## **Hartlepool Town Deal Board**

## **Friday 21st April 2023 at 9.00am**

**Microsoft Teams**

**PRESENT:**

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| --- | --- |
| Name | Organisation / Representing |
| Roslyn Adamson (RA) | National Museum of the Royal Navy (NMRN) |
| Rachel Anderson RAn) | North East Chamber of Commerce (NECC) |
| Beverley Bearne (BB) | Hartlepool Borough Council |
| Maxine Craig (MC) | Independent |
| Lesley Grant (LG) | Hartlepool Borough Council |
| Darren Hankey (DH) | Chair – Hartlepool College of Further Education |
| Denise McGuckin (DMc) | Hartlepool Borough Council |
| Simon Mills (SM) | Hartlepool Borough Council |
| Martin Raby (MR) | Northern School of Art |
| Toni Rhodes (TR) | Hartlepool 6th Form College |
| Alison Shepherd (AS) | Substitute for Jill Mortimer MP |
| Adam Suleiman (ASu) | Department for Levelling Up Housing and Communities (DLUHC) |
| Paul Taylor (PT) | Hartlepool Borough Council |
| Sarah Walker (SW) | Tees Valley Combined Authority (TVCA) |
| Gary Wright (GW) | North Tees and Hartlepool NHS Foundation Trust (NHS) |
| Cllr Mike Young (MY) | Hartlepool Borough Council |

| **NO** | **DETAIL** | **ACTION** |
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| 1. | **WELCOME AND INTRODUCTIONS (CHAIR)**  The Chair (DH) opened the meeting and welcomed everyone, thanking members for their commitment of time.  REFLECTIONS  The Chair referred to the Away Day afternoon and the reflections made there that as a board it has done very well in securing the £25M of funding from the government, agreeing upon the five projects and getting them to the stage they are at.  As we now move into the implementing of the delivery stage, it will be challenging and we need the board to engage in the process |  |
| **2.** | **APOLOGIES FOR ABSENCE**  Apologies for absence were received from:  Cllr Shane Moore  **DECLARATIONS OF INTEREST**  Declaration of Interest from Denise McGuckin (DMc) – Reimagining Middleton Grange and Waterfront Connectivity  Declaration of Interest from Darren Hankey – Health and Social Care Academy and Civil Engineering Skills Academy  Declaration of Interest from Gary Wright - Health and Social Care Academy  Declaration of Interest from Roslyn Adamson – Waterfront Connectivity |  |
| **3.** | **MINUTES OF THE PREVIOUS MEETING – December 16th 2022**  Minutes to be amended as follows:-  2. DECLARATION OF INTEREST  Declaration of Interest from Darren Hankey (DH) – Health and Social Care Academy and Civil Engineering Skills Academy  Declaration of Interest from Gary Wright (GW) – Health and Social Care Academy  4. CHAIR  Although Darren is happy to continue in the role of Chair it was suggested by MC and DMc that the board requires the role to be independent of any of the five projects. A decision on who should be the next Chair should take place at the next board meeting.  PT confirmed that all other actions from the previous meeting would be covered under the agenda items. |  |
| **4.** | **BOARD MEMBERSHIP**  CURRENT MEMBERS EOI’s/NOMINATIONS RECEIVED  PT had circulated a report to board members following the Board Workshop held on 2nd March including feedback and input from members which formed a series of proposals for changes and strengthening of Town Deal governance. Included in the report was a request for members to express an interest in whether they wished to continue in their role on the Town Deal Board up until the end of 2026 which is the timeframe for the delivery of the whole Town Deal programme.  In the proposed refreshed Terms of Reference to be adopted today we propose a board membership maximum of 12 members, with minimum of 8.  PT shared slide - nine expressions of interest from existing board members had been received, who wished to continue in their role as a current member with no response from seven existing members. We had also received a number of nominations for potential new members.  DMc had spoken to Jill Mortimer, her role is to be ex officio. She will be updated and kept informed by DMc.  GW understood nominations were needed to be in by 21 April and confirmed this timescale was met. There was a need for internal Trust governance process to be navigated and North Tees and Hartlepool NHS Foundation Trust request to retain their place on the Town Deal Board. Will confirm the name of the person shortly.  SW confirmed TVCA do wish to have a board membership. Will confirm the name of the person shortly it will either be SW or Helen Kemp.  MY suggested the Council have 1 elected member, namely the leader or their nominated person.  MY left meeting at this point.  