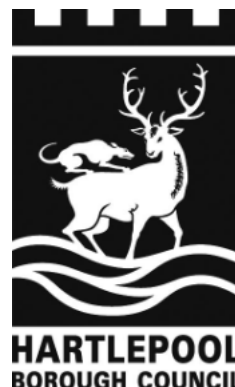


CABINET AGENDA



Monday 5 March 2012

at 9.15 am

**in Committee Room B,
Civic Centre, Hartlepool**

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Brash, Hall, Hargreaves, Hill, Jackson, Payne, Simmons and H Thompson.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Record of Decision in respect of the meeting held on 20 February 2012
(previously circulated)

4. BUDGET AND POLICY FRAMEWORK

No Items

5. KEY DECISIONS

- 5.1 Former Henry Smith's School Site – *Director of Regeneration and Neighbourhoods*
- 5.2 Mayfair Centre Development, Seaton Carew – *Director of Regeneration and Neighbourhoods*

6. OTHER ITEMS REQUIRING DECISION

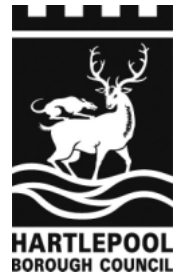
- 6.1 Medium Term Financial Strategy – Collaboration Working – Cultural Trusts –
Assistant Director of Child and Adult Services (Community Services)

7. ITEMS FOR DISCUSSION/INFORMATION

- 7.1 Medium Term Financial Strategy – Collaboration – *Acting Chief Executive*
7.2 Final Draft - Hartlepool Public Health Transition Plan – *Acting Chief Executive*

CABINET REPORT

5th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: **FORMER HENRY SMITH'S SCHOOL SITE**

SUMMARY

1. PURPOSE OF REPORT

To seek Cabinet approval to arrangements for the disposal of the Former Henry Smith's School site.

2. SUMMARY OF CONTENTS

The report outlines the suitability and funding implications for the development of the site for a mixed residential development.

3. RELEVANCE TO CABINET

The development of the site provides the opportunity to achieve the delivery of affordable and private houses for sale to contribute to the achievement of wider housing market renewal within the town. The proposed land sale was also identified as one of the land sales to achieve the capital receipt target included in the Council's Medium Term Financial Strategy.

4. TYPE OF DECISION

Key Decision (test i and ii applies) Forward Plan reference Number
RN13 / 09

5. DECISION MAKING ROUTE

Cabinet 5th March 2012

6. DECISION(S) REQUIRED

Cabinet are recommended to:-

- Authorise officers to commence the marketing of the site in order to secure the funding to achieve the capital receipts target of £4.5m included in the MTFS to meet One-off Strategic Financial Issues, including funding to continue delivery of the Housing Market Renewal programme.
- Agree the extent of the requirement for affordable provision taking account of the balance between the requirement to maximise capital receipts and affordable housing and the HCA funding available.
- Authorise Officers to undertake a comprehensive but flexible approach to marketing providing options for developers to bid based on a range of options to include different percentages of affordable housing and methods of delivery from comprehensive development to part sale of the affordable land. Indicative layouts and design proposals can also form part of the bid submissions.

Report of: Director of Regeneration and Neighbourhoods

Subject: **FORMER HENRY SMITH SCHOOL SITE**

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet approval to arrangements for the disposal of the Former Henry Smith's School site.

2. BACKGROUND

- 2.1 The Council own the former Henry Smith's School Site which extends to 3.7ha (9.25 acres) as edged on the attached plan (**Appendix 1**).
- 2.2 The site is suitable in planning terms for a residential development to include a mix of affordable and private houses for sale.
- 2.3 The expected capital receipt from this land is included in the Medium Term Financial Strategy (MTFS) as part of the capital receipts needed over the next 3 years to fund 'One-off Strategic Financial Issues', which includes the match funding required for completion of the Housing Market Renewal programme. An overall capital receipts target of £4.5m has been set for the next 3 years to fund the forecast shortfall in funding for One-off Strategic Financial issues. The sale of this site will make a significant contribution towards this overall capital receipts target.
- 2.4 It is proposed to market the site for sale for which a development brief has been prepared, attached at (**Appendix 2**).

3. CONSIDERATIONS

- 3.1 Soft market testing has been undertaken to identify the potential of developer interest in the site.
- 3.2 A number of expressions of interest have been received from a range of regional and national house builders willing to undertake a mixed development to include affordable and houses for sale.
- 3.3 The Homes & Communities Agency have allocated funding for up to 45 affordable housing units on the site to Housing Hartlepool, and developers have indicated that they would be willing to incorporate these within the scheme. This could be undertaken on the basis of either the developer building the houses as part of the overall scheme

and selling the houses to Housing Hartlepool or part of the site is sold to Housing Hartlepool and they undertake direct development of the affordable element, the remainder being sold for private housing for which a capital receipt would be paid.

- 3.4 The extent of the affordable housing funding allocation by the HCA would facilitate the construction of 45 residential units that would amount to 33% of the total site area.
- 3.5 As the HCA would expect the Council to gift the land for affordable housing purposes there is a cost to the Council in terms of Capital Receipts. The financial implications are set out in confidential **Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 3.6 In order to maximise value but acknowledge the need for affordable housing there is a need to balance requirements.
- 3.7 The impact on the capital receipts received from the sale of this site from the allocation of 10% or 33% of the site for affordable housing is detailed in confidential **Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**

4. CONCLUSIONS

- 4.1 The sale of the site needs to commence in order to achieve the capital receipts target set in the MTFS.
- 4.2 Whilst a soft marketing exercise has been undertaken it is necessary to market the site on a competitive basis to ensure the Council achieves best consideration in terms of price and a scheme that fulfils our housing and regeneration objectives.

5. RECOMMENDATIONS

- 5.1 Cabinet are recommended to:-
 - Authorise officers to commence the marketing of the site in order to secure the funding to achieve the capital receipts target of £4.5m included in the MTFS to meet One-off Strategic Financial

Issues, including funding to continue delivery of the Housing Market Renewal programme.

- Agree the extent of the requirement for affordable provision taking account of the balance between the requirement to maximise capital receipts and affordable housing and the HCA funding available.
- Authorise Officers to undertake a comprehensive but flexible approach to marketing providing options for developers to bid based on a range of options to include different percentages of affordable housing and methods of delivery from comprehensive development to part sale of the affordable land. Indicative layouts and design proposals can also form part of the bid submissions.

6. BACKGROUND PAPERS

6.1 There are no background papers.

7. CONTACT OFFICER

Graham Frankland
Assistant Director (Resources)
Civic Centre
Victoria Road
Hartlepool
Tel: 01429 523211
E mail: graham.frankland@hartlepool.gov.uk



Land at King Oswy Drive (former Henry Smith's School)

Planning and Development Brief

June 2011



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1. Introduction

- 1.1 The purpose of this brief is to secure a high quality housing development on the 3.7ha land at King Oswy Drive, located directly to the north of St Hilds School. The site boundary is shown on figure 1.
- 1.2 The site formerly housed Henry Smith's School until it was demolished in late 2005.
- 1.3 Through identifying opportunities, constraints and considerations the Brief will provide clear guidance for potential developers in terms of planning and design. It is intended that this brief will provide certainty to developers, that proposals, in accordance with the guidance set out, will be welcomed and encouraged.

Figure 1 - King Oswy Way Site Boundary



2. The Planning Brief

Background Information

- 2.1 The site, which is owned by Hartlepool Borough Council, has been identified as being suitable for housing development.
- 2.2 The Hartlepool Strategic Housing Market Assessment¹ was completed in June 2007 and highlighted a substantial need for affordable housing within the Borough. More recently the Tees Valley Strategic Housing Market Assessment² which aimed to update each of the local housing assessments in the Tees Valley was completed and a significant need for affordable housing in Hartlepool was once again identified. The provision of affordable housing will therefore be a necessary component of the development on this site along with a range of good quality market housing.

The Status of the Brief

- 2.3 The brief will be used as the basis of discussions between the Council and prospective development partners to secure an appropriate redevelopment scheme. The brief sets out the development requirements for the site and the design principles to be incorporated into any scheme submitted for planning permission.

¹ Hartlepool Strategic Housing Market Assessment

² Tees Valley Strategic Housing Market Assessment

3. The Site

Context and Connectivity

- 3.1 The 3.7ha site is in the north of Hartlepool. Hartlepool is located in the north east of England and forms part of the Tees Valley sub-region. There is a population of one million people within 30 minutes and 2.6 million within one hour drive of the town.
- 3.2 Hartlepool is served by the Durham Coast rail line that provides connections to the East Coast Main Line, the Trans Pennine rail network and a direct service from Hartlepool to London. The development site is situated 10 minutes drive away from the town's railway station.
- 3.3 Hartlepool has a relatively congestion free internal road network with excellent access direct from the town centre to the A19 strategic road network via the A689 dual carriageway and the A179. The town lies within about 18 miles of the Durham Tees Valley International Airport whilst Newcastle International Airport is a 50 minute drive away.
- 3.4 The site is located in the Brus Ward in the north west of the town as shown in Figure 2 below.

Figure 2 - Site Location



- 3.5 This site is in a residential community and is located north of the St Hilds School with the allotments directly north of the site. Further north is the railway embankment behind which lies Hartlepool Golf Course and CJC, a former industrial site which has a planning approval for the development of approximately 480 dwellings. Some of the neighbouring highlighted in Figure 3 below.

Figure 3 - Surrounding Uses



Site Description

- 3.6 The site is an area of Council owned land bounded by King Oswy drive to the south, residential areas to the east and west and allotments and a railway embankment to the north (see figure 3). The site formerly housed Henry Smith's Secondary School until it was demolished in 2006. The site was cleared and has remained vacant since; it is mainly grassed over with some areas of hardstanding. Part of the site is currently being used as a compound for works which are taking place on a nearby development. Figures 4 to 7 show images of the site from various aspects.

Figure 4 – Image from South West Corner



Figure 5 – Image from the Eastern Boundary



Figure 6 – Image from Southern Boundary looking north



Figure 7 – Internal Image looking South



Topography

- 3.7 The wider area is relatively flat with the railway embankment to the north helping to screen the site well, protecting it from the coastal elements.

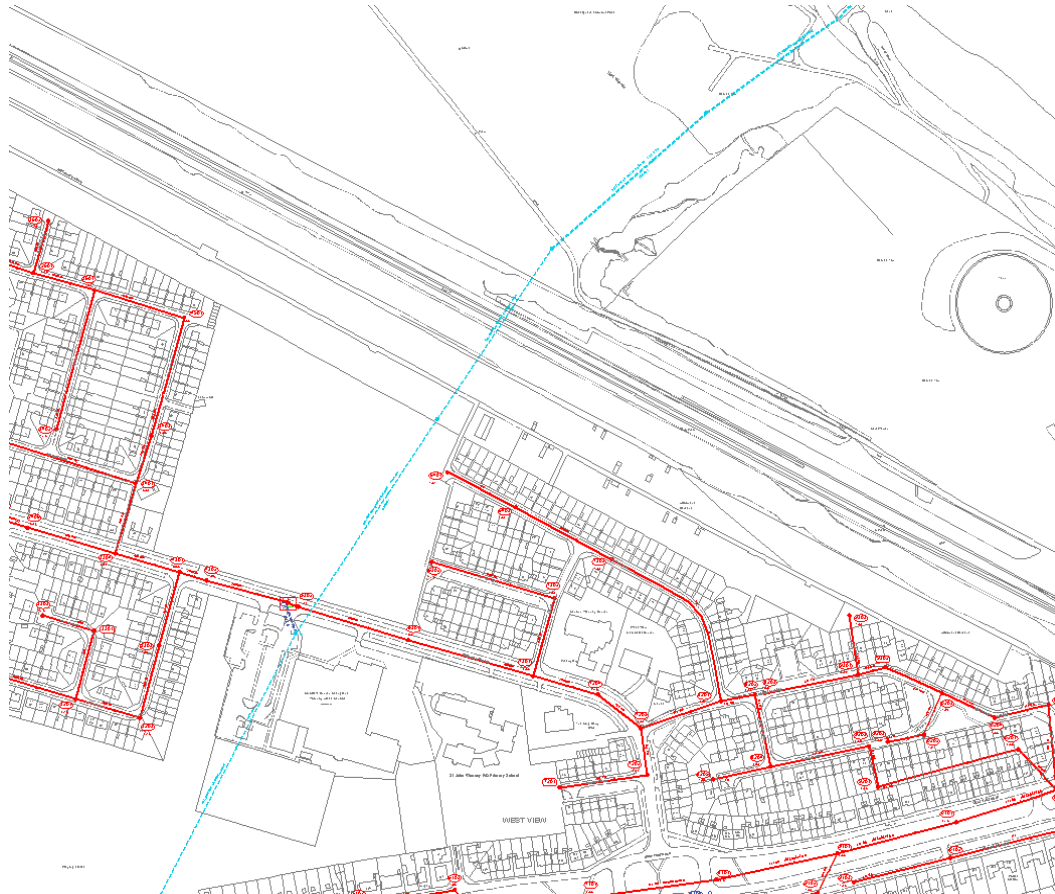
Site History

- 3.8 Historically, Henry Smith's School was located on the site until it was demolished in 2006. The site has been held for educational purposes since then in light of the ongoing developments on Building Schools for the Future (BSF) and the Primary Capital Programme (PCP) which have been looking at the provision of educational facilities across the town. However, it has now been concluded that this site is not required for educational purposes in line with either of the aforementioned programmes. The Council has therefore taken the view to market the site to secure a high quality development.

