

FINANCE AND POLICY COMMITTEE AGENDA



Monday 23 March 2015

at 9.30 am

in Council Chamber, Civic Centre, Hartlepool

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors C Akers-Belcher, Barclay, Dawkins, Hind, James, Loynes, Payne, Richardson, Riddle, Simmons plus one vacancy.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

3.1 To receive the minutes of the meeting of the Finance and Policy Committee held on 23 February 2015 (*for information as previously circulated and published*).

3.2 To receive the minutes of the meeting of the Health and Wellbeing Board held on 12 January 2015.

4. BUDGET AND POLICY FRAMEWORK ITEMS

4.1 Council Plan 2015/16 – *Corporate Management Team*

5. KEY DECISIONS

5.1 A Combined Authority for the Tees Valley – *Chief Executive*



6. OTHER ITEMS REQUIRING DECISION

- 6.1 Land at Rear of Croft Terrace – *Director of Regeneration and Neighbourhoods*
- 6.2 Update on Community Defibrillator Project – *Director of Public Health*
- 6.3 Pay Policy 2015/16 – *Monitoring Officer*
- 6.4 Irrecoverable Debts – Council Tax and Business Rates – *Chief Finance Officer*
- 6.5 Children and Young People’s Democracy – *Director of Child and Adult Services*
- 6.6 Purchase of Manor House, Owton Manor Lane – *Director of Regeneration and Neighbourhoods*

ITEMS FOR INFORMATION

- 7.1 The Friarage Manor House Development – *Director of Regeneration and Neighbourhoods*
- 7.2 Seaton Carew Regeneration – Longscar Hall – *Director of Regeneration and Neighbourhoods*
- 7.3 Vacant Posts – *Assistant Chief Executive*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

ITEMS FOR INFORMATION

Date of next meeting – to be confirmed.



FINANCE AND POLICY COMMITTEE MINUTES AND DECISION RECORD

23 February 2015

The meeting commenced at 9.30 am in the Civic Centre, Hartlepool

Present:

Councillor: Christopher Akers-Belcher (In the Chair)

Councillors: Allan Barclay, Keith Dawkins, Tom Hind, Marjorie James,
Robbie Payne, Carl Richardson and Chris Simmons.

In accordance with Council Procedure Rule 5.2 (ii), Councillor George Morris was in attendance as substitute for Councillor Brenda Loynes.

Officers: Andrew Atkin, Assistant Chief Executive
Peter Devlin, Chief Solicitor
Denise Ogden, Director of Regeneration and Neighbourhoods
Louise Wallace, Director of Public Health
John Morton, Assistant Chief Finance Officer
Carole Johnson, Head of Health Improvement
Catherine Grimwood, Partnerships and Performance Manager
Alastair Rae, Public Relations Manager
Joan Stevens, Scrutiny Manager
Angela Armstrong, Principal Democratic Services Officer

123. Apologies for Absence

Apologies were received from Councillors Brenda Loynes and David Riddle.

124. Declarations of Interest

None.

125. Minutes

- (i) Minutes of the meeting of the Finance and Policy Committee held on 30 January 2015 – Received.
- (ii) Minutes of the Safer Hartlepool Partnership held on 12 September and 21 November 2014 – Received.

126. Community Safety Plan 2014-17 (Year 2) (*Director of Regeneration and Neighbourhoods*)**Type of decision**

Budget and Policy Framework

Purpose of report

To consider the Community Safety Plan 2014-17 (Year 2).

To consider referral to Council for adoption of the Community Safety Plan (Year 2).

Issue(s) for consideration

The Safer Hartlepool Partnership produced a Community Safety Plan in line with the statutory duty placed on the Local Authority by the Crime and Disorder Act 1998. The current Plan, attached at Appendix A, was published in 2014 and outlined the strategic objectives of the Partnership for a three year period. Year 2 of the Plan provided an overview of progress made by the Partnership during 2014/15 with an update on end of year performance. In addition, the Plan incorporated performance indicators for 2015/16 along with a proposed delivery structure to progress the 2015/16 priorities.

The Director of Regeneration and Neighbourhoods informed Members that there had been numerous meetings with the Police and Crime Commissioner and the Assistant Chief Constable to highlight the concerns previously expressed by this Committee in relation to the withdrawal of police resources in Hartlepool and these representations continue to be made. This issue was discussed further with Members highlighting that crime was not being reported for the fear of reprisals and the fact that residents were losing faith in the Police as they were not seen as a regular presence on the estates. There were concerns that all the hard work undertaken to embed community policing in local neighbourhoods was in danger of being lost.