MC reflected on all of the work done on the skills assessment, and nominations were as a direct response to our low skills in wider third sector representation and people who live in the town, rather than work in the town and would advocate their membership at either project board level or this board. We do need continuity and high attendance however.  GW felt there should be a specific number of members but should be the right number of people that provide the right representation overall. However, high attendance is really important.  DMc we need to keep numbers tight and don’t creep out of our governance scope.  Chair reiterated we need high attendance to govern the successful delivery of these projects.  BB it is useful to have risk management/legal/technical representation expertise sitting at project level which frees capacity at board level for more strategic input. Need to be very clear on the role and remit of that member on those project groups so as not to interfere in delivery, can take away and scope out in more detail.  DMc Task and Finish Groups (Project Delivery Groups) are at item 7 in the Terms of Reference and sets out exactly what is the formation of those groups and the parameters they will be working to.  Chair asked for any comments on the board composition. There have been 9 expressions of interest from current board members plus 1 from TVCA and 1 from North Tees and Hartlepool NHS, taking it to 11.  MC reinforced that there needs to be places on the Task and Finish Groups/Delivery Groups for the new nominations.  DMc we may need ToR for the project groups to make sure we know what their functions are. It’s about monitoring and how we measure and accountability when schemes are finished.  BB stated that for Wesley Chapel, Civil Engineering and Health and Social Care project groups will now be initiated and will include individuals from the board to sit on those groups. The intention is to have independent board members on those project groups. The Council will be leading on Reimagining Middleton Grange and Waterfront Connectivity, and a board representative on each of those project groups would be welcome.    The Chair highlighted that there is work still to do on those individual task and finish groups.  MC suggested using representatives in the list of nominations, rather than asking board members to double up doing another project group and to double check we have covered the skills audit on the main board.  DMc has concerns about nominations 3, 4 and 5, why organisations are now coming forward and what role they would play.  BB a recommendation from the board would be helpful as to what the team are to do in response to those nominations. The Hartlepool Civic Society have already been contacted to ensure they are connected in with the projects with a heritage element, and they would be ideally placed to be members of the task and finish project group for the Wesley Chapel and Reimagining Middleton Grange projects.  MC would support Civic Society at project level as we should have that expertise on there.  BB in terms of the technical expertise, we have covered off risk management group set up with board members on it. With regard to legal we have DWF procured as our external legal advisors, if the board are comfortable we would naturally run a lot of queries through them. In terms of supply chain the Council work really closely with NEPO for procurement advice and would expect other project managers to take up their own advice. In terms of assurance that should be picked up by the Risk Management and Audit Group. We don’t need that level of technical expertise on the board but have access to it to give the assurance to the Board.  The Chair summarised that a skills audit at the Workshop highlighted gaps, legal, audit and procurement. We have sitting behind the board and delivery groups legal and auditor expertise. This addresses legitimate concerns of MC.  BB highlighted that legal and procurement requirements are contained in the Grant Funding Agreements which fund partners to deliver projects, as well as monitoring requirements so there is an added layer of assurance to make sure everything is covered.  The board agreed that future structure will consist of the following members:-   * 9 expression of interest plus 1 member place for TVCA, 1 for North Tees and Hartlepool NHS Trust. * To speak to the new nominations of Hartlepool Civic Society to offer a place on Task and Finish Groups. * We have expertise sitting behind projects, we can use the information that they can provide via the dashboard to make sure the projects are being delivered appropriately, delivering for the town.   CHAIR AND VICE CHAIR NOMINATIONS  There was 1 nomination for Chair and 0 for Vice Chair.  