Utilities and Services

- 3.9 The developer would need to ascertain the ability of the current provision to cope with any proposed new housing development. If it is deemed necessary to upgrade facilities to cope with a new development the developer would be expected to undertake these measures. A range of utility services are believed to be available on site from previous development. In all new developments, surface water drainage should be separate from foul sewage. The existing infrastructure may not however allow for this separation and early discussions with NWL will be needed. The Northern Area Main Drain runs underneath the site (see figure 8) – this is a 3350mm diameter concrete segmental tunnel at about 8m deep, which is considered a public sewer, however, the ownership status is currently being discussed with NWL. The design of the scheme should avoid any building over the sewer. SUDS as a preferred option should be utilised wherever possible to deal with surface water drainage.

Figure 8 – Northern Area Main Drain



Current Proposals

- 3.10 There are no planning permissions currently in place for this site.

Land Ownership

- 3.11 The land is owned by Hartlepool Borough Council.

4. Potential Constraints

Habitats, Biodiversity and Trees

- 4.1 The site comprises an area of long grass with some hedges along the northern boundary. Other than limited potential for breeding birds it is considered extremely unlikely that any protected species would be present on the site therefore no ecological surveys would be required to inform a development proposal.
- 4.2 As part of any scheme we would want to see provision made for the incorporation of roosting features for bats or swifts. Tree planting should be recognised from the outset as an integral part of the development and should be purposefully designed to complement the proposed features of the development.

Flood Risk

- 4.3 The site is not located in either Flood Zone 2 or Flood Zone 3 (see figure 9) and as such is not considered by the Environment Agency to be at risk of tidal or fluvial flooding. However, as the site is over 1 hectare, a flood risk assessment would be needed for residential development. It should however be noted that the British Geological Survey groundwater vulnerability maps show the area as being at high risk of flooding from groundwater sources and mitigation measures will need to be taken into account.

Figure 9 – Flood Risk Map



(extract taken from Environment Agency Website)

Ground Conditions

- 4.4 The ground conditions are mostly grass with some hard-standing, reflecting the footprint of the previous school use.

Contamination

- 4.5 For a residential development, it will be expected that a preliminary risk assessment (also known as a Phase 1 Desk Study) is submitted as part of any application, or as a basis for forming a scoping exercise to design any site investigation.
- 4.6 A former watercourse extends across the site – this is an area of unknown filled ground (the watercourse is inferred to have been realigned or diverted at the time of the construction of the school); therefore this may give rise to locally elevated ground gas concentrations; again this depends on the nature of the fill materials. A site investigation would be needed to ascertain the risks associated with this.
- 4.7 The former school, and near surface materials may give rise to contamination; i.e. buried construction wastes. Any areas of existing tarmac hardstanding may give rise to local areas of hydrocarbon contamination; this should be considered as part of a site investigation.
- 4.8 Historically, the land was initially agricultural, and later replaced with allotment gardens in the northern parts (see figure 10). With former allotments, use of ash and other materials may be present, and this forms a potential source of contamination. This area should be investigated to determine the nature of near surface materials, and their suitability for use within any site development works (i.e. residential garden areas, soft landscaping etc).

Figure 10 – Former footprint of Allotments



Access

- 4.9 There is currently an entrance into the site from King Oswy Drive although it is not assumed that this would need to act as the entrance for the new development. As a prerequisite to any proposal, developers need to undertake a comprehensive ground assessment. Given the location of the site to the school it should be noted that this stretch of road does experience high levels of traffic at school opening and closing time and the design of access into this site should look to minimise any danger to school children and other pedestrians.

Development Opportunities

- 4.10 The site's location in an existing well-established residential area lends itself to the opportunity for a further residential development which take account the close proximity of St Hild's School.

5. Existing Urban Design Analysis

Movement

- 5.1 The site is bounded to the south by King Oswy Drive which forms the main access road to the site from the north and south. This road is actively used by local residents with traffic volumes reaching peaks at school opening and closing times. This part of King Oswy drive is a 20mph zone and has traffic calming measures installed to improve safety. Parts of the highway verge on the northern side of the road have been paved to allow car parking for parents picking their children up to minimise the impact on traffic movement along King Oswy Drive.
- 5.2 Along the eastern boundary is Brancepath Walk which is used by residents in the area to the east of the site (figure 11). Residential gardens run along the western boundary with allotment gardens running along the northern boundary with hedgerows covering parts of the boundary area to the north.

Figure 11 – Brancepath Walk adjacent to the eastern boundary



- 5.3 Hardstanding areas on the site are currently being used as a car park for workers on the development which is occurring directly to the south of the site.

Space

- 5.4 Currently this site is a major green space within the area, although it is not open to the public to use, and therefore does not have any recreational or leisure benefit to local residents. In fact, with the exception of the school playing fields, there is very little recreational green space in this area.
- 5.5 Any development must make a positive contribution to the appearance of the site and the surrounding area through extensive and sympathetic green planting and associated boundary works.

Form

- 5.7 The site and the surrounding area can be described as being a transitional area in a predominantly residential area. The residential area to the east of the site is made up in the main of former council housing. There is also an element of former council housing to the west of the site merging into private properties further up King Oswy

Drive. The residential areas to the south west comprises of private properties built in the 1950's and 1960's.

- 5.8 St Hild's School to the south of the site is a new build school which opened in the 2004. There is currently a performing arts centre being constructed adjacent to the school on the west. St John Vianney RC Primary School is located to the east of St Hild's school.

Boundaries

- 5.9 The site is currently fenced off on the south and eastern boundaries to prevent access. The northern boundary is a mixture of hedgerow and fencing which separate the site from the allotments. The western boundary comprises garden fences, many of which do not appear to be particularly well maintained.

Use

- 5.12 There is no current/active use on the site, other than a site compound and informal car parking, during the construction of the performing arts building opposite the site.

6. General Design Guidance

General Requirements Summary

6.1 As previously stated, it is considered that the most appropriate use of the site is for residential development. Redevelopment of the site should be seen as an opportunity to provide a sustainable residential development that will contribute positively to the surrounding area through:

- The creation of bold frontage along King Oswy Drive, with housing set back behind an attractive and accessible boulevard of semi-formal open space, trees and planting.
- Rear gardens should form boundaries along the western and northern boundaries, helping to ensure the security of the allotment gardens to the north and to tie in with rear gardens of existing properties to the west.
- The development should look to form an attractive entrance into the site in the vicinity of Brancepeth Walk.

Building Form

6.2 On this 3.7 hectare site we would anticipate a residential development to be constructed to a density of 30 dwellings to the hectare.

6.3 Building heights in the surrounding area are predominantly two storeys. It is considered that two storeys would be desirable, however two and a half and three storeys would be acceptable in parts of the site, as would the provision of some bungalows. In order to create the strong building form along King Oswy drive two and a half and three storey properties set back behind a green, open space will be appropriate.

6.4 The development must not compromise the residential privacy and amenity of the properties in adjacent areas.

6.5 It is expected that there will be an element of front enclosure such as a court, garden or grassed area, with appropriate planting or hard screening in all properties across the site.

Renewable Energy and Sustainable Construction

6.6 The Council expects that any scheme incorporating 10 dwellings or more would secure, as a minimum requirement, 10% of their energy supply from decentralised and renewable or low-carbon sources. Similarly all homes constructed would need to, as a minimum, achieve Code for Sustainable Homes level 3. Any affordable homes on site would need to be constructed to level 4.

Public Realm

6.7 Any public open space, amenity space or informal recreation must be created as a space for all, inclusive and accessible. Opportunities to improve the amenity of public space, through high quality materials, landscaping and public art, where appropriate should be taken.

6.8 In designing any new part of the public realm, particular care should be taken to accommodate the needs of people with disabilities through all stages of the design and construction process. The public realm must contribute to the green

infrastructure of the area and benefit from a favourable aspect in terms of sunlight, shade and shelter.

Accessibility

- 6.9 The site is within reasonable walking distance to local amenities, including the King Oswy Way shops, churches and schools. The design of the site should encourage safe pedestrian movement and access to these facilities. A bus service runs at regular intervals along King Oswy Drive.
- 6.10 An access road into the site will need to be provided off King Oswy Drive. Given the proximity of Tempest Road to the site, the existing school access and the need to offset a new access from the Toucan crossing, it is considered that a new road should be provided at the eastern end of the site, running along Brancepeth Walk.
- 6.11 Two parking spaces per property should be provided which may be reduced for 'affordable' housing. There should be no properties with a drive access onto King Oswy Drive to avoid conflict with pedestrians and traffic.
- 6.12 As the site is likely to exceed 50 dwellings an emergency access will need to be designed into the scheme. The development should be constructed in accordance with HBC Design Guide and Specifications.

7.0 What is Expected of the Developer?

Residential Development Delivery Requirements

- 7.1 Any development proposals would have to be in accordance with the planning policies set out in appendix 1.
- 7.2 Hartlepool Borough Council would, as a minimum, anticipate submissions from developers that incorporate modern, family type homes using a mixture of house types. Fully adapted bungalows for the disabled and some adapted family homes for the disabled could form an element of the development.
- 7.3 This site is considered suitable for a private residential development, although there will be a requirement for 10% affordable housing to be provided on site. This would need to be “pepper-potted” within the site. The Council, as in PPS3, defines affordable housing as:

“Affordable housing includes social rented and intermediate housing, provided to specified eligible households whose needs are not met by the market. Affordable housing should:

- Meet the needs of eligible households including availability at a cost low enough for them to afford, determined with regard to local incomes and local house prices.*
- Include provision for the home to remain at an affordable price for future eligible households or, if these restrictions are lifted, for the subsidy to be recycled for alternative affordable housing provision”.*

- 7.4 It is expected that the Council will be given 100% nomination rights in perpetuity for the affordable housing element.
- 7.5 Hartlepool Borough Council requires commitment from the successful developer to provide monitoring details to meet the requirement of the national affordable housing targets of the Local Area Agreement. The developer will be required to supply all the relevant information on request.

Developer Contributions

- 7.6 As well as the development contributing high quality open space on site, the development will bring with it an increased need for play equipment, sporting or recreational facilities. If the developer does not incorporate play facilities of a suitable standard on site, they will be required to make a financial contribution of £250 per dwelling in order to contribute to provision elsewhere in the surrounding area. The Council’s PPG17 Open Space Assessment³ will be used to identify areas most in need of investment.
- 7.7 In line with the Council’s emerging Planning Obligations SPD, a contribution of £250 per dwelling towards built sports facilities within the town as well as £250 per dwelling towards green infrastructure will also be sought.

³ PPG17 Audit and Assessment Open Space, Sport and Recreation 2008

- 7.8 Also in accordance with the Planning Obligations SPD on sites of over 50 dwellings a piece of public art will be sought on site to the value of 1% of the development cost.
- 7.9 The Council would also seek agreement with the developer to ensure the recruitment of local people as employees or placement trainees/apprentices in relation to the construction of buildings granted planning permission and utilise, with the support of Hartlepool Borough Council's Hartlepool Working Solutions team, a Targeted Training & Employment Charter to encourage sub contractors to recruit Local People.
- 7.10 A Targeted Training and Employment Charter will be agreed by the developer and the Council before the development commences on site. Further information on establishing a Training and Employment Charter can be gained by contacting the Council's Economic Development team; details can be found in the Useful Contacts section in paragraph 8.5.
- 7.11 The above areas give an indication of the types of contribution which may be sought from the development, however this should not be seen as an exhaustive list as there may, depending on the scheme put forward, be other contributions sought.

8. The Application Process

Pre-Application Discussion

- 8.1 Developers should undertake pre-application discussions with the Council at the earliest possible opportunity in order to deliver appropriate development on the site.

Submission Requirements

- 8.2 In addition to the usual plans and elevations at an appropriate scale, a Design and Access Statement will be required with the submission of the planning application. The Design and Access Statement should detail the context of the area, design considerations of the site, materials to be used and the proposed access arrangements. It would also be advisable to provide an artists impression of the development. A Transport Statement and Travel Plan will also need to be included as part of the application.
- 8.3 As well as the above considerations regarding submitting a full or reserved matters planning application, any submission resulting from this development brief should include the following information:
- A full design and layout proposal for the King Oswy Drive site demonstrating how the design requirements of this brief have been met.
 - A detailed plan including phasing and timescales of development with target dates and key milestones.
 - An outline of the measures taken to ensure that all dwellings will meet the minimum requirement of Code for Sustainable Homes level 3.

Building Regulations

- 8.4 As part of the pre-application development team the Councils Building Control team will be happy to provide assistance and advice on Building Regulation matters. Once you are ready to make a Building Regulation application the team offers a competitively priced service that includes a full plans appraisal and agreed site inspections.

