	Non-financial support				
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Outcome 6: Supporting evidence	
a. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why were these considered less suitable?	<p>Increased productivity is a key measure of success for business support interventions, as this contributes to profitability, sustainability, and the ability of businesses to expand and increase job creation. Increasing aggregate regional productivity is also important for reducing inter-regional inequality and increasing living standards for North East residents.</p> <p>The proposed output indicators will record the total number of businesses in receipt of support funded by the CA (with a breakdown of financial and non-financial support). The outcome indicators will measure the success of these business support interventions, by providing a breakdown of supported businesses which have increased productivity, engaged in new markets, or adopted new technologies or processes. These outcomes are already in use for CA business support programmes and can be monitored through programme reporting.</p> <p>Jobs created through business support interventions will be a key measure of success, and we will focus on the priority sectors identified in our Local Growth Plan, including creative and green industries.</p> <p>We also considered the outcome indicator 'Increase in R&D spend in supported businesses'. We would be interested in exploring HMRC R&D tax relief data as a supplementary regional data source, however this is likely to be time lagged, and we feel the selected outcome indicators will provide a more comprehensive measure of the success of business support interventions.</p>
b. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.	<p>We are not proposing to include baselines, targets, or forecast trajectories for this pillar of the Integrated Settlement at this stage. Following receipt of the indicative and provisional quantum for the funds in this pillar, we will need more time to develop our proposals for this funding, and to take programmes and projects through our Assurance Framework.</p> <p>Government has not yet published guidance on the objectives for the new Local Growth Fund, which makes up approximately half of the total funding available for this pillar during the SR period. We understand that the guidance will be published before the end of the year. This will inform our work to develop projects, and the outcomes we expect to deliver with this funding.</p>

	We propose to work towards developing targets for this pillar of the IS in 2026/27, informed by the development of our Performance Management Framework, analysis of projects funded through the UKSPF, and our new business support framework.
c. Provide any further detail about the proposed data sources, including any considerations for reporting (e.g. timeliness)	<p>We will consider the outcome indicator definitions proposed by MHCLG for measuring productivity.</p> <p>Building on existing data sharing arrangements with DBT and the Office for Investment will help to monitor the success of businesses accessing new markets, and develop the pipeline of businesses that could benefit from support interventions.</p>
d. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>Wider economic conditions will have an impact on the capacity for businesses to engage in support programmes. Maintaining consistent recording processes will be important for data collection post-intervention.</p> <p>We will ensure that business support interventions are aligned with the CAs employment and skills interventions to ensure that opportunities to benefit from new jobs are available to North East residents.</p>
e. Further information	We will provide a summary of activity to drive up visibility and business awareness of the Growth Hub, the Business Growth Service, and broader business support in the area through the narrative report.

Environment and Climate Change

Outcome 7 – Improved natural environment through stronger regional collaboration to deliver our Local Nature Recovery Strategies. (Home of the green energy revolution)	
Provide a strategic narrative for the outcome and demonstrate which of the settlement's functional responsibilities it	The North East's natural environment (on land, river and sea) is increasingly at risk, with a decline in biodiversity resulting mainly from human activities, such as land use changes, pollution, and climate change, as well as the region's unique industrial and mining heritage. We want to build a vibrant and resilient local ecosystem by

reflects, and how it will support the achievement of relevant national targets or outcomes .	<p>delivering nature recovery measures at scale across the entire North East, balancing the needs of nature, communities, and the economy. By investing in our natural assets, we will support local nature recovery by promoting nature-based solutions to land and water management and carbon capture.</p> <p>To successfully deliver on the ambitions of the region's three Local Nature Recovery Strategies (of which the North East MSA is only the Responsible Authority for one – North of Tyne), there needs to be the development of strategic nature partnerships representative of key stakeholders including landowners and managers. Funding allocated directly to Responsible Authorities from Defra in 25/26 will contribute towards the governance costs of setting these up in the region, but there is no further funding allocation to ensure that they remain fit for purpose. It is essential that this is reflected in the Integrated Settlement, and the resources are made available to the region, especially given the huge geography and opportunity for nature recovery in our region – both as a local and national resource.</p> <p>Note: We understand that the indicative funding available is only applicable to the North of Tyne LNRS area only, as this is the only area which the North East MSA is Responsible Authority for (correct as of 31 Oct 2025).</p>
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Outcome indicators	Baseline	Target March 2029	Trajectory		Data source
			March '27	March '28	
1. Leadership of local nature recovery strategy	n/a	On track	On track	On track	MSA reporting