A Member suggested that the actual number of unemployed young people aged 18-24 be included within the 'Unemployment' section of page 5 of the Plan and requested that a further breakdown of this figure be forwarded to all Members on a ward by ward basis to enable Members to give consideration to any correlation between crime and unemployment and deprivation. The Director of Regeneration and Neighbourhoods indicated that this information would be collated and circulated to the Committee. It was suggested that to encourage the reporting of crime, a mechanism

needed to be identified to enable people to report crime safely, be listened to and have it recorded within their neighbourhoods, to the Council or the Police, in a similar to the way the Community Safety Office operated in York Road before it was closed. The Chair referred to a previous discussion on utilising the local community centres and libraries to enable people to contact the Police with their concerns or report crimes and suggested that this be included within the review which was to be undertaken on the operation of community centres and libraries within the town.

A Member requested that comparison figures be provided on the level of reporting of crime before and after the closure of the Community Safety Office in York Road. The Director of Regeneration and Neighbourhoods confirmed that the reporting of all crime was now centralised and dealt with by response Police, however comparisons will be collated and circulated to Members on the information available. In relation to the Respect Your Neighbourhood initiative, a Member sought clarification on whether the operational hours of this initiative were flexible to include evening times when issues were more likely to occur. The Assistant Chief Executive commented that subject to the ongoing discussions on the Terms and Conditions of Council Employees, the potential to review the overall delivery arrangements of this initiative could be undertaken. The Chair suggested that this issue be referred to the Neighbourhood Services Committee for further consideration and if the need for additional resources was identified, this would be considered by Council.

Decision

That in accordance with the Budget and Policy Framework, the Community Safety Plan 2015/16 was referred to full Council with the following caveats:

- (1) That the number of unemployed young people aged 18-24 be included on the 'Unemployment' section of page 5 of the Plan and a further breakdown of this figure on a ward by ward basis be forwarded to all Members of the Committee.
- (2) That comparison figures be provided on the level of reporting of crime prior to and since the closure of the Community Safety Office in York Road and forwarded to all Members of the Committee.
- (3) That the operational hours of the Respect Your Neighbourhood initiative be referred to the Neighbourhood Services Committee for further consideration and if the Committee identified the need for additional resources, a further report would be submitted by the Neighbourhood Services Committee to Council for consideration.

127. Council Plan 2015/16 – Chief Executive’s Department, Public Health Department and Regeneration and Neighbourhoods Department Proposals *(Chief Executive’s Management Team)*

Type of decision

Non key.

Purpose of report

To provide the opportunity for the Finance and Policy Committee to consider the proposals for inclusion in the 2015/16 Council Plan that fall under the remit of the Committee for the Chief Executive’s Department, Public Health Department and Regeneration and Neighbourhoods Department.

Issue(s) for consideration

The report provided the background to the review of the Outcome Framework which was undertaken as part of the 2014/15 service planning process. As in previous years, detailed proposals were considered by each Committee throughout February in respect of their areas of responsibility and a further report would be submitted to the Committee on 23 March detailing the comments/observations made by those Committees along with a full draft of the 2015/16 Council Plan.

The Assistant Chief Executive presented the report which highlighted that each Director will explain the key challenges that the Council faced over the next few years setting out the proposals from the Departments and how these will be addressed. The outcomes that fall under the remit of the Finance and Policy Committee from the Chief Executive’s, Regeneration and Neighbourhoods and Public Health Departmental Plans were outlined in the report.

In response to clarification sought by a Member, the Assistant Chief Executive commented that further detail will be submitted to the individual Policy Committees for their specific areas of responsibility.

A Member suggested that the hard work undertaken by the Revenues and Benefits Service to recover council tax and business rates income should be acknowledged within the Plan.

Decision

- (1) Members considered the proposed outcome templates (Appendices A, B and C) for inclusion within the 2015/16 Council Plan.
- (2) That an acknowledgement of the hard work undertaken by the Revenues and Benefits Section to recover council tax and business rates income be included within Plan for the overall presentation to the meeting of the Committee on 23 March 2015.

128. Sexual Health Service Review and Re-Procurement
(Director of Public Health)**Type of decision**

Key decision – Test (i) and (ii) apply – Forward Plan Reference PH 09/14.