Useful Contacts

- 8.5 The following officers within Hartlepool Borough Council would be useful points of contact with regard to discussing elements identified in the Brief:

Department	Name	Telephone	Email
Building Control	Garry Hutchison	(01429) 523290	gary.hutchison@hartlepool.gov.uk
Highways	Mike Blair	(01429) 523252	mike.blair@hartlepool.gov.uk
Planning	Matthew King	(01429) 523279	Matthew.king@hartlepool.gov.uk
Contamination	Stephen Telford	(01429) 523245	Stephen.telford@hartlepool.gov.uk
Drainage	Dennis Hancock	(01429) 523207	dennis.hanncock@hartlepool.gov.uk
Legal	Kate Watchorn	(01429) 523003	Kate.watchorn@hartlepool.gov.uk
Estates	David Dockree	(01429) 523387	david.docree@hartlepool.gov.uk
Economic Development	Diane Martin	(01429) 523509	diane.martin@hartlepool.gov.uk

9. References

- 1) **Hartlepool Strategic Housing Market Assessment (2007)**
The report was undertaken by consultants David Cumberland for Hartlepool Borough Council in 2007. The report identified current dwelling profile, market trends, market drivers, current housing need, future requirements for affordable housing and market housing and the requirements of household groups with particular needs in the Borough of Hartlepool.
- 2) **Tees Valley Strategic Housing Market Assessment (2009)**
In 2009 the report was undertaken by consultants Arc4 and Nathaniel Litchfield and Partners, for the five Local Authorities that make up the Tees Valley. The report identified current dwelling profile, market trends, market drivers, current housing need, future requirements for affordable housing and market housing and the requirements of household groups with particular needs. Although the scope of report was on the Tees Valley, there was specific reference to the Borough of Hartlepool.
- 3) **Hartlepool Local Plan (2006)**
The Local Plan for the Borough of Hartlepool was adopted in 2006.
- 4) **PPG17 Audit and Assessment Open Space, Sport and Recreation(2008)**
The assessment provided information about existing community needs and aspirations, analysed spatial variation in quality and quantity of provision and developed a set of appropriate standards for Hartlepool. The assessment was approved in June 2008.

All of the above documents can be viewed at the Council's offices, contact details below:

Hartlepool Borough Council
Bryan Hanson House
Hanson Square
Hartlepool
TS24 7BT

Tel: (01429) 523532
Email: planningpolicy@hartlepool.gov.uk
Website: www.hartlepool.gov.uk

Appendix 1: Planning Policy

The following sources of planning policy need to be taken into consideration when creating proposals for the development of the site.

National Policy

Any future development proposals need to take into account:

PPS 1: Delivering Sustainable Development (2005)

PPS 3: Housing (2006)

PPG 13: Transport (2001)

PPG15: Planning and the Historic Environment (1994)

PPG 17: Planning for Open Space, Sport and Recreation (2002)

Development Plan Policy: Regional

Any future development proposals need to take into account the following policies from the Regional Spatial Strategy (RSS) for the North East of England 2008:

Policy 24 Delivering Sustainable Communities

Policy 30 Improving Inclusivity and Affordability

Policy 38 Sustainable Construction

Development Plan Policy: Local

Any future development proposals need to take into account the following policies from the Hartlepool Local Plan adopted 2006, including saved policies as of April 2009:

General Environmental Principles

GEP1 General Environmental Principles

GEP2 Access for All

GEP3 Crime Prevention by Planning and Design

GEP6 Energy Efficiency

GEP9 Developers' Contributions

Housing

Hsg5 Management of Housing Land Supply

Hsg9 New Residential Layout – Design and Other Requirements

Transport

Tra 8 Pedestrian Linkages

Tra 16 Car Parking Standards

Public Utilities and Community Facilities

PU1 Drainage Systems

Recreation and Leisure

Rec2 Provision for Play in New Housing Areas

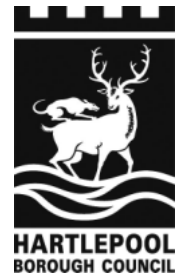
The Emerging Affordable Housing Development Plan Document (DPD)

The Hartlepool Affordable Housing DPD is currently has been through a second Preferred Options stage and an economic viability assessment of the policy options within this document was prepared as part of the evidence base. The document is expected to be

adopted in 2010 and will then be used to deliver affordable housing on market housing development sites.

CABINET REPORT

5th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: MAYFAIR CENTRE DEVELOPMENT, SEATON CAREW

SUMMARY

1. PURPOSE OF REPORT

To seek approval to the release of restrictive covenants on land sold by the Council adjacent to the Mayfair Centre Seaton Carew.

2. SUMMARY OF CONTENTS

The facilitation of a major new leisure complex in Seaton Carew together with the development of a substantial residential site is dependant on the release of covenants by the Council for which terms have been agreed.

3. RELEVANCE TO Cabinet

The residential and leisure developments are significant regeneration proposals affecting Seaton Carew and the wider Hartlepool economy.

4. TYPE OF DECISION

Key Decision Test I and ii applies. Forward Plan Reference Number: RN 7/12.

5. DECISION MAKING ROUTE

Cabinet 5th March 2012

6. DECISION(S) REQUIRED

Approval is required for the release of the restrictive covenants subject to the terms and conditions agreed.

Report of: Director of Regeneration and Neighbourhoods

Subject: MAYFAIR CENTRE DEVELOPMENT, SEATON
CAREW

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of potential developments at the Mayfair Centre, Seaton Carew and seek approval for arrangements in connection with the release of a Covenant on land previously owned by the Council.

2. BACKGROUND

- 2.1 The Council sold 21 acres of land (edged black in **Appendix 1**) in 2003 subject to covenants restricting the use to outdoor recreation & sports pitches.
- 2.2 Cabinet will be aware of the proposed residential and leisure development at the Mayfair Centre which has recently received planning approval.
- 2.3 The £7m scheme at the Mayfair Centre site on Tees Road in Seaton Carew will initially create 30 jobs and will include a fun family golf course and children's play areas along with the air domes, which will be used as an indoor five-a side football facility with a full-size football pitch.

The project will also see 244 new homes being built at the site.

3. CONSIDERATIONS

- 3.1 An option for the sale of the whole site including the Mayfair Centre and adjoining land sold by the Council has been agreed. In order to fund the development the new purchaser wishes to sell the land originally owned by the Council for residential development as hatched in **Appendix 1** and the income used to undertake the leisure development.
- 3.2 In order to sell the land for residential development the Council have to agree to the release of the covenants for which compensation is payable.

Terms have been agreed as set out in confidential **Appendix 2**. **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**

4. CONCLUSIONS

- 4.1 The development is ambitious and has great potential to bring benefit to the town in general and assist in the regeneration and alteration of Seaton Carew.
- 4.2 Whilst it is important that the Council facilitates this development it is also essential that the Council gains appropriate financial benefits from its land interests and therefore the negotiations have reached a compromise reflecting these objectives.

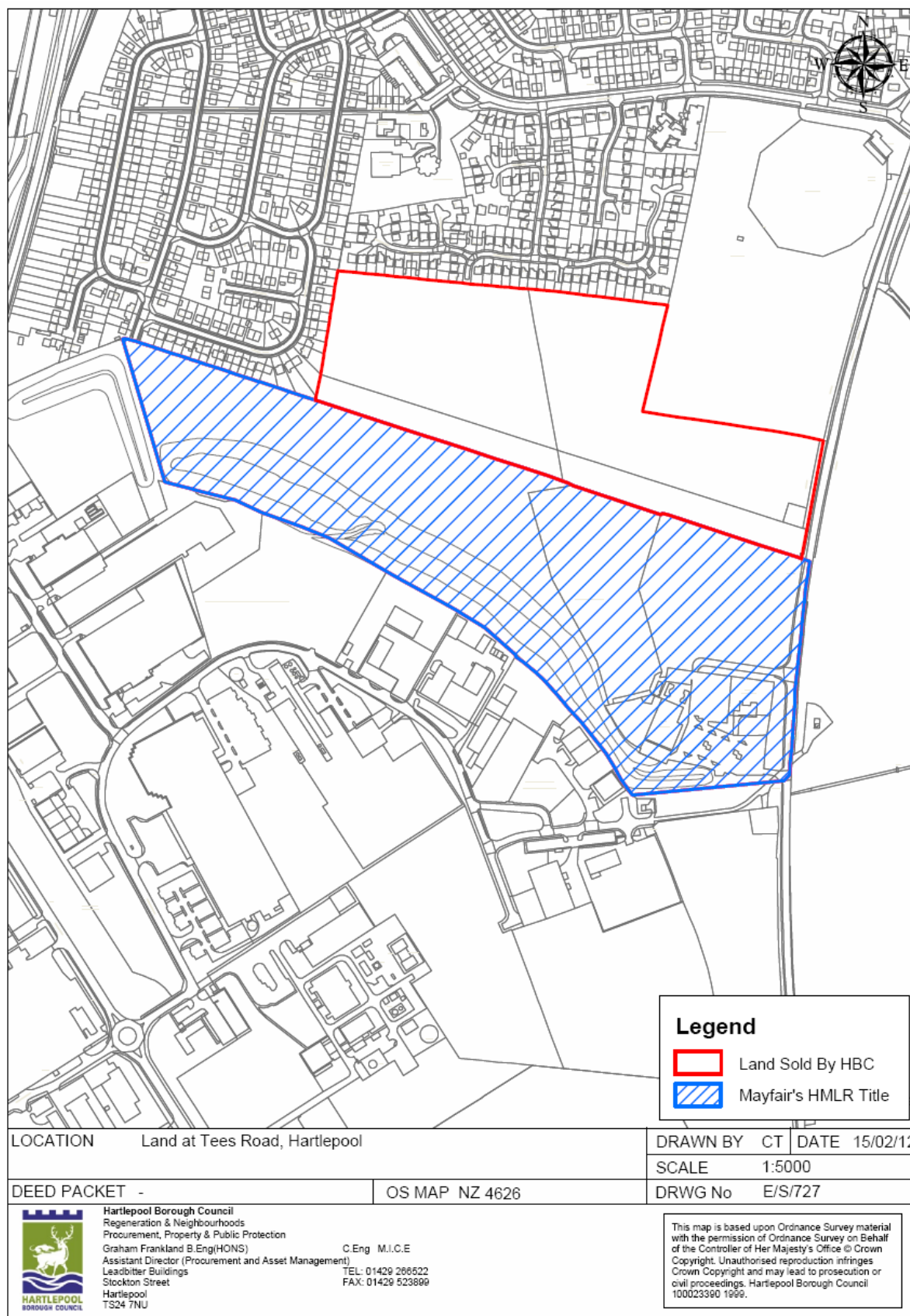
5. RECOMMENDATIONS

- 5.1 That Cabinet approves the release of Covenant and financial arrangement to receive payments over 15 years and a share in the future profits of the business as detailed in confidential **Appendix 2** of the Report. **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**

6. CONTACT OFFICER

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APPENDIX 1



CABINET REPORT

5 March 2012



Report of: Assistant Director of Child and Adult Services
(Community Services)

Subject: MEDIUM TERM FINANCIAL STRATEGY -
COLLABORATION WORKING – CULTURAL TRUSTS

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To outline the progress made to date to determine the most suitable option(s) available for the future management of a range of Cultural Services provision and to identify the most economic and sustainable option.
- 1.2 Consider the range of services to be included and the potential for a closer working relationship with other authorities.
- 1.3 The report seeks an 'in principle' consideration for the potential for the services identified to be transferred to a 'charitable trust' subject to further work to establish the best option for the Council. The first stage is to review the existing data and determine if a robust business case can be made, this will be reported back to Cabinet to seek approval of any further trust development.

2.0 SUMMARY OF CONTENTS

- 2.1 The report includes the initial conclusions of work completed in September 2011 which suggested a way forward for single or a joint trust as a way of safeguarding and providing cultural services in the future whilst at the same time securing cost efficiencies without major impact on front line services. The options, advantages and the disadvantages are outlined within the report along with the scope of services suggested for inclusion. The emerging potential changes to the manner of reallocation of mandatory non-domestic rate relief to Local Authority finance is an area which needs further investigation as part of the development of a business case. This is explored and the recommendations now suggest that it is prudent to undertake a review of the business case in the first instance.

3.0 RELEVANCE TO CABINET

- 3.1 The consideration of a strategic review of service delivery and determination of the potential for the development of a Trust business case is a matter for Cabinet decision.

4.0 TYPE OF DECISION

- 4.1 Non-key decision.

5.0 DECISION MAKING ROUTE

- 5.1 Cabinet on 5 March 2012.

6.0 DECISION(S) REQUIRED

- 6.1 To note the work to date in respect to determining options for alternative delivery of front line cultural services with potential to reduce infrastructure costs.
- 6.2 To consider the range of service areas to be included and comment.
- 6.3 To agree to the development of a business case for decision as per 6.4 below.
- 6.4 To agree the additional cost of £25,000 to develop the Business Case and to fund this cost from the 'Future savings project investigation costs reserves' approved by Council in February 2011.
- 6.5 To note that there will be a report back to Cabinet in June 2012 to recommend a way forward and for decision.
- 6.6 To note that the considerations of the Trusts Working Group are to be reported to Council.

Report of: Assistant Director of Child and Adult Services
(Community Services)

Subject: MEDIUM TERM FINANCIAL STRATEGY -
COLLABORATION WORKING – CULTURAL TRUSTS

1.0 PURPOSE OF THE REPORT

- 1.1 To outline the progress made to date to determine the most suitable option(s) available for the future management of a range of Cultural Services provision and to identify the most economic and sustainable option.
- 1.2 Consider the range of services to be included and the potential for a closer working relationship with other authorities.
- 1.3 The report seeks an 'in principle' consideration for the potential for the services identified to be transferred to a 'charitable trust' subject to further work to establish the best option for the Council. The first stage is to review the existing data and determine if a robust business case can be made, this will be reported back to Cabinet to seek approval of any further trust development.