Outcome 7: Supporting evidence	
<p>a. Provide a justification for the indicators proposed, e.g. how and why are they the best measure of progress towards the outcome? Which other indicators were considered (if any) and why were these considered less suitable?</p>	<p>Defra's expectation is that each LNRS responsible authority will ensure:</p> <ul style="list-style-type: none"> • Strong local delivery partnership • Strong governance structures to embed LNRS into local decision making • Development of projects delivering LNRS measures • Effective information sharing <p>For the purposes of reporting to the Programme Board, North East MSA will be considered to be 'on track' against the stated indicator if performance against these functions is in line with local plans and any Defra</p>

	<p>guidance. This judgement will be supported by a narrative report that covers progress against each of the four elements above, including information on the FTE dedicated towards this function.</p> <p>Defra and North East MSA agree that the following bullet points are a sensible and proportionate plan for the implementation of the LNRS over the SR period. This shared understanding of North East MSA's plans will be the basis for understanding performance through I/S reporting.</p>
<p>b. Provide the methodology, assumptions, and supporting evidence used to generate the baselines, targets, and forecast trajectories.</p>	<p>North East MSA plan to deliver this as follows:</p> <ul style="list-style-type: none"> • Strong local delivery partnership: <ul style="list-style-type: none"> ○ Set up a suitable delivery partnership ○ Ensure the partnership have diverse expertise and broad representation across sectors, building on work from LNRS preparation to engage land managers ○ Facilitate regular meetings of the partnership and set up relevant workstreams or sub groups ○ Deliver comms and engagement to promote LNRS • Strong governance structures to embed LNRS into local decision making: <ul style="list-style-type: none"> ○ Embed LNRS priorities into North East MSA's Local Growth Plan ○ Embed LNRS priorities into North East MSA's Corporate Plan ○ Embed LNRS priorities into North East MSA's Transport Plan ○ Embed LNRS priorities into any other relevant plans, policies, or functions of the North East MSA • Development of projects delivering LNRS measures: <ul style="list-style-type: none"> ○ Work with partners to identify potential projects that align with LNRS priorities ○ Support potential projects to become investment (public and private) ready ○ Keep a record of projects being planned for LNRS delivery • Effective information sharing: <ul style="list-style-type: none"> ○ Supporting national reporting by collecting information about actions taken that will not be captured through national level reporting
<p>c. Provide any further detail about the proposed data sources, including any considerations for reporting (e.g. timeliness)</p>	<p>For each report to the Programme Board, MSAs would state whether the indicator is on/off track, based on a narrative report against each of the four elements above. These would be short reports, mindful of the need for proportionality, c.2 pages as a rough guideline.</p> <p>The report will include any readily available figures about habitat creation or restoration related to the MSA carrying out this functional responsibility. However, it is not expected that MSAs will collect new data solely for</p>

	<p>the purposes of reporting against this outcome. The report will also include information about how the role relates to other outcomes and activities within the MSA.</p> <p>Additionally, there is already a very well-established system across the three LNRSs in our region, whereby the Environmental Records Information Centre North East (ERIC NE) are central to coordinating data on nature and environmental baselining. They will continue to play a role when LNRSs shift to delivery, and be part of the cataloguing of data and reporting process. We believe we are in a particularly good place here, but ERIC NE – like all other biological records centres in England – should be recognised as central to the LNRS RA reporting process, and have a funded role as part of IS.</p> <p>The MSA will utilise ERIC NE’s resources, and coordinate the network of organisations that helped shape our region’s LNRSs with nature recovery bodies. Combining these resources will provide a thorough account of data points relating to nature recovery actions taken or planned in our region using a geospatial model.</p>
d. Provide information on the key risks to achieving the outcome and plans to mitigate.	<p>Important note on key risks: There are three Local Nature Recovery Strategies in the region, of which the North East MSA is only the Responsible Authority for one – North of Tyne. This presents issues around regional governance, coordination, collaboration, and implementation. The Delivery Model for a regional nature partnership is still being actively explored and tested with stakeholders. The I/S funding, and outcomes are understood to only be applicable to the North of Tyne LNRS area, and therefore MSA & LA partnership and split allocation of funding will be required if one regional North East delivery partnership is desired.</p>
e. Further information	<p>Strategic Authorities will play a crucial role in preparing for the future and tackling climate change and nature emergencies at the local and regional level. Local, place-based environmental leadership is an essential part of this. We are beginning this transition by enhancing the roles and functions of the responsible authorities for Local Nature Recovery Strategies.</p> <p>Future opportunities for devolution and partnership working will be explored with Strategic Authorities. These could include issues like water management, the circular economy, pollution, or flood resilience. We will also explore how Strategic Authorities and Mayors can provide greater local leadership in responding to the impacts of climate change, and a better route for rural communities to be considered in local policy decision making.</p>