DH confirmed that at the last meeting he had indicated he was quite happy to continue as Chair, and / or happy to be Vice Chair if there are any other nominations.  DMc has reflected on her previous comments and as long as we have a robust governance structure where DH declares expressions of interests relating to the two Academy projects, she considers it appropriate that DH takes on role of Chair.  MC raised that she had declined when previously asked if she would be Chair. She had reconsidered and had put herself forward and was unsure as to why her name wasn’t on the slide for nominations.  MR had nominated DH for Chair, and highlighted that DH has strong leadership, chaired governance impartially and provides continuity and good knowledge on the Town Deal Programme  GW the NHS as an organisation don’t have any intention to nominate themselves for Chair and is very supportive of DH to continue being Chair having done it impeccably. However, wasn’t aware of MC putting her name forward. We may need some sort of election process.  MC agrees with everything everybody has said about DH’s personal conduct as Chair but felt it important that the board consider what it looks like to the people of the town. It could look like we have a Chair who has two projects and given the comments that regularly are posted on social media, how it looks going forward and how it is governed is important, thinks that we need somebody completely independent.  MR with regard to perception, at the place at which perception was going to matter was in the selection of the projects in 2019 / 2020 when Darren wasn’t the Chair, it has now moved on to seeing through to implementation.  DMc the Local Government Association Peer challenge review raised the point that we give weight to the minority negative social media comments and the outcomes of what we are trying to achieve are what are important.  DMc proposed DH as Chair and MC as Vice Chair.  RA made the point there is always going to be negativity and it shouldn’t be the deciding factor who has role of Chair. She would be happy to support either DH or MC.  DH asked for members to vote using the Teams chat function and provide the name of who they wish to elect as Chair.  It was unanimously agreed for DH to take on the role as Chair.  DH declared he is happy to be Chair and wants to do what is right for the town in delivering the projects.  DH asked MC if she would be happy to take the role as Vice Chair.  MC asked the question if we don’t think her perspective of independence is important do we wish to consider an alternative candidate.  DMc more than happy to support MC as Vice Chair, due to her independence and being a Town Deal Board member from the beginning of the process bringing experience.  MC happy to take on Vice Chair role, and feels as a partnership with DH they can deal with any questions about independence and the governance structure.  PT to draw up the new membership structure, and contact board members now stepping down and thank them for their time and commitment. |  |
| **5.** | **TERMS OF REFERENCE**  Due to technical issues for PT, SM continued to share slides and the Chair presented them. PT was able to use chat function and respond to any questions.  REVISED DOCUMENT/COMMENTS RECEIVED    Comments received were shown in blue and open for discussion.  GW questioned the appropriateness for having significant amount of changes and amendments to the Terms of Reference and the need to make immediate decisions. If there is this level of amendments, we need time to reflect.  DH clarified these were proposed refreshed Terms of Reference with comments received back from the Away Day afternoon.  DMc we have had sufficient time to feedback comments, assuming these are the comments we have received. PT highlighted that all comments on slides were those received from board members during the consultation period for the board to consider. If we want to reflect on the detail, we need seven days to get comments back.  DMc we can circulate revised version with comments back within seven days, we need to stick to deadlines.  CYCLE OF MEETINGS | **ALL** |