2.0 BACKGROUND

- 2.1 The Trusts Working Group which was established by Council met on the 11th January and 13th February and considered the background history of Trust discussions within Hartlepool including the development to date of the options which are available and considerations including joint arrangements with other authorities.
- 2.2 Members sought clarity in regard to trusts in general and asked what additional service areas could be considered within the context of trust development. Working Group members were particularly interested in identifying the scope for a wider group of services for trust consideration. These included Mill House Leisure Centre, Employment, job creation, training and skills services; Integrated Youth Services and the development of a Housing Trust. It was the view of Corporate Management Team that in line with the Medium Term Financial Strategy (MTFS) the focus should initially remain upon the potential benefits of a Cultural Trust, with the emphasis being upon what should be included and the nature of its governance – i.e. standalone or in collaboration.
- 2.3 CMT were of the view that Employment/Skills and Integrated Youth Services could be considered, but at a later date and not in the context of a Cultural Trust. Mill House Leisure Centre is already identified as part of this wider service area and it would be inappropriate to single out a small element that could not be self-sustaining. Meanwhile a Housing Trust would be considered elsewhere. Nevertheless a decision remains to be made upon the range of service areas proposed for consideration within any potential 'Cultural Trust'.

2.4 In the development of a trust delivery model this assumes that the status quo is not a sustainable option with the current financial pressures on in house service provision, in particular, the reduction in funding to non statutory service areas. A trust delivery model could bring cost benefits to the Council, in turn protecting front line service areas from closure. However, whoever runs a service we would seek to maintain current standards, seek to secure local management of resources and maximise the ability to protect jobs. Collaboration with existing trusts is one possibility however it is suggested we explore the establishment of a focused trust to serve the area, not simply seek to gain the financial benefits of trust delivery with a loss of effective governance.

2.5 From the extensive assessment undertaken it is identified that the options for future management delivery can be identified as;

i – status quo – Members need to consider the current range of cultural and community services provided with in Hartlepool. In the current climate the services are not sacrosanct, they will be subject to increasing and ongoing requirement for efficiencies and this is set in a context of the recent reduction of existing budgets and staff. A request to allow cultural services operations to be exempt from future budget reductions is not reasonable.

ii – development of a standalone cultural trust – this has scope to deliver savings, via charitable exemption, at 80% from NNDR (National Non Domestic rates) and to be a strategic delivery partner with Hartlepool Borough Council. However the Council must investigate whether the services are large enough to be sufficiently resilient as a stand alone cultural trust.

iii – development of a joint trust – this is an option that will have the potential to deliver increased efficiencies through combined management and maintenance of the front line services, in addition to the charitable exemption on NNDR and VAT. Any work undertaken here has the potential to accommodate other authority service areas, in part or in whole if that were to be a desirable prospect

iv – consideration of service delivery by existing trusts – such trusts exist for certain service areas e.g. Tees Active at Stockton, Beamish Museum in County Durham, certain all-embracing cultural trusts exist nationally e.g. Wigan Leisure trust and Rochdale Cultural trust, and two are being developed in the NE region – Durham County Council and North Tyneside. This may be an option to explore but the extension of service management would be via a management SLA rather than as a partner in the Trust.

These are the areas that require further consideration and assessment via a business case with the emphasis on the viability of Options ii and iii. These options and the advantages / disadvantages are explored as follows.

3.0 THE TRUST OPTIONS

3.1 The trust option has been adopted by over 100 UK local authorities for the management of their leisure and/or cultural services/facilities. All of these issues would require further investigation as part of the development of any business case. In most cases adoption of the model involves:

- The parent local authority setting up a new company limited by guarantee as a charitable body (usually referred to as a trust) typically with a board of 11 (trustees). Of these, up to two are usually nominated members of the local authority (to keep authority involvement below 20%) and the other nine are local people with professional skills relevant to managing a business of the type concerned e.g. business management, finance, legal, HR, property management, leisure/cultural services management etc.
- The local authority leasing its leisure/cultural services buildings to the new trust for a peppercorn with the local authority retaining landlord responsibility for major maintenance and lifecycle replacements costs as well as buildings insurance (and sometimes also gas and electricity costs).
- Transfer of all service delivery/management responsibilities and all related staff (under TUPE) and with continued access to the local authority pension scheme) and costs to the new trust.
- The establishment of a contractual arrangement between the trust and the local authority to ensure that the activities of the trust and the way they provide the local services is aligned with the objectives of the local authority.
- The trust establishing its own support functions or buying them in such as payroll, exchequer functions, HR etc. though new trusts often choose to continue to obtain some or all of these from their parent authority at least for a transitional period.
- The payment of a contract fee to the trust by the Council in recompense for the trust's delivery of the contracted services.

3.2 In considering the potential opportunities provided by a trust, consideration needs to be given, at the start of the trust arrangement, to provide a period of a financial stability to enable the trust to become as financial independent from the Council as possible by securing other incomes streams and/or reducing costs. In practice this is likely to require a guaranteed funding level from the Council for a number of years, which will need to be funded from the overall budget. This will effectively mean that once the initial savings identified have been achieved this area will be protected from making further savings. Whilst, this will protect these services it will reduce the Council's overall ability to manage continuing grant cuts. The business case will therefore need to consider whether the overall level of potential savings from a trust, provides an appropriate level of saving in the context of the overall cuts facing the Council over the next few years. The business case and the overall financial position of the Council may demonstrate that this level of relative protection is not affordable and these services cannot be protected to the extent that members may wish.

3.3 **Benefits of Trust Management (Single Authority)**

Operation of the services by a charitable trust offers a number of benefits e.g.:

- Net reduction in National Non-Domestic Rates (NNDR) costs of 80% (see para 6.1 for emerging developments);
- Lower net VAT costs (in most cases);
- An organisation with a single focus on leisure/cultural service delivery;
- Aligned objectives. i.e. as a charity, the new management organisation has to focus on providing charitable activities and must reinvest any surpluses in the furtherance of its charitable objects;

- Supervision by the Charity Commissioners (as well as the Council in its role as client - Such influence can be exercised in four ways: through Council Board membership; through the landlord/tenant relationship; through grant / contract funding; and through managing the relationship).

From work undertaken in recent months an assessment of the comparative benefits of Trust status has resulted in the following figures, these are however based on 2010/11 budgets and will require reassessment particularly with the forthcoming 2012/13 budget in mind and this would be undertaken as part of the development of a business case. This will ensure all the recent efficiencies and service changes, including some facility closures are taken into full account

It was estimated that individually, the Darlington and Hartlepool Councils could potentially, through adopting the trust model, save the following annual net amounts for various service mixes. Please note that this is inclusive of NNDR relief at 100% which is a mix of mandatory and discretionary relief. This issue needs reviewing in light of proposals and relocalise business rates, together with the cost of provision relief.

Service Mix included in Trust	Darlington	Hartlepool
Sport & Leisure Services only	£244,000	£30,000
Sport & Leisure plus Arts/Culture but excluding Libraries	£276,000	£75,000
Sport & Leisure, Arts/Culture & Libraries	£284,000	£110,000

At the time of the initial investigation the two authorities were dealing with VAT on tickets sales differently, with Hartlepool having in place arrangements to minimise VAT implications and already benefit from this saving within the existing base budget (hence reducing the additional savings achievable for the authority).

These figures assume that the trusts set up for each authority decide to establish their own in-house support services and that the councils save little in the cost of the in-house support service costs. This particularly impacts on the savings in relation to the Hartlepool services. The savings would be increased if those costs currently in place for central support could be saved or if the trust(s) chose to continue to use the local authority services. This latter point is significant in the potential benefit of a long term relationship with the Council.

3.4 Disadvantages & Risks (Single Authority)

The key disadvantage of the trust option is the same as that for any arrangement that involves another party delivering a local authority service i.e. potential loss of day-to-day direct control. However, in reality, even where services are managed in-house, members tend to focus on strategic issues and setting the service delivery agenda rather than on day-to-day service delivery decisions/activities. This will remain the case if the trust model is adopted i.e. members will set the agenda through the contractual arrangements whilst the trust manages the actions to ensure the agenda is met. In addition, trust arrangements tend to be

established so that partnership working is engendered in the arrangements rather than the adversarial arrangements that can result from traditional contracts with commercial operators. This is helped by the Council having positions on the trust board.

Other disadvantage/risks include:

Disadvantage/Risk	Mitigation Under Trust Operation
Staff terms and conditions	Staff would transfer under TUPE and charities can obtain Admission Body status under the LGPS. A charity also has less motivation to change staff terms than potentially the commercial sector as any resulting improvement in profits cannot be distributed to shareholders.
Asset Maintenance	Maintenance of the structure and major plant is retained within the Council's control (this also optimises VAT savings).
Trust Default/Financial Failure	Provisions in the agreement to ensure that in the event of default/financial failure, the services and assets pass back to the Council. There would also be reporting provisions in the contract to ensure the Council remains aware of the trust's financial position relative to its agreed business and service delivery plan.
Service Focus and Quality	The Council will establish the trust with objectives which are charitable. It will also put in place a contract which sets out its requirements (in exchange for on-going financial support) and will agree service objectives in conjunction with the annual business and service planning process. It will also require regular reporting of performance against the specified service requirements and objectives.

3.5 Additional Benefits of a Joint Authority Trust

The greatest benefit of establishing a joint trust will be the ability to spread the cost of covering a new trusts internal support costs (and additional management skills), i.e., establishing one set of HQ arrangements rather than two. Consequently, the savings would potentially be greater than the sum of the two single authority trusts shown above.

The actual estimates of savings to be made becomes more difficult to assess without additional work being undertaken as part of the business case – indeed the primary requirement is to confirm which service areas should be included. In the work undertaken to date Hartlepool and Darlington had differing starting

points – these appear to becoming closer in respect to specific services and the proposed Hartlepool services to be considered are outlined in paragraph 5 below.

Other benefits of joint / collaborative working have been identified and these would be as deliverable under the joint trust model as they would be under the collaborative Council in-house Council model. They include:

- The scope to optimise the numbers of service posts in the top two / three tiers of management. However, there is the potential that this may offer greater potential should the decision be to proceed beyond the business case. Hence, a joint trust could well be expected to deliver increased savings over time.
- Insofar as a joint trust would maximise the savings potential, it would provide maximum scope for the two authorities to secure leisure and cultural services which are largely non-statutory with much more limited implications for the funding available for statutory service provision.

It is suggested that the scope for additional savings by adoption of this model could be an additional minimum of £100,000 for Hartlepool. This will be challenged to a degree by the additional issues that are raised from a 'who will do what' approach ie, which Local Authority will provide what central service function, how will such changes impact on authority budgets, will there be parity in application etc. The next section outlines these risks and challenges.

3.6 Additional Disadvantages and Risks of a Joint Authority Trust

In addition to the disadvantages/risks noted above for a single trust, a joint trust will presentsome additional challenges, i.e.:

Disadvantage / Risk	Mitigation Under Trust Operation
Alignment of Staff Terms & Conditions	There may be differences between the terms and conditions and grades adopted by any of the authorities for similar posts. Whilst it would not be impossible to maintain these differences, to do so in a single organisation would be likely to cause frictions and over time the trust would need to negotiate to align terms. Where change is introduced it seems more likely than the better terms will be adopted thus impacting to some degree on the savings potential of the trust option. This is unlikely to be significant in the context of the overall savings potential of the joint trust model.
More Confused Accountability	It's likely that any two authorities will have slightly different service specification requirements and objectives. If necessary, this could be addressed by leasing these, developing different service specifications for each authority or even having different contracts.

Allocation of savings (particularly those identified post-transfer)	As can be seen from the figures above, the savings from joint working are greater than the sum of the savings that accrue from two separate trusts. This situation could be further exacerbated over time as the management cost reduction opportunities of joint working are crystallised. This would be best addressed by establishing a methodology for determining how savings will be shared before the contracts are finalised.
Pension Arrangements	The Trust would need to gain 'admitted body' status to the relevant Local Government Pension Scheme. A Pension Bond may be needed to protect the Council's financial position from future Pension Liabilities if the Trust was unable to meet pension liabilities or Trust ceased operations.
Differential satisfaction with performance	It is possible that one authority may be more satisfied than the other with the service delivered and may want to terminate the contract. This can be addressed by including partial termination provisions in the contract or (as indicated above) by having separate contracts for each authority albeit with a single trust.

3.7 Conclusion

In principle there have been clear financial advantages to adoption of the trust model and the model is well tested and proven to deliver. The model has failed in a few instances, but no more so than private contractors and DSOs that fail to meet their budgets. Whilst there are challenges and risks in transferring services to a trust, no option (including the status quo) is risk free and the risks can all be largely mitigated through the implementation process and contractual documentation, etc.

A joint trust provides a means to optimise the financial savings of adopting the option and whilst it introduces additional challenges, these can be managed / mitigated through the detailed design of the arrangements put in place.

4.0 TRUST MODEL DELIVERY PROCESS

- 4.1 Of the 100+ local authority leisure trusts that have been established in the last 15 or so years, most have been set up and services transferred without the local authorities involved following some form of procurement process. More recently, due primarily to recent EU procurement case law, external legal advice has cautioned against this approach and most transfers now involve some form of procurement process. However, a priority for locally managed services where the provider guarantees to reinvest 100% of any financial surpluses in service provision can be built into the prequalification process. It is understood that this will give some considerable protection against any non local trust managing arrangement being an outcome.