Purpose of report

To seek approval to review and re-procure sexual health services with a view to commence 1 April 2016.

Issue(s) for consideration

The report provided the background to the commissioning arrangements for sexual health services across Local Authorities, Clinical Commissioning Groups and NHS England which will be funded through the 2016/17 ring fenced Public Health Grant. It was proposed that a full sexual health review be undertaken with a view to re-tendering for an integrated sexual health service across Teesside as the current contract expired on 31 March 2016. The review would inform the development of an integrated sexual health service specification based on best practice and national guidance which will take into consideration local needs and views from the consultation process. It was noted that the governance arrangements would be provided by the Tees Valley Public Health Shared Service (TVPHSS) on behalf of the four local authorities in Teesside through regular updates on the progress of the service review and re-procurement to be shared with the Governance Board.

A Member expressed disappointment that the majority of attendances at sexual health services were by females which gave the impression that males were not accepting responsibility for their own sexual health. The Director of Public Health Services commented that the information on people attending sexual health services would form part of the review of the service. A Member requested a breakdown of the number of people attending the sexual health service in addition to the percentages provided

within the report. The Director of Public Health indicated that working closely with Public Health England provided good data on numbers of sexually transmitted diseases and the types of diseases as it was important to identify and understand trends to inform prevention and treatment services.

Decision

- (1) That a breakdown of the actual numbers of males and females attending the sexual health service be provided to Members of the Committee.
- (2) The report was noted.
- (3) The review of sexual health services during 2015/16 and the development of a service specification based on best practice and national guidance which will take into consideration local needs and views from the consultation process were approved.
- (4) That a provider for open access sexual health services be secured and funded by the ring fenced public health grant in 2016/17.

129. Workers' Memorial Day *(Assistant Chief Executive)*

Type of decision

Non key.

Purpose of report

To present a request from the Hartlepool Joint Trades Union Committee for the Council to continue to recognise and support Workers' Memorial Day on Tuesday 28 April 2015.

Issue(s) for consideration

The report provided the background to Workers' Memorial Day which takes place around the world on 28 April each year. The proposed arrangements for this year's event were detailed in Appendix A along with a list of guest speakers.

Members were fully supportive of Workers' Memorial Day and noted that Hartlepool had become a national focal point for this commemoration service. In addition, Hartlepool Joint Trades Union Committee were commended for their continued work on this which really did have an impact on the way in which people viewed their workplace health and safety.

Decision

- (1) That the Authority promote a minute's silence in all public buildings and to Council staff at 12.30pm on Tuesday 28 April 2015 in remembrance of those workers who had lost their lives through industrial accident or disease.
- (2) That the lowering of flags on public buildings on Tuesday 28 April 2015 be authorised.
- (3) That the sale of the Workers' Memorial Day Remembrance forget-me-not ribbons on Council premises to staff and public be allowed.
- (4) That the Authority assist, promote and publicise the event to the wider public.
- (5) That the use of Council premises on Tuesday 28 April 2015 be authorised for the service and for guests after the Workers' Memorial Day Service and Wreath Laying Ceremony.

130. Quarter 3 – Council Overview of Performance and Risk 2014/15 *(Assistant Chief Executive)***Type of decision**

Non key.

Purpose of report

To inform Finance and Policy Committee of the progress made against the 2014/15 Council Plan, for the period ending 31 December 2014.

Issue(s) for consideration

The report provided the background to the agreement of the current Council Plan as well as an overview of performance and risk which included 214 actions and 162 performance indicators. It was noted that 155 (72%) of all actions had been assessed as being on target to be achieved by their scheduled completion date. In addition, 52 performance indicators (82%) had been assessed as being on track to achieve their year end target. There were 3 performance indicators (5%) that had been assessed as requiring intervention and further detail on these was provided within the report. Further detailed updates were included on a Departmental basis.

A Member noted with disappointment that the percentage of invoices paid to local businesses was below target when this had been highlighted as a success previously. The Assistant Chief Executive indicated that this had been picked up as part of the Chief Executive's Management Team discussions and Members were informed that a very significant number of

invoices were paid in full to local businesses within 12.5 days. However, it was noted that a couple of issues had affected performance and this was an area for improvement. It was highlighted that Council had taken the decision to make the payment of invoices to local businesses a performance indicator due to the economic benefits that would be achieved on a local basis. It was therefore requested that an update on progress to improve the performance of this indicator be included within the Quarter 4 update report on performance and risk 2014/15 to be submitted to this Committee and if a need for additional resources to support this performance indicator was identified, a report from the Committee to Council would be required. It was suggested that the Chief Finance Officer be advised of Members' comments on this issue.