|  | Board agreed to quarterly meetings moving forward.  MR pointed out there needs to be some leeway in attendance as he can’t make the next meeting due to existing commitments.  The Chair highlighted that if attendance was low from a board member, the Chair and Vice Chair would liaise with the board member / organisation to ensure full commitment.  Amendment to be made to the Terms of Reference under section 6 as it states members must attend 75 percent of meetings.  Board agreed to make the amendment and to agreeing to a substitute of a member being able to attend.  Urgent Meetings - Chair agreed that if anything needs urgent attention by the board, additional meetings can be called to ensure the issue is tackled.  DMc highlighted that clear parameters for calling a special meeting would be required to ensure the project groups/task and finish groups are not held up and can continue to deliver to timetable.  DMc minimum of ten working days might be too long if we need urgent decision. Give the Chair and Vice Chair the decision to call urgent meetings.  MR we have got to acknowledge that the Chair’s judgement is something that we back in terms of wanting to call an urgent meeting. |  |
| **6.** | **TERMS OF REFERENCE**  ANNUAL RISK REVIEW  Chair asked for nominations for Risk Review Group. It was agreed the following would make up the Risk Review Group.  Roslyn Adamson  Toni Rhodes  Paul Taylor |  |
| **7.** | **DATA AND REPORTING**  SM gave a presentation on the new reporting Dashboard.  The format is currently used for HBC’s internal Capital Programme by project managers and allows HBC to capture key information. It is updated at least once a month ahead of the capital boards to allow scrutiny of progress. The dashboard provides a snapshot of the overall schemes including finance, spend profile, outputs and outcomes. It is working really well in the governance of 21 capital projects, is accessible and easy to use.  BB it hopefully gives board members the assurance in terms of the due diligence that the Council is undertaking in terms of our oversight governance particularly on how we deliver projects. The intention is HBC will be able to provide access by SharePoint when it is operational hopefully in June, it will allow board members to be able to see live up-dates on all the projects. We will offer board members the opportunity to take them through functionality of the dashboard it should be a simple snapshot tool so board members have the assurance that we are managing the projects effectively.  DMc The dashboard is very useful to look at information before meetings. |  |
| **8.** | **PROGRAMME UPDATE**  PT will circulate project update slides after the meeting.  SM gave project update as below:-  REIMAGINING MIDDLETON GRANGE   * Driver’s Project Services appointed as strategic delivery partner and are undertaking a review of the validation of the business case, looking at the cost profile, scope and budget envelope. * Previous scheme cost profile very high level. SM to prepare detailed update report once information collated. * GT3 Architects have reviewed original demolition footprint and assessing all options to make sure that the original plan is still the most appropriate and deliverable. They have also done some work around metrics, which will enable SM to look at next phase of works around land assembly. * Next four weeks of milestones will be looking at preferred options of acquisition and demolition footprint, working through the details with our colleagues. SM to do full update report once analysed and understood all of the costs. * Land assembly December 2022 – December 2023 * A full competitive tender process to appoint a design contractor will be undertaken once the board has had full sight of proposals * A procurement strategy will be developed for a main contractor. |  |
| **9.** | **POLICY UPDATES (ADAM SULEIMAN)**  No policy updates.  Adam Suleiman provided a useful update at the end of the meeting from a DLUHC perspective and highlighted that it is good to see the board working collaboratively, and a really good partnership is in place.  In terms of programme level it is very much full steam ahead in terms of delivery and appreciated that Hartlepool’s programme is just getting to that stage now.  Ministers are interested in seeing projects when they get to appropriate point of delivery so asked that HBC keep DLUHC updated when reaching key milestones. Lot of focus from government on what is actually being delivered.  AS highlighted that it is always worth reflecting on the wider strategic context of what we do through the Town Deal and how it complements the wider interventions happening across Hartlepool and what those priority outcomes are. Important to consider how Town Deal is helping to realise the wider vision for Hartlepool.  It is important to step back now and again and appreciate the role of the board in a broader strategic context.  DMc – Thanked Adam for the oversight and regarding wider strategic context will be more than happy to provide a presentation at a future board meeting on the Development Corporation and strategic context. |  |
| **10.** | **ANY OTHER BUSINESS (CHAIR)**  None |  |
|  | **DATE AND TIME OF NEXT MEETING**  Tuesday, 6th June 9 – 11 am |  |