5.0 SERVICE SCOPE

- 5.1 A cultural trust is a wide ranging service delivery model which includes those services which have current synergies. They have a considerable building base and the cultural services currently included 'in scope' are listed as follows:

Sport & Recreation –

Mill House Leisure Centre
 Headland Sports Hall & Borough Hall/Buildings
 Brierton Sports Centre & sports pitches
 Summerhill Country Park and Outdoor Centre
 Carlton Outdoor Education Centre
 Grayfields Recreation Ground
 Sport Development & Physical Activity

Cultural Services –

Museum of Hartlepool
 Hartlepool Historic Quay
 PSS Wingfield Castle
 Hartlepool Art Gallery
 Sir Wm Gray House
 Town Hall Theatre
 Arts development
 Events & Festivals

Library & Community Centres

Central Library
 Throston Library
 Seaton Carew Library
 Owton Manor Library & Community Centre
 Headland Library (within Borough buildings)
 Mobile Library & Home delivery services

Other service considerations-

Burbank Community Centre (potential asset transfer)
 Seaton Park community hub development (future aspiration)
 Tees Archaeology service – property based service (within Sir William Gray House)
 Youth Centre buildings (subject to separate strategic review).

- 5.2 The current savings estimates from a Trust based service is inclusive of the first three categories above, exclusive of the 'other service considerations', these will bring some additional benefit into trust but this will require confirmation of intent.

6.0 ADDITIONAL ISSUES TO CONSIDER IN EXPLORING VIA THE BUSINESS CASE

6.1 Financial Implications: National Non Domestic Rates (NNDR)

Mandatory rate relief of 80% is available on property that is wholly or mainly used for charitable purposes and occupied by an institution or organisation established for charitable purposes. In this sense, only the Trust option could be certain of achieving NNDR charitable rating relief.

It should be noted however that the Coalition Government is undertaking consultation in the Local Government Resource Review on business rates retention. Although it is understood that the Government's intention that eligibility for reliefs including charitable relief will not change there could be an effect on allowable deductions depending upon the date of application. This is unclear at the moment but could be a determining factor in respect of the financial incentives and thus ability or not, to move to a Trust, and more information is awaited. If new charitable trust NNDRs are unable to be claimed, this will significantly undermine the current business case for a trust option.

Local authorities have discretion to grant additional discretionary relief to Trusts in respect of all or part of the remaining 20%. The remaining 20% has been taken into account in the current financial estimates in the table in paragraph 3.3 and therefore this too needs to be reviewed as part of a business case review. In reality granting the 20% relief is an unbudgeted cost to the Council and reduces the overall trust saving.

Savings associated with this project were premised on the savings likely to be achieved through mandatory NNDR relief and should be viewed as the main opportunity to achieve cost savings certainty. The assumption therefore is that the NNDR savings would be top-sliced from any contract payment to a Trust, with the Council benefitting from this relief at the expense of the Trust.

6.2 Financial Implications: VAT

There are significant VAT benefits associated with charitable trust options. In Sport and Leisure, and Culture and Libraries, transfer to a charitable Trust would mean that the majority of fees and charges will be VAT exempt, allowing, if Members approved this approach, the Charity to charge the same fees as previously without having to pass on VAT to HM Revenues and Customs; essentially gaining 20% of all fees not previously exempt. The two main streams of income that could deliver a VAT gain would be sporting activities and cultural admissions. It should be noted however that Hartlepool Borough Council already applies 'cultural exemption' in these areas, however this is already incorporated in the revenue savings estimates.

Offset against any VAT gain from income, a charity would be unable to reclaim any VAT on the expenditure associated with the income that is no longer subject to VAT. In practice, the VAT-able expenditure is normally less than the income and therefore a net gain is made. Other delivery options would not have this facility available to them, as it is only available to charitable organisations. Consequently, there is little potential VAT gain in transferring to any of the other

options. It should be noted that this ability to access funds needs to be viewed against the overall quantum of resources available. Grants are generally paid for protect expenditure, rather than to meet day to day running costs.

6.3 Potential to secure capital and external funds

It is unlikely that any alternative method of financing would prove cheaper than prudential borrowing already available to the Council. It is also evident that many of the funders of revenue initiatives, i.e. Sport England, are increasingly more reluctant and in some instances prohibited from distributing their resources to commercial organisations.

Charities on the other hand are well placed to secure grants, as many distributors will only distribute to charitable organisations. Although National Lottery allocations to sport and the arts are to increase following the Olympics, access to these funds is becoming increasingly restricted to a point that even local authorities will find it difficult to apply. Trusts, with charitable status, therefore, should prove more successful than any of the other options.

It should also be noted that the availability of such funds, and the quantum of such funds has reduced significantly in recent years increasing competition among organisations wishing to access them.

6.4 HR Issues

As a general rule the transfer of any services to a Charitable Trust would trigger Transfer of Undertakings (Protection of Employment) Regulations 1981 ("TUPE"). In such a case all employees essentially dedicated to the Services within the scope of the exercise would transfer on existing terms and conditions and there would be no break in their continuity of service. This would include any revised terms and conditions that are subject to single status proposals.

Any organisational change will, of course, be of concern to staff. The services under consideration have been subject to considerable uncertainty in recent times and it is imperative that any future management options prioritise employee concerns. A transfer of the services to a new Trust may have considerable benefits to employees as the new organisation would be a focused entity which would enhance management stability and employee security moving forward.

6.5 Property maintenance

Whilst the major maintenance and life cycle replacements costs are better suited to be the responsibility of the authority, it is important that centralised general property maintenance and renewals budgets are devolved to a new charitable trust. This provides the trust with the ability to maintain décor and wear and tear replacements to suit the needs of the service.

7.0 VIEWS OF THE TRUSTS WORKING GROUP

- 7.1 The information included below is to reflect the discussions of the Trusts Working Group on this matter. They are a reflection of the discussions based on draft minutes of this group but are intended to inform Cabinet as part of this report.
- 7.2 It was identified that the timescales/key milestones did not include proposals to provide feedback to Council from which this Group had been established and it was agreed that the schedule outlined in the report should include feedback from the Trusts Working Group to Council.
- 7.3 There was a discussion in respect of the financial advantages and disadvantages to adoption of the trust model in view of the clarity that was awaited from the Government relating to National Non-Domestic Rate Relief. In terms of the financial savings, as detailed in the report, it was identified that information in this regard would be considered and updated as part of the first stage development of the business case.
- 7.4 The potential value of consultation with the voluntary and community sector in relation to the proposals was discussed and it was identified that this could be included as part of the service delivery plan.
- 7.5 A number of concerns were raised regarding the potential financial implications for the Council of a fix in rate relief for charities for 10 years. Members were of the view that it was difficult to determine if this was a viable option until such time as a decision regarding rate relief was received.
- 7.6 In terms of future delivery of services and in order to achieve the maximum level of savings, Members emphasised the need to explore all available options, as detailed in the report via a business case. The Group were keen to examine potential costs and business cases in relation to all options before a recommendation could be determined on the most appropriate model of delivery.
- 7.7 In relation to the benefits of a joint authority trust it was queried how the majority or a significant part of the savings could be achieved. The Group was advised that one of the main benefits of a trust arrangement was the prospect of gaining exemption from non domestic rates.
- 7.8 It was reiterated by members that the benefits of pursuing a Housing Trust for Hartlepool be explored as soon as possible.

8.0. CONCLUSIONS AND NEXT STEPS

- 8.1. This report seeks to achieve a clear steer from Cabinet with intent to recommend the development of a detailed business case to test the outlined options. These are a preference to continue with - the 'status quo', **or** the proposal to pursue a Hartlepool focussed cultural trust **or** a joint cultural trust, if so minded, and timescales and benefit were to allow.
- 8.2. An 'in principle' decision to transfer services into a charitable trust is now premature without the specific revision of the business case for the outlined

options to test the assumptions originally outlined. The emerging uncertainties surrounding the ability of local Authorities to secure financial benefits via NNDR from putting services 'into Trust' require a review of the current business case and each option to test this impact.

- 8.3. It is intended that a range of work is to be undertaken to develop the business case and associated options will be undertaken internally and utilising existing resources.
- 8.4. However it has been estimated that to revisit the work undertaken to date on the potential options and cost model, in conjunction with making provision for external support in respect of VAT and other financial matters and any legal advice which may provision at this stage for the potential need for NNDR advice that a sum of £25,000 be agreed.

This provision has been calculated as follows and should the provision not be required it will revert back to the 'future savings project investigation costs reserves' approved by Council in February 2011.

Revisit and remodel business case	£10,000
VAT, Legal and NNDR advice	£15,000

- 8.5 It will therefore be appropriate to confirm the service areas to be considered for 'trust' delivery then to undertake the business case development as a priority, returning to Cabinet to outline the new position. The table below incorporates this measure and allows for consideration of the Business at Cabinet in June 2012.
- 8.6 Irrespective of investigating the Trust model, there is no barrier to continued closer co-operation with Darlington, and potentially others, to maximise the financial benefits to be achieved through closer management working and service delivery.

9.0 TIMESCALES / KEY MILESTONES

- 9.1 In working towards investigation of the establishment of a new cultural trust, there is a great deal of detail to be worked through and arrangements to be considered. A detailed schedule has been drawn-up which allows for the development of the business case followed by additional steps should a trust emerge as a viable cost effective model and a one that achieves Council support in summer. This following timeframe suggests that a transfer to a Trust model could be achieved by April 2013 should the business case and Cabinet decision be to do so.

Milestone / Decision	Target Date	Approval
In principle decision to investigate the business case for the option(s)	5 March 2012	Cabinet

Review the Business Case	March – May 2012	
Report to Cabinet, outcome if revised business case and determine options	June 2012	Cabinet
Soft market test / procurement	June – July 2012	
Procurement process	June – December 2012	
Service Delivery Plan	June – December 2012	
Negotiate SLAs	June – December 2012	
Staff consultations and LSGP options	October - November 2012	
Decision to transfer	January 2013	Cabinet
Establish charitable trust	Quarter 4 2012/13	
Transfer to Trust	To be confirmed by Cabinet (January)	

10.0 RECOMMENDATIONS

- 10.1 To note the work to date in respect to determining options for alternative delivery of front line cultural services with potential to reduce infrastructure costs.
- 10.2 To consider the range of service areas to be included and comment.
- 10.3 To undertake a review of the existing business case to determine the impact on the current conclusions in respect to the emerging NNDR position and the impact of current service provision efficiencies since 2010/11 and determined for 2012/13.
- 10.4 To agree the additional cost of £25,000 to develop a Business case and to fund this cost from the 'Future savings project investigation costs reserves' approved by Council in February 2011.
- 10.5 To note that there will be a report back to Cabinet in June 2012 to recommend a way forward and for decision.
- 10.6 To note that the considerations of the Trusts Working Group are to be reported to Council.

11.0 CONTACT OFFICER

- 11.1 John Mennear, Assistant Director of Child and Adult Services (Community Services)

CABINET REPORT

5th March 2012



Report of: Acting Chief Executive

Subject: MEDIUM TERM FINANCIAL STRATEGY -
COLLABORATION

SUMMARY

1. PURPOSE OF REPORT

This report is based on the following recommendation to Cabinet which was agreed at the meeting on 7th November 2011.

“That Cabinet receive for consideration a more detailed work programme and plan (assuming agreement to the other recommendations in this report)”

2. SUMMARY OF CONTENTS

The report encompasses the previous considerations of Cabinet and provides, as required, an overview of the phased approach to the delivery of the programme, the associated draft milestones and currently identified decision points for cabinet, the arrangements which have been developed to manage the overall programme and associated work and any further and related work which is to be undertaken in the context of collaboration.

3. RELEVANCE TO CABINET

The report relates to a previous decision of Cabinet.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 5th March 2012

6. DECISION(S) REQUIRED

Cabinet to note the report, proposed draft milestones and currently identified decision points for Cabinet and associated arrangements, with any comments Cabinet may wish to make.

Report of: Acting Chief Executive

Subject: Medium Term Financial Strategy - Collaboration

1.0 PURPOSE OF REPORT

- 1.1 This report is based on the following recommendation to Cabinet which was agreed at the meeting on 7th November 2011.

“That Cabinet receive for consideration a more detailed work programme and plan (assuming agreement to the other recommendations in this report)”

2.0 BACKGROUND

- 2.1 The collaboration programme to be undertaken, which Cabinet agreed to progress subject to review and further decision on specific options, requires governance and management at both a programme level and in respect of the required activity of the authority to meet the overall timescales and milestones which are determined for this programme.
- 2.2 It is important at this stage to reemphasise the design (and subsequent evaluation) criteria for each phase should be as follows;
- Each Local authority will retain their individual identity and sovereignty with clear accountability
 - That phased solutions are capable of operating as part of separate or merged organisations and are scalable to allow for additional benefits from other participants
 - Collaboration must deliver demonstrable additional benefits to working separately
- 2.3 The report to Cabinet on 7th November also identified, from the initial feasibility work which had been undertaken and assessment, at that stage, of the potential financial benefits to the participating authorities (shown in the table below). The recommendations Cabinet considered and agreed at this meeting provided the basis to progress these to the next stage in line with a phased plan.