Decision

- (1) The current position with regard to performance was noted.
- (2) That an update on the progress to improve CEDFI P030, invoices paid to local businesses within 10 working days, be included within the update on performance and risk 2014/15 report to be submitted to a future meeting of this Committee and that the Chief Finance Officer be advised of Members' comments on this issue.
- (3) The inclusion of the following three new risks was noted:
 - Failure to meet the agreed timetable for the relocation of Cleveland College of Art and Design (CCAD) to the Lynn Street Depot site.
 - Failure to establish a new depot facility in a timely and cost effective manner.
 - Failure to continue delivery of Council services safely and efficiently during the relocation of the new depot.

131. Resource Implications – Councillor Complaints (*Chief Executive and Chief Solicitor*)

Type of decision

Non key.

Purpose of report

At the Council meeting on 18 December 2014 a Member question was raised with the Chair of the Audit and Governance Committee requesting an '*overview of the current status of complaints against Elected Members*' and for the procedure detailing the complaint process to be specifically outlined.

Following debate, it was resolved that the matter be referred to the Finance and Policy Committee to enquire as to the level and feasibility of resources required to '*administer the procedure for progressing and considering*

complaints received against Elected Members, including the involvement of Independent Persons’.

This report therefore covered the standards functions applied to the Council together with general commentary upon the complaints process and the resources involved in the administration of these functions.

Issue(s) for consideration

The report provided the background to the duty placed on Local Authorities under the Localism Act 2011 ‘to promote and maintain high standards of conduct’ with the following general principles:

- Selflessness;
- Integrity;
- Objectivity;
- Accountability;
- Openness;
- Honesty; and
- Integrity.

The Chief Solicitor presented the report which provided further details on the appointment of two Independent Persons in advisory roles. The report included details on the criteria adopted to determine whether a matter of complaint was investigated, other action or no action should be undertaken. Further details were provided on the number of complaints received since May 2013 along with comparable figures with other Local Authorities in the north east region. Members were informed that the Chief Solicitor and Legal Services Manager were the Chief Officers assigned to deal with the majority of complaints, however additional assistance had been provided by the Scrutiny Support Officer who has a legal qualification and background, and had been able to lend commendable support in this regard.

The report outlined the functions and responsibilities of the Audit and Governance Committee, the roles of the Monitoring Officer and Independent Persons. It was highlighted that the Council was fully compliant with legislation and endeavoured to adopt local protocols and guidance on Member/Officer relations, the operation of the planning system, gifts and hospitality and other useful procedural guidance. The Chief Solicitor concluded that if Members simply acted with respect toward each other, such reports would not need consideration, present resources were adequate and it was not a recommendation that any additional resources should be utilised at this point in time.

During a lengthy discussion and debate the consensus of Members was that the complaints process was unfair, lengthy and drawn out and was open to the submission of vexatious complaints. It was suggested that the process should include the option for early resolution of the complaint through both parties being brought together to discuss the issue of the

complaint. There were concerns expressed that the complaints process was becoming a self perpetuating industry with back stabbing and petty politics fuelling the process.

The Chief Solicitor confirmed that he would be writing to all Members on a six monthly basis to remind them of their obligations in relation to the Code of Conduct underpinned by the general principles noted above. In addition, the submission of an annual report to the Audit and Governance Committee on the number of complaints received would be introduced. The Chief Solicitor added that a timely conclusion was sought for all complaints received including initial mediation with the complainant and the person subject to that complaint. A Member requested that any communication to Members in relation to the Code of Conduct should be undertaken in a concise and direct manner to leave no doubt to each and everyone's responsibilities. The Assistant Chief Executive confirmed that the Chief Executive did communicate a very clear and direct message to all Members, although it was suggested that this may not have had the required impact. Members were reassured that the Corporate Management Team including the Chief Executive and Monitoring Officer would continue to support the sentiments expressed by Members and make every effort to ensure the operation of the Council was not damaged.