Service Cluster	Combined Net Budget	% of Total Net Budget	Potential Cost Saving Range		Potential Saving as %	
			Min	Max	Min	Max
Strategic Management	3,572,448	2%	1,100,000	1,600,000	30.8%	44.8%
Children & Young People & Adult Services	81,123,000	52%	1,640,000	1,950,000	2.0%	2.4%
Corporate Services	22,881,693	15%	1,630,000	2,820,000	7.1%	12.3%
Culture & Leisure	8,148,010	5%	200,000	250,000	2.5%	3.1%
Environment	22,999,871	15%	780,000	1,560,000	3.4%	6.8%
Regeneration, Regulatory, Planning & Infrastructure	9,243,569	6%	30,000	180,000	0.3%	1.9%
Out of scope expenditure	8,529,455	5%				
Totals	156,498,046	100%	5,380,000	8,360,000	3.4%	5.3%

- 2.4 It was the intention of the programme of work, when agreed by Cabinet, that in the first instance it would be limited, though not exclusively to the exploration of the potential for collaboration between Hartlepool and Darlington Councils but with the potential to be scalable and to include other organisations. As part of these considerations discussions have been ongoing with a number of authorities and the scope of the feasibility work has been extended in certain areas, and at this stage, to include Redcar and Cleveland council (this is covered in more detail below).

3.0 OVERALL PROGRAMME

- 3.1 The programme will form part of the arrangements which the authority will have in place to address the requirements of the Medium Term Financial Strategy (MTFS) and as such a number of the disciplines which have been put in place around previous savings programmes over the last 3 years can be adapted to meet these needs, but in the context of this programme having some requirements which are significantly different from that of previous programmes. The programme will not be the only component part of the plans to address the MTFS and further information will be provided on this when initial considerations have concluded.
- 3.2 The overall programme of work in respect of collaboration is phased in line with the decision of Cabinet on 7th November 2011. The phasing outlined in this report was as follows and is the basis for the programme;

3.3 Phase 1

- 3.3.1 It was agreed in Cabinet on 7th November 2011 that;
- “The development of a detailed business case for collaboration in respect of Child and Adult services” be progressed prior reporting to Cabinet for a decision.
- 3.3.2 In the original Cabinet report it was identified that the work which had been undertaken to date had identified potential savings in the region of £1.6m to £1.9m shared between the two organisations although this was to be reviewed as part of the development of the business case. The outline timescales for this are shown in the overall timescale in **Appendix 1** to the report.
- 3.3.3 As part of the consideration of the potential scalability of the collaboration options discussions, mentioned previously, have been ongoing with a number of authorities. As part of these discussions Redcar and Cleveland Council have committed to participate in the development of the business case in respect of Child and Adult services and have commissioned work to bring them to the same point in respect of benchmarking and initial data analysis to enable them to form part of the development of this business case.
- 3.3.4 The first stage in this process has been the development of a Project Initiation Document (PID) to establish the scope, timescales and overall management of the programme. This is aligned to the principles agreed in the Cabinet report of 7th November 2011 including key reporting and decision making milestones for elected members in the respective authorities involved. The timescales included in this report are directly based on those from the PID.

3.3.5 It was agreed in Cabinet on 7th November 2011 that

“A more detailed business case an option in respect of the development of a Cultural trust be progressed and reported to Cabinet for decision”

3.3.6 As part of the consideration of options in respect of Cultural Trusts consideration of this is being undertaken on a number of related fronts which include a Working group established by Council which has met in January and February of 2012 for the consideration of the options and potential and possible models prior to consideration by Cabinet. A separate report is on this agenda on this matter. The outline timescales for this are shown in **Appendix 1** to the report.

3.4 Phase 2

3.4.1 Essentially phase two will to a degree be running parallel to Phase 1 activity as there are a range of interdependencies and links between the various elements of work.

3.4.2 As part of the consideration of options included in phase 1 above there are a range of potential issues and models to be considered, in conjunction with a number of technical considerations in respect of Legal, Financial, Human Resources and ICT to be accounted for. In addition it is necessary to start the consideration of the shape, form and function of Corporate services as changes in models of delivery for front line services may give rise to potential or required changes in the services that support them.

3.4.3 It was agreed in Cabinet on 7th November 2011 that :

“... officers undertake development work in respect of the financial, Human Resource and legal and technical issues to be reported to Cabinet for consideration and decision prior to the potential implementation of any completed business case”

3.4.4 The first stage in this process is the development of a Project Initiation Document (PID) to establish the scope, timescales and overall management of the programme. This has commenced but it is at a later stage than the work undertaken in Child and Adults services as the initial report agreed by Cabinet identified that it would be, but it will be aligned to the principles agreed in the Cabinet report of 7th November 2011, including key reporting and decision making milestones for elected members in the respective authorities involved. The timescales included in this report are linked to the timescales in the Child and Adults element of this report but will follow on from these to allow implications on these services, based on any decisions, to be taken into account.

3.5 Phase 3

3.5.1 Whilst not formally a third phase of the programme in so much as it does not necessarily follow the other two elements of the programme in terms of scheduling or timescales Cabinet agreed the following at the meeting of 7th November 2011.

“That Hartlepool review the work being undertaken by Darlington in respect of the options available for environmental services, building services, highways in terms of efficiency and alternative models of delivery and receive a report back on options prior to the consideration of more detailed Business cases”

3.5.2 It was identified in the report to Cabinet that Darlington Council were considering a range of options in respect of what they term “Place Based” services (as outlined in the recommendation above).

3.5.3 Darlington’s review of its Place services is likely to be complete by April 2012. As a result the Council will examine Darlington’s proposals to ascertain if, and how, we may either collaborate or learn from the model approved.

3.5.4 It is anticipated that this work will commence in April 2012 and will be completed by March 2013 on the same basis as the other services outlined in 2.7.1

3.6 Phase 4

3.6.1 There were no timescales agreed as part of the report to Cabinet on 7th November in respect of Regeneration, Policy, Planning and Infrastructure although it was noted that any smaller scale potential opportunities would be reviewed and identified for Cabinet should they arise. It should be noted however that this area of operation will require reconsideration in the light of any conclusions from the other phases of work as they progress and will be kept under review in the context of new and emerging opportunities.

3.6.2 It is envisaged that the timescale for Regeneration, Policy, Planning and Infrastructure will follow the model outlined above in 3.5.4

3.7 Summary

3.7.1 In summary the key milestones for Cabinet are as follows

		Child and Adults	Culture Trusts	Corporate Services	Place	Regen
2012	Mar		Decision on whether to proceed to Business Case			
	Apr				Review of Darlington’s proposals with and further options to be considered	
	May					
	June	High Level options consideration / decision	Business case for consideration / decision			
	Jul		Implementation process *			
	Aug					
	Sept					
	Oct	Business case for consideration / decision		High Level options consideration / decision		
	Nov	Implementation *				
	Dec					
2013	Q1					
	Q2			Business case for consideration / decision		
	Q3			Implementation*		
	Q4					

* dependant upon cabinet decision

4.0 MANAGING THE PROGRAMME

4.1 Overall programme management

- 4.1.1 The programme, even when undertaken in the phased manner outlined above, will be very challenging, particularly as it will need to operate and be managed over a number of organisations. There will be a significant challenge to ensure that the information considered and the options proposed are robust, meet the required objectives of the respective organisations and deliver a potentially more efficient and effective service.
- 4.1.2 It is important in any such programme, that there is a clear and accountable lead for the required management and drive behind the programme. Such a role needs to be impartial and detached from each of the individual organisations, have the capacity and skills to manage such a complex programme over a number of organisation and given that the programme is aligned to the achievement of the requirements of the MTFS to deliver to what are very challenging timescales for such an undertaking.
- 4.1.3 None of the authorities involved have the capacity to undertake this role and to ensure the impartiality of the programme which is crucial in developing the required options and ensuring that they are not a reflection of one organisation. The three authorities participating in the programme have all identified funding to support the implementation of the programme and this funding will be utilised for this and any external legal and or specialist advice that may be needed in the implementation process. The cabinet report of the 7th November identified that there was the potential for the authority to access up to £75K of REIP legacy funding and it has been confirmed that this is possible. On this basis it is intended to utilise this money for the overall management of the programme and any external support which may be required in conjunction with £20K successfully secured from the Local Government Association for adult social care for programmes such as this.

4.2 Internal Management

- 4.2.1 The programme of activity requires overall management and coordination with clear accountability at an officer level to ensure that it progresses in line with Executive decisions and the principles outlined. It is equally important that at an authority level that there is this clarity and drive to ensure that the programme and individual projects are effectively managed in the context of individual organisations.
- 4.2.2 At an authority level there will be an identified Project manager (at Assistant Director level) for each of the workstreams. This person will be responsible for ensuring that the requirements of the workplan and associated milestones are met, that issues at a locality level can be addressed and the project momentum maintained. This will be the case for each of the identified workstreams (included in the phased plan above).
- 4.2.3 It is important to recognise that whilst elements of the programme can be incorporated into the roles and responsibilities of existing officers (in the same manner that work undertaken to determine and provide options in respect of

budget savings are currently) that given the nature and scale of the areas being considered as part of the development of agreed business cases that there will be a range of additional resources required to support this delivery.

- 4.2.4 Consideration has been given to the extent to which significant back filling is required to progress the programme. Whilst the authority has been through a number of restructures and resources have been reduced it is important to note that in past years officers have continued to undertake their “core roles” whilst also developing and providing for consideration (or supporting the development and implementation of these) budget proposals which have encompassed savings of £19.4m in the last 3 years. At this stage it is considered that, to minimise the potential costs, that significant portions of the required work can be integrated into current roles (as this work will essentially replace some of the work which has been required in previous years to develop and implement proposals in respect of the MTFS of which this will be part going forward).
- 4.2.5 However it has been identified that to support the respective project managers in the authority that it would be important, in addition to those current resources that can be directed to this project, to provide an additional resource for a time limited period and this post would be supernumary, time limited and either seconded to the lead department in respect of the phased programme or work as part of the Chief Executives department whilst providing this departmental support and this post can be funded from REIP legacy funding, Social Care Reform monies and the Local Government Association funds.
- 4.2.6 This post will provide the required level of internal knowledge, expertise and skills to support the project managers, undertake any required research and or internal investigation, to provide a resource for the project manager to ensure that required information and data are available and delivered to timescale and to potentially provide a degree of “non professional” challenge to emerging ideas and considerations.

4.3 Governance

- 4.3.1 The governance for the programme will be required to work on a number of levels. Cabinet have already agreed the principle that in any of the projects that proceeding beyond the business case stage to any form of implementation will require a Cabinet decision and this is important to ensure that there is both a structure to the programme and that the importance of adequate political oversight is maintained and in addition as part of the Cabinet report of 7th November it was agreed that

“any further opportunities for any tactical collaboration outside of the scope identified in this report are developed for Cabinet consideration and approval”

- 4.3.2 It is important to note that the decision making in respect of the potential options to take project areas forward will be maintained with each individual executive but that it would be beneficial for there to be a continuing and ongoing dialogue between the Executives of the respective authorities in respect of the progress made and any issues that may need to be resolved at various stages of the programme. In addition as part of an ongoing process of dialogue in respect of the areas being considered as part of the programme

it would be beneficial for there to be regular meetings between respective leaders, portfolio holders and executives to ensure that there is an ongoing and clear understanding of the programme as it develops.

- 4.3.3 The management of the programme at an operational level will be managed through the combined Corporate Management Teams of the authorities involved, Project Sponsors for each individual workstream, (e.g for Child and Adult services this will be the relevant directors), the overall Programme Management and Project officers in the respective authorities (as outlined above).

5.0 TIMETABLE

- 5.1 Based on the discussions to date and the work which has been ongoing since Cabinet considered the report on 7th November 2011 a more detailed timetable has been prepared which identifies for Cabinet the key stages of the process, key decision points and the overall structure of the programme. This is attached to this report as **Appendix 1**.
- 5.2 The timetable is likely, as in any complex programme to require revision but does provide Cabinet with an overview of the intended plan.

6.0 CONCLUSIONS

- 6.1 The programme, as has been outlined previously, is complex, challenging and requires careful management and consideration of options as it progresses.
- 6.2 A staged process to undertaking this is the correct model to follow but in itself provides a degree of complexity to ensure that any interrelationships are clearly considered and understood and that work is undertaken at the appropriate time (e.g. in the context of Corporate Services following slightly behind consideration of Child and Adult Services)
- 6.3 It is important to ensure that as the programme develops that all implications, risks and opportunities are considered and accounted for.
- 6.4 The management of the overall programme needs to be effective, driven and impartial in respect of the authorities concerned to ensure that it is both seen as, and is, balanced and reflective of all of the options available but considered in the context of what may be the varied political or policy drivers of the respective organisations.
- 6.5 The delivery arrangements, at this stage of the programme, have been assessed as being largely deliverable from within existing resources as they will form part of the plans to deliver the requirements of the Medium Term Financial Strategy (and would have previously been undertaken by a range of individuals under the auspices of Business Transformation projects). This will need to be kept under close review and support for the implementation of the programme has been identified that an additional resource as outlined in section 3 above be made available.
- 6.6 As part of the overall consideration of the options available for collaboration, and whilst this programme concentrates on the opportunities outlined with a

number of other local authorities further work will be undertaken to identify other potential collaboration options with other parts of the public sector e.g. Health, Fire, Police etc.

7.0 RECOMMENDATIONS

- 7.1 Cabinet to note the report, proposed draft milestones and currently identified decision points for Cabinet and associated arrangements, with any comments Cabinet may wish to make.

8.0 BACKGROUND PAPERS

Cabinet Report – 7th November 2011 – Medium Term Financial Strategy / Business Transformation

9.0 CONTACT OFFICER

Andrew Atkin, Assistant Chief Executive,
Andrew.Atkin@Hartlepool.Gov.Uk ; Tel : (01429) 523003

Appendix 1

		2012												2013				2014
		J	F	M	A	M	J	J	A	S	O	N	D	Q1	Q2	Q3	Q4	
Child and Adults																		
	Project Initiation Document																	
	Map of services in scope																	
	Commissioning options																	
	Map of service costs / performance / standards																	
	High Level options Appraisal																	
	Cabinet Review of high level options																	
	HR / Legal / Financial assessment																	
	Detailed Options Appraisal / Business Case																	
	Cabinet consideration / decision																	
	Implementation																	
Culture																		
	Council Working Group																	
	Cabinet decision on Business case																	
	Development of options																	
	Cabinet consideration / decision																	
	Detailed business case (dependant on above)																	
	Cabinet consideration / decision																	
	Implementation (TBC)																	
Corporate Services																		
	Project Initiation Document																	
	Map of service costs / performance / standards																	
	High Level options Appraisal																	
	Align to other workstreams																	
	Cabinet Review of high level options																	
	Detailed Options Appraisal / Business Case																	
	Cabinet consideration / decision																	
	Implementation																	
Place																		
	Review of Darlington's proposals with and further options to be considered																	
	Further options and stages to be confirmed																	

Regeneration, Policy, Planning and Infrastructure																	
	Review of Darlington's proposals with and further options to be considered																
	Further options and stages to be confirmed																

CABINET REPORT

5 March 2012



Report of: Acting Chief Executive

Subject: FINAL DRAFT – HARTLEPOOL PUBLIC HEALTH
TRANSITION PLAN

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To present to Cabinet the final draft of the Hartlepool Public Health Transition Plan.

2. SUMMARY OF CONTENTS

- 2.1 The plan (**APPENDIX 1**) describes the key issues, actions, timescales, responsible officer(s) and progress regarding the transfer of Public Health from NHS Hartlepool to Hartlepool Borough Council.

3. RELEVANCE TO CABINET

- 3.1 The plan presented is the final draft version of the Public Health Transition Plan. A previous version was presented to Cabinet on 23rd January 2012. The transfer of Public Health to local authorities is a key proposal of the Health and Social Care Bill 2011. This Bill is currently progressing through the parliamentary process.

4. TYPE OF DECISION

- 4.1 Non key.

5. DECISION MAKING ROUTE

- 5.1 Cabinet.

6. DECISION REQUIRED

- I. Cabinet is requested to note the contents of the plan.
- II. Cabinet is requested to note that this plan will be submitted to the Regional Director of Public Health by the 16th March 2012.

Report of: Acting Chief Executive

Subject: FINAL DRAFT – HARTLEPOOL PUBLIC HEALTH
TRANSITION PLAN

1. INTRODUCTION

- 1.1 The purpose of this paper is to present to Cabinet the final draft of the Public Health Transition Plan (**APPENDIX 1**), prior to submission on the 16th March 2012 to the Regional Director of Public Health. The paper builds on the previous paper on this issue presented to Cabinet on 23rd January 2012. The paper will provide an update on key national, regional and local issues relating to the development and subsequent implementation of the plan.

2. KEY ISSUES

- 2.1 There are several key national issues relating to Public Health transition still to be resolved. One of the most significant is that national guidance is still to be published relating to the human resource issues associated with transferring Public Health from the NHS to Local Government. Therefore, until guidance is published, progress is limited to local and regional human resources leads across the NHS and Local Authorities developing a standard framework and identifying common areas of concern. The Chief Customer and Workforce Officer and Assistant Director of Health Improvement are working with colleagues across the twelve North East Councils and the NHS to identify what can be done to support staff transition and what is dependent on national guidance. Once the guidance is published it will then be possible to develop a comprehensive human resources plan to be shared with staff and unions.
- 2.2 The ring-fenced Public Health budget for 2013/14 is still unknown and may not be known until January 2013. In the meantime, information regarding the 2012/13 financial allocations to Primary Care Trusts including a specifically identified public health element was published on 7th February 2012. The implications of this are still being assessed by NHS Hartlepool.

3. PROGRESS

- 3.1 Some progress has already been made towards implementing elements of the plan and this has been set out in the document. However, it must be noted that the proposals for Public Health are part of the Health and Social Care Bill 2011 currently progressing through the parliamentary process.

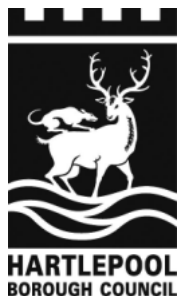
- 3.2 An officer group has been established to oversee the implementation of the draft Public Health Transition Plan. Membership of this group is drawn from all departments within the Council and NHS Hartlepool. This officer group meets regularly and the minutes of this meeting and any issues reported back to Corporate Management Team. A risk register is also being developed following a risk assessment that was undertaken by NHS Tees of issues that need active management through transition.
- 3.3 Scrutiny Co-ordinating Committee and Health Scrutiny Forum have also had opportunity to comment on the draft Public Health Transition Plan.
- 3.4 The draft plan will also be discussed at the shadow Health and well Being Board meeting on 27th February 2012 to ensure wider partners have an opportunity to comment prior to submission of the plan to Department of Health in mid March.
- 3.5 The version of the draft plan presented to Cabinet on 23rd January 2012 has also been commented on by the Strategic Health Authority Public Health Team, prior to submission to the Regional Director of Public Health.
- 3.6 The NHS planning guidance for 2012/13 set out the following milestones that NHS Tees will need to achieve working with Local Authorities. The milestones are listed below:
- Agree a local transition plan for Public Health as part of the overall integrated PCT plan by March 2013;
 - Develop a comprehensive communication and engagement plan with a first draft by March 2012;
 - Agree an approach to the development and delivery of the local Public Health vision by June 2012;
 - Agree arrangements on Public Health information requirements and governance by September 2012;
 - Test arrangements for the delivery of specific public health services, in particular screening and immunisation by October 2012;
 - Test arrangements for the role of Public Health in emergency planning, in particular the role of the Director of Public Health and local authority based public health by October 2012;
 - Ensure an early draft of legacy and handover documents is produced by October 2012;
 - Ensure final legacy documents and handover documents are produced by January 2013;
 - Agree final arrangements for local authorities to take on Public Health functions – date for local determination.
- 3.7 The Assistant Director of Health Improvement will ensure Cabinet is informed of the progress NHS Tees is making towards delivering on these milestones during 2012/13 and any issues arising from this for Hartlepool Borough Council.

4. RECOMMENDATIONS

- 4.1 Cabinet is requested to note the contents of the plan.
- 4.2 Cabinet is requested to note that this plan will be submitted to the Regional Director of Public Health by the 16th March 2012.

5. KEY CONTACT OFFICER

- 5.1 Louise Wallace, Assistant Director of Health Improvement, NHS Hartlepool / Hartlepool Borough Council, 4th Floor, Civic Centre



Public Health Transition Plan For Hartlepool

2011-2013

1. Introduction

- 1.1 The publication of 'Healthy People, Healthy Lives: Our Vision for Public Health in England 2010' (Department of Health) proposed radical reform of the future delivery of public health in England. This white paper proposed new responsibilities for Local Government for improving health and resources to enable this to happen. It also proposed responsibilities for the NHS Commissioning Board for public health interventions including screening and immunisations. The paper signalled the creation of a new Executive Agency 'Public Health England' with public health responsibilities in including health protection and public health intelligence and knowledge.
- 1.2 This new system for public health is aimed at being integrated across all of the various parts but with a strong focus on localism, with Local Government playing a leading role, with public health teams led by a Director of Public Health.
- 1.3 Implementing the new system is a complex process and one that must be completed by April 2013. Therefore, it is essential to have a local transition plan that describes the key issues and actions that must be undertaken to ensure a smooth transition from the old system to the new system.
- 1.4 This transition plan is jointly owned between NHS Hartlepool as the statutory body currently responsible for public health and Hartlepool Borough Council who by 2013 will be responsible for public health. Joint ownership of this plan is essential, as it is imperative that there is robust governance, due diligence and accountability arrangements in place throughout the transition year 2012/13. This plan identifies what needs to be done; by when and who is responsible for ensuring progress is made and actions delivered.
- 1.5 This transition plan has been agreed with NHS Hartlepool and Hartlepool Borough Council Executive in draft form at the end of January 2012. This final version of the plan is being presented to Cabinet to note as it is to be submitted to the Regional Director of Public Health (RDPH) by 16th March 2012. The RDPH has responsibility for assuring the transition across the Strategic Health Authority clusters and approving each areas public health transition plans.
- 1.6 The creation of the Health and Well Being Board by 2013 was also a key feature of the public health white paper. This Board will also want to ensure the public health transition plan reflects the work of the Board and the Joint Strategic Needs assessment for Hartlepool.

Hartlepool Public Health Transition Plan

Key Theme – Policy and Strategy

Key Issue	Actions	Timescale	Lead Officer	Progress
Publication of Healthy People Healthy Lives White Public Health Paper - Consultation 30 th November – 31 st March	Brief Corporate Management Team	December 2010	Assistant Director of Health Improvement	Complete
	Brief Cabinet	January 2011	Assistant Director of Health Improvement	Complete
Publication of public health outcomes framework for consultation	Establish cross departmental Assistant Director Transition Steering Group	January 2011	Assistant Director of Health Improvement	Complete
Publication of funding and commissioning of public health	Respond to White paper before 31 st March	31 st March 2011	Assistant Director of Health Improvement And Portfolio Holder for Public Health	Complete

Key Issue	Actions	Timescale	Lead Officer	Progress
Cross reference proposed public health outcomes framework	Consider framework alongside corporate outcomes framework (s)	End of February 2011	Policy Officer and Assistant Director of Health Improvement	Complete
Contribute to Regional Public Health Transition Group and Regional Health and Well Being Board Workstream	Ensure Hartlepool is represented regionally on transitions steering group	Ongoing	Assistant Director of Health Improvement	Hartlepool represented on this group by the Assistant Director of Health Improvement.
Health and Well Being Partnership functioning in shadow form	Expression of interest submitted to be a pathfinder.	April 2011	Assistant Director of Health Improvement and assistant Director of Adult Social Care	Pathfinder status confirmed
Establish shadow Health and Well Being Board		March 2012	Assistant Director of Health Improvement	Agreement secured through Cabinet to establish Board and 1 st meeting took place on 10 th October 2011 with elected Mayor as Chair

Key Issue	Actions	Timescale	Lead Officer	Progress
Ensure Public Health representation in GP Consortia for Hartlepool	Secure a place on the emerging GP Consortia Board	April 2011 / 12	Assistant Director of Health Improvement	<p>Assistant Director of Health for Health Improvement is a voting member of Hartlepool Clinical Commissioning Group (CCG) for Hartlepool. Key public health issues such as immunisations, cancer and alcohol issues have already been debated by the CCG.</p> <p>There is representation from the CCG on shadow Health and Well Being Board.</p>
Joint Strategic Needs Assessment and Public Health Intelligence	Refresh JSNA for 2011 and then for 2012 and 2013 when it becomes the responsibility of the Local Authority	<p>October 2011</p> <p>October 2012</p> <p>October 2013</p>	Assistant Director of Health Improvement	Underway and is a key task of shadow Health and Well Being Board.

Key Issue	Actions	Timescale	Lead Officer	Progress
Develop a draft Health and Well Being Strategy through Health and Well Being Board	Identify a team and process for writing strategy on behalf of board	April 2012	Assistant Director of Health Improvement	Underway

Human Resources

Key Issue	Actions	Timescale	Lead Officer	Progress
Publication of the Public Health Human Resources Concordat	Consider the Human resources Concordat in NHS Hartlepool and Hartlepool Borough Council (HBC) and identify issues for staff.	January 2012	Chief Customer and workforce Officer (HBC) and Director of Corporate Affairs (NHS Hartlepool)	HR Concordat published
Cabinet to consider options for appointing a Director of Public Health	Cabinet paper with options to be discussed and agreed by Cabinet.	5th December 2011	Acting Chief Executive	Complete
Recruitment of Director of Public Health	Job description to be developed and submitted to Faculty of Public Health for approval. Job advertised through NHS Hartlepool.	December 2011	Acting Chief Executive	Job description completed and submitted to faculty of Public Health

Key Issue	Actions	Timescale	Lead Officer	Progress
	Panel to be appointed. Interview candidates.	March 2012	Acting Chief Executive	Job to be advertised and panel appointed
Existing Public Health Staff	Transfer public health staff working base to Civic Centre	February 2011	Assistant Director of Health Improvement	Complete
	Undertake 1-1 interviews with all staff and assign them into groups as required by NHS HR	February 2011	Assistant Director of Health Improvement	Complete
	Consider implications of HR guidance for staff in relation to TUPE, terms and conditions, consultation and discussions with staff side and unions.	April 2012	Assistant Director of Health Improvement with Chief Customer and workforce Officer (HBC) and Director of Corporate Affairs (NHS Hartlepool)	This is dependent on national HR framework for public health / NHS staff and affordability. Draft regional human resources plan being developed and discussed with unions.