The Chair expressed concerns that a lot of the additional burden placed on Officers in dealing with complaints also included dealing with vexatious emails and questions and requested further details on this particular aspect. It was suggested that a further report be submitted to the Committee in six months time to include how resource intensive dealing with vexatious emails and questions was and whether that was a good use of Officers' time. It was also suggested that a target be included within the Council Plan on a timescale to resolve complaints received.

A Member commented that it may be useful to re-examine the level of detail provided on the Code of Conduct in new Member inductions post election including how to address The Mayor and Deputy Mayor in Council meetings and that everyone should be treated with the highest level of dignity and respect that they would expect themselves and to act within the Law.

Decision

- (1) The report was noted.
- (2) That a further report be submitted to the Committee in six months' time including information on how resource intensive dealing with vexatious emails and questions was.
- (3) That consideration be given to the inclusion of a target for the resolution of all complaints being included within the Council Plan.
- (4) That during the new Member induction how to address The Mayor or Deputy Mayor within Council meetings be highlighted along with the need to treat everyone with the highest level of dignity and respect that they would expect themselves and to act within the Law.

132. **NHS Health Check Briefing – Contract Review and Strategy Development** (*Director of Public Health*)

Type of decision

Non key.

Purpose of report

To advise the Finance and Policy Committee of proposals in relation to existing commissioned Public Health Services for NHS Health Checks, which form part of the Council's plan to address ill health, inequalities and premature mortality caused by Cardiovascular Disease (CVD).

Issue(s) for consideration

The report outlined the background to the mandated responsibility of the Local Authority to provide NHS Health Checks as part of a national strategy to tackle ill health and premature mortality from CVD. Appended to the report was further information on the transfer of the responsibility to the Local Authorities as well as the eligibility criteria. An initial analysis of the data from Health Checks delivered in the community and workplace had indicated that significant numbers receiving the checks were not local residents.

It was proposed that a formal review of the provision of NHS Health Checks would be undertaken by the Tees Valley Public Health Shared Service and details of the scope of the review were provided in the report. In order to enable the review to be completed, the extension clause within existing contracts with General Practices had been implemented to extend these contracts for one year. In line with this, Members were asked to consider the extension of the Mobile Health Improvement Service for 12 months or secure a new service for a 12 month period through a competitive procurement exercise.

A discussion ensued on whether this service could be provided as an in-house service or via a Council facility. The Director of Public Health commented that suitably qualified health professionals were required to provide the Health Checks which the Council did not currently employ, however there may be an opportunity to utilise Council premises for the provision of this service and this could be explored as part of this review. Further clarification was sought on what the breakdown of people using this service was and whether any costs were transferred for service provided to people who were not resident in Hartlepool. Concern was expressed by Members at extending this Contract for a further 12 month period and it was suggested that the service be extended for a 6 month period to enable a

specification to be developed and procurement process undertaken with the new service provision commencing on 1 October 2015. The Director of Public Health reassured Members that all public health contracts were rigorously monitored and challenged to ensure the Local Authority was receiving best value for money.

A Member highlighted the importance of undertaking health checks within the a community setting especially in more deprived communities and suggested that an evaluation of the number of people utilising the current service be provided along with how effective the service was including the proportion of heart defects/problems identified as a result of this service. The Director of Public Health confirmed that the recent scrutiny investigation into COPD would be reported to the Extraordinary Council meeting on 16 March 2015 and would include a lot of the information requested by Members adding that the vast majority of health checks were undertaken within GP practices. A Member referred to the suggestion made last year to provide health checks for the parents/carers attending the local swimming baths with children as part of the 'free swims initiative'. The Director of Public Health added that the Healthy Trainers service had recently been brought in-house and this had the potential to offer public health intervention and wellness for all Hartlepool residents and would be considered as part of the service review process. The Chair commented that community engagement should be a key part of the development of any specification or delivery model to ensure more people utilise the service.

Decision

- (1) That the process for the formal review of the provision of NHS Health Checks in Hartlepool, Stockton, Redcar and Cleveland, Middlesbrough and Darlington be noted.
- (2) That further breakdowns be provided to Members of the Committee on the number of Hartlepool and non-Hartlepool residents undertaking Health Checks within the town as well as an evaluation of the effectiveness of the service, including how many heart defects/problems were identified.
- (3) That in relation to the contract for the provision of mobile health improvement services in Hartlepool, an exemption be sought to extend the current for a 6 month period to enable the development of a specification, including the utilisation of Council premises within the community, in particular Community Centres and Libraries, wherever feasible and appropriate procurement process to be undertaken with a view to implementing a new contract for the provision of mobile health improvement services from 1 October 2015.

133. **Local Government (Access to Information) (Variation Order) 2006**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Minute 134 – Approval for Compulsory Redundancies (*Assistant Chief Executive*) This item contains exempt information under Schedule 12A Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order namely information relating to an individual (*para 1*).

Minute 135 – Purchase of New Depot Premises at Tofts Farm Industrial Estate (*Director of Regeneration and Neighbourhoods*) This item contains exempt information under Schedule 12A Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 namely information relating to the financial or business affairs of any particular person (including the authority holding that information) (*para3*).

134. **Approval for Compulsory Redundancies** (*Assistant Chief Executive*)

Type of decision

Non key.

Purpose of report

To seek a decision regarding the future employment of employees who were affected by budget proposals under consideration for 2015/16. Employees in three Departments of the Council were affected and they were identified on the schedule attached at confidential Appendix A. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation Order 2006) namely information relating to an individual (para 1).**

Issue(s) for consideration

The report provided the background to the requirement to identify savings as part of the Medium Term Financial Strategy 2015/16 across a wide

range of services. Formal consultations had been undertaken with recognised Trades Unions and included the arrangements for consulting and implementing staffing changes. Formal consultation had been undertaken with employees identified as potentially affected by the proposals and feedback from the consultation was considered by Departmental Management Teams in December 2014. A Redundancy Support Programme had been implemented to provide specialist advice to support those employees at risk.

The employees, their posts and redundancy costs were listed on confidential Appendix A. **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation Order 2006) namely information relating to an individual (para 1).**

Further details can be found in the exempt section of the minutes.

Decision

The compulsory redundancy of those staff identified within confidential Appendix A were approved. **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation Order 2006) namely information relating to an individual (para 1).**

- 135. Purchase of New Depot Premises at Tofts Farm Industrial Estate** (*Director of Regeneration and Neighbourhoods*)
This item contains exempt information under Schedule 12A Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 namely information relating to the financial or business affairs of any particular person (including the authority holding that information) (para3).

Type of decision

Non key.

Purpose of report

To request approval to complete the purchase of the new depot premises at Tofts Farm Industrial Estate prior to the determination of the planning application for the change of use and alterations.

Issue(s) for consideration

Further details can be found in the exempt section of the minutes.

Decision

Further details can be found in the exempt section of the minutes.

The meeting returned to open session.

136. Proposed Merger of Teesside and Hartlepool Coroner Areas – Invitation to Respond to Consultation (*Chief Executive and Chief Solicitor*)**Type of decision**

Non key.

Purpose of report

To respond to the consultation on the proposed merger of the Teesside and Hartlepool Coroner areas in conjunction with the consultation exercise undertaken through the Ministry of Justice. Under Paragraph 2 (2) of Schedule 2 of the Coroners and Justice Act 2009, the Lord Chancellor is required to consult with interested parties before a proposed merger can take place. This report therefore sought the approval of the Committee to provide affirmative responses to this consultation, as outlined herewith and before the close of submissions on Friday 6 March 2015.

Issue(s) for consideration

The report provided the background to the merger of the Teesside and Hartlepool Coroner Areas. Attached at Appendix A was the business case which was based upon a structure model which combined flexibility and resilience. A consultation exercise was ongoing and included the following questions:

“Q1) Do you agree with the proposed merger of coroner areas in Teesside and Hartlepool?”

Q2) Do you agree with the assessment, made by Middlesbrough Borough Council in the attached business case, of the potential impacts and outcomes of this proposed merger?

Q3) If you disagree, what other impacts have you identified? If these are negative, how might these be mitigated?”

It was highlighted that the Council had previously approved the Business case as submitted to the Lord Chancellor. It was therefore proposed that affirmative responses be given to the first two questions in this consultation exercise and that the third question had no application. It was also

suggested that accompanying correspondence reinforced the sentiments previously expressed by this Committee that inquests should be retained in Hartlepool and that consistency in standards be maintained.

Members were supportive of the proposed merger on the understanding that the agreed protections for Hartlepool residents were in place. It was noted that the consultation closed on 6 March 2015 therefore all responses may not yet have been returned.

Decision

- (1) The Committee reaffirmed their support to the proposed merger of the coroner areas in Teesside and Hartlepool and that there was confirmation of the assessment made in the Business Case as submitted in support of the proposed merger.
- (2) That further reports be submitted to the Committee following the outcome of this consultation exercise.