Ring Fenced Budget

Key Issue	Actions	Timescale	Lead Officer	Progress
Publication of shadow public health ring fenced allocations to local authorities	Ensure investment programme for this resource is consistent with overall financial strategy of the Local Authority.	February 2012	Acting Chief Executive, Chief Finance Officer	HBC has contributed to the mapping exercise of actual 2010 / 11 spend as part of a national exercise to assist the DOH in identifying formulae and budget for each area. Shadow budget expected 2012/13
	Develop plans to invest this resource through the Health and Well Being Board to deliver the Health and Well Being Strategy	April 2012	Assistant Director of Health Improvement	Key task of shadow health and well being board is to develop Health and Well Being Strategy including plans for investment in services.

Contracting and Procurement

Key Issue	Actions	Timescale	Lead Officer	Progress
Identify contracting and procurement issues associated with services transferring to Local Authority responsibility in appendix 1.	Undertake a stocktake of all contracts, service level agreements and memorandum of understanding in place for all public health services as outlined in appendix 1 for 2011/12.	December 2011	PCT Public Health Contracts Manager Deputy Director of Procurement PCT	Stocktake is completed and stabilisation phase underway in anticipation of shifting phase to Local Authorities. This is being led by PCT but with involvement with the Assistant Director of Procurement at HBC.
	Identify key leads for each of the contracts, service level agreements and memorandum of understanding from HBC and PCT during 2012 transitional year and beyond.	March 2012	Assistant Director of Health improvement / Assistant Director of Procurement	Underway and is being led by PCT involving Assistant Director of Procurement and Chief Solicitor.

Key Issue	Actions	Timescale	Lead Officer	Progress
	<p>Prepare a legacy document of all programmes, schemes, services and activities commissioned with public health resources for 2011/12. This document will outline the services or activity, levels of investment and outcomes delivered to inform Local Authority of the legacy relating to this investment.</p>	<p>October 2012</p>	<p>Assistant Director of Health improvement</p>	

Public Health Delivery

Key Issue	Actions	Timescale	Lead Officer	Progress
Identify services that can be shared with neighbouring authorities to maximise economies of scale for public health.	Participate in the prepare of a paper for the Tees Valley Chief Executives regarding in principle sharing arrangements of public health functions across Tees.	November 2011	Acting Chief Executive / Assistant Director of Adult Social Care	Complete
	Present to cabinet wider public health functions that could be shared across Tees of Tees Valley. List is appendix 2.	5 th December 2011	Acting Chief Executive	Complete
	Present to cabinet wider public health functions that could be shared across Tees of Tees Valley. List is appendix 2.	5 th December 2011	Acting Chief Executive	Complete

Key Issue	Actions	Timescale	Lead Officer	Progress
	Identify a lead Local Authority to host these functions.	February 2012	Acting Chief Executive supported by Assistant Director of Health Improvement	
	Agree a service specification and costings model and service level agreement for these functions.	October 2012	Acting Chief Executive supported by Assistant Director of Health Improvement	
	If Hartlepool is not the lead authority hosting these functions, ensure the lead Authority considers and acts on all human resource issues relating to staff.	October 2012	Acting Chief Executive supported by Assistant Director of Health Improvement / Director of Corporate Affairs (PCT)	
Integrate Public Health into the management structure of the Local Authority.	Identify the span of control and management functions and arrangements of	March 2013		

Key Issue	Actions	Timescale	Lead Officer	Progress
	public health as a Corporate function within the Local Authority.	March 2013	Acting Chief Executive	
Core Public Health Offer to Clinical Commissioning groups	Identify and agree the core public health offer to clinical commissioning groups including the local public health team in Hartlepool and shared functions across Tees / Tees Valley	October 2012	Tees Executive Director of Public Health / Assistant Director of Health Improvement / Chair of Clinical Commissioning Group	

Risk, Resilience and Emergency Planning Through Transition

Key Issue	Actions	Timescale	Lead Officer	Progress
Public Health representation on Local Resilience Forum (LRF)	Assistant Director of Health improvement (Hartlepool) to represent NHS Tees on LRF during 2012/13 for all emergency planning health issues.	Until April 2013	Assistant Director of Health Improvement (Hartlepool)	Ongoing
	Participate in the creation of Local Health Resilience Forum sub group of the LRF.	April 2013	Assistant Director of Health Improvement (Hartlepool)	Ongoing
Maintain NHS Emergency planning arrangements and business continuity	NHS Hartlepool will continue to host the emergency planning manager and prepare	April 2013	Assistant Director of Health Improvement (Hartlepool)	Ongoing

Key Issue	Actions	Timescale	Lead Officer	Progress
	plans to comply with the Civil Contingency Act 2004 until national guidance is produced indicating how this duty is to be discharged post PCT.	April 2013	Assistant Director of Health Improvement (Hartlepool)	Ongoing

Health Protection Through Transition

Key Issue	Actions	Timescale	Lead Officer	Progress
Maintain strong relationships with the Health Protection Agency (HPA) as their functions migrate to Public Health England	Ensure regular dialogue with the Unit Director of the HPA with HBC.	Ongoing	Assistant director of Health Improvement and Unit Director of HPA	The Assistant Director of Health Improvement is in regular contact with the HPA.
	Ensure the Local Authority Cabinet and Health and Well Being Board are briefed on the importance of health protection and identify it as a key strategic	December 2011	Assistant Director of Health Improvement	HPA presentation to Health and Well Being Board regarding transition and importance of health protection. Agreement has been secured to make immunisation uptake a key public health priority to address in 2012.

Key Issue	Actions	Timescale	Lead Officer	Progress
	priority for public health and the Health and well Being Strategy.	April 2013	Assistant Director of Health Improvement	

Performance Management Through Transition

Key Issue	Actions	Timescale	Lead Officer	Progress
Review the public health performance targets in the light of the publication of 'Improving Outcomes and Supporting Transparency'	Map existing performance targets against proposed targets in NHS Hartlepool and HBC	April 2012	Assistant Chief Executive and Assistant Director of Health Improvement	Mapping underway.

Governance Through Transition

Key Issue	Actions	Timescale	Lead Officer	Progress
Agree a governance process to ensure due diligence for all aspects of public health transferring to the local authority (contracts, staff indemnity, incident reporting, risk sharing agreements scheme of delegation, clinical governance etc.)	Scope issues with the Chief solicitor and the Director of Corporate Affairs for the PCT and agree a process and plan to mitigate risks.	March 2012	Chief Solicitor / PCT Director of Corporate Affairs	Initial scoping meeting of issues has taken place with NHS Hartlepool and legal services. Further identification of issues required pending national guidance.
	Identify any information governance issues as public health transfers to the Local Authority. This might be paper based or electronic information (Caldicott Guardian and information controller issues).	October 2012	Chief Solicitor / PCT Director of Corporate Affairs	

Infrastructure

Key Issue	Actions	Timescale	Lead Officer	Progress
Access to HBC IT for Public Health staff	Ensure all public health staff have access to HBC IT and email accounts	February 2011	Assistant Director of Health Improvement	Complete
Asset register and transfer of assets	Identify all PCT assets currently used by public health staff and identify how these assets will be returned or utilised in future.	March 2012	Head of IT PCT	

Communication and Engagement Plan through Transition

Key Issue	Actions	Timescale	Lead Officer	Progress
Develop a joint communication plan regarding public health transition with HBC and NHS Hartlepool	Ensure the plan meets needs of staff through transition	Ongoing until April 2013	Head of communications HBC and Head of Communications PCT	Regional communication plan in place and local NHS plan being developed. NHS Tees issues regular transition bulletins to all staff in light of proposed NHS reforms.
	Ensure the plan communicates a range of partners on a frequent basis e.g.: with Health and Well Being Board, community and voluntary sector providers, LINX or emerging health Watch, Clinical Commissioning	Ongoing until April 2013	Head of communications HBC and Head of Communications PCT	

NHS Commissioning Board – Public Health Transition (Local Level)

Key Issue	Actions	Timescale	Lead Officer	Progress
Clarity regarding critical public health functions including immunisation screening and infection control through transition.	Work with the Regional Public Health team to identify and agree a transition plan for those public health services transferring to the responsibility of the NHS commissioning board.	October 2012	Assistant Director of Health Improvement	Regional work on screening, immunisations and emergency planning is underway.

Appendix 1

Public Health Functions Transferring from Primary Care Trusts to Local Authorities

1. Introduction

- 1.1 The publication of 'Healthy People, Healthy Lives: Our Vision for Public Health in England 2010' (Department of Health) described mandated functions that will transfer to the responsibility of the Local Authority.

'The Health and Social Care Bill allows the Secretary of State to prescribe that certain services should be commissioned or provided by local authorities, and certain steps taken. *Healthy Lives, Healthy People: update and way forward* set out why and how the Government intends to use these powers. We said:

"Wherever possible, we wish to transfer responsibility and power to the local level, allowing local services to be shaped to meet local needs. But there are some circumstances where a greater degree of uniformity is required. With this in mind, the Health and Social Care Bill allows the Secretary of State to prescribe that certain services should be commissioned or provided by local authorities, and certain steps taken. We consulted on which services should be prescribed in this way. Our decisions have been guided by the following principles. We will require local authorities to deliver or commission particular services where:

- services need to be provided in a universal fashion if they are to be provided at all (this is particularly relevant to health protection, because if certain health protection services are not provided in a universal fashion, or not provided at all, there may be risks to population health and wellbeing);*
- the Secretary of State is already under a legal duty to provide a certain service, but in practice intends to delegate this function to local authorities. Mandation will ensure that these obligations are met;*
- certain steps that are critical to the effective running of the new public health system.*

“Reflecting on the consultation responses and following the above principles, we plan to prescribe that local authorities deliver the following services or steps:

- *appropriate access to sexual health services;*
- *steps to be taken to protect the health of the population, in particular, giving the Director of Public Health a duty to ensure there are plans in place to protect the health of the population;*
- *ensuring NHS commissioners receive the public health advice they need;*
- *the National Child Measurement Programme;*
- *NHS Health Check assessment;*
- *elements of the Healthy Child Programme.”* [paragraphs 2.19-2.20]

It can be seen from the extract above that mandation is not intended to identify some services as more important than others. We expect all local authorities to tackle the key local health improvement issues, but their strategies will be determined by local needs rather than central diktat. Rather the issue is that in some areas greater uniformity is required. Below we provide more detail on each of the above areas. We plan to lay draft regulations in [mid 2012] before making final regulations later that year.

Public health topic	Proposed activity to be funded from Public Health budget
Sexual health	Testing and treatment of sexually transmitted infections, fully integrated termination of pregnancy services, all outreach and preventative work
Immunisation against infectious disease	School immunisation programmes, such as HPV.
Seasonal mortality	Local initiatives to reduce hospital admissions and seasonal excess deaths
Accidental injury prevention	Local initiatives such as falls prevention and reducing childhood injuries
Public mental health	Mental health promotion, mental illness prevention and suicide prevention

Nutrition	Locally led initiatives
Physical activity	Local programmes to reduce inactivity; influencing town planning such as the design of built environment and physical activities role in the management / prevention of long term conditions
Obesity programmes	Local programmes to prevent and treat obesity, e.g. delivering the National Child Measurement programme; commissioning of weight management services
Drug misuse	Drug misuse services, prevention and treatment
Alcohol misuse	Alcohol misuse services, prevention and treatment
Tobacco control	Tobacco control local activity, including stop smoking services, prevention activity, enforcement and awareness campaigns
NHS Health check	Assessment and lifestyle interventions
Health at work	Local initiatives on workplace health and responsibility deal
Prevention and early presentation	Behavioural/ lifestyle campaigns/ services to prevent cancer, long term conditions, campaigns to prompt early diagnosis
Children's public health 5-19	The Healthy Child Programme for school age children, school nurses, health promotion and prevention interventions by the multi professional team
Community safety and violence prevention and response	Specialist domestic violence services that provide counselling and support services for victims of violence including sexual violence
Social exclusion	Support for families with multiple problems, such as intensive family based interventions
Dental Public Health	Targeting oral health promotion strategies to those in greatest need.

Appendix 2 – Extract from Cabinet Paper 5th December 2011 Public Health – Future Options.

1. What is already shared across Tees for Public Health and what could be shared across Local Authorities in future?

Public Health is currently hosted within the NHS through the Primary Care Trust (PCTs). The 4 PCTs across Tees work on a shared management arrangement. The following public health functions are provided to support the 4 locality public health teams:

- Public health intelligence
- Infection control
- Emergency planning (including flu pandemic)
- Screening
- Immunisations
- Seasonal flu
- Dental public health
- Research
- Health equity audit
- Health needs assessments
- Oral health needs assessment
- Health impact assessment
- Cancer –early detection and awareness
- Cardiovascular disease
- Sexual health
- Commissioning obesity services
- Respiratory disease
- Long term conditions
- Public health input into funding

2 What Can be Done on a Supra Local Authority Basis (Beyond Tees Valley?)

- 2.1 There are also public health services that are currently commissioned or resources to participate in are committed to on a much wider scale than just the Tees Local Authorities. This includes the following:

FRESH – regional Tobacco Office
BALANCE – regional alcohol office
Regional Maternity Service Office
Public Health North East Intelligence North East (PHINE)
Better Health Fairer Health Strategy – Regional Action Groups
School of Public Health
Academic Public Health – FUSE