137. Corporate Procurement Quarterly Report on Contracts *(Director of Regeneration and Neighbourhoods)*

Type of decision

For information.

Purpose of report

To satisfy the requirements of the Council's Contract Procedure Rules with regard to the Finance and Policy Committee:

- To receive and examine quarterly reports on the outcome of contract letting procedures including those where the lowest/highest price was not payable/receivable; and
- Receiving and examining reports on any exemptions granted to these Contract Procedure Rules.

Issue(s) for consideration

The report provided the background to the quarterly monitoring of contracts. Attached at Appendix A were the details required for each procurement tender issued since the last quarterly report. Included within Appendix B were details of the required information in relation to Contract Procedure Rules exemptions granted since the last report. Also attached at confidential Appendix C was a table including the commercial information in respect of the tenders received. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the**

Local Government (Access to Information) (Variation) Order 2006 namely information relating to the financial or business affairs of any particular person (including the authority holding that information) para 3.

A Member sought clarification on the definition of the ‘most economically advantageous’ as a basis for the award of a contract and how companies from outside Hartlepool could fit this definition better than firms located within the Hartlepool. The Director of Regeneration and Neighbourhoods confirmed that the most economically advantageous basis usually indicated best price and it was noted that some tenders were part of a framework with some companies offering different elements, for example specialist printing. The Assistant Chief Executive clarified that in relation to the Occupational Health Services contract, one of the providers was significantly more expensive and did not meet all the requirements of the specification. The Director of Regeneration and Neighbourhoods confirmed that the Council’s Contract Procedure Rules enabled local firms to tender for contracts for consideration within the procurement process which was based generally on a best price basis.

A Member commented that sharing services with other public sector organisations to enable savings to be made should be considered where feasible.

Decision

- (1) That the report was noted.
- (2) It was noted that a review of the Council’s Contract Procedure Rules would be undertaken once the detail of the new rules was released to consider whether any changes were required to ensure conformity.
- (3) That a further report be submitted to the Committee identifying these changes, should that be the case.

138. Social Media Update (*Assistant Chief Executive*)

Type of decision

For information.

Purpose of report

To provide Members with an update of how the Council was developing its social media presence to promote two-way communication with the public. This update was requested by the Audit and Governance Committee and agreed to by the Chair of this Committee.

Issue(s) for consideration

The report provided the background to the development of social media within the Council. It was noted that the use of social media had increased at a phenomenal rate with OFCOM research showing that the average consumer spent around 90 minutes a week on social networking sites with 71% of UK adults using the internet to access such sites. The report provided further detail on the review of social media within the Council undertaken to inform the development of social media as a two-way communication tool. It was highlighted that whilst good progress had been made to develop social media, it was important that the work continued in a co-ordinated manner and how this would be undertaken was outlined in the report.

During the discussions that followed, it was suggested that the Council's social media could be utilised to inform the public of decisions made by the Council's Policy Committees almost instantaneously. Whilst there were some concerns expressed by Members over the confusion of the official publication of decisions, the Assistant Chief Executive indicated that as part of the further development of social media, consideration would be given to the use of social media to inform the public of decisions in the most effective and timely manner without confusing the processes already in place.

Decision

- (1) The report was noted.
- (2) That as part of the further development of the Council's social media presence, consideration be given to the use of social media in relation to the decisions of Policy Committees.

139. Employee Sickness Absence 3rd Quarter 2014/15
(Assistant Chief Executive)**Type of decision**

For information.

Purpose of report

To update the Committee on the Council's performance in relation to employee sickness absence, for the third quarter of 2014/15.

Issue(s) for consideration

The report provided detailed information on the Council's performance by Department, including schools up to the third quarter of 2014/15. It was noted that the target figure for 2014/15 for the Council was 7.40 days absence whole time equivalent (wte) employee and the actual sickness rate at the end of the second quarter shows the rate at 7.16 days per wte. Further detail was provided on the reasons for sickness and an analysis of long, medium and short term sickness absence.

The Assistant Chief Executive added that it was testament to the hard work and commitment of Council employees that this figure was under target. Members endorsed this and requested that this be conveyed to all employees.

Decision

- (1) That the employee sickness absence rates for the third quarter of 2014/15 be noted.
- (2) That Members endorsement and support of the hard work and commitment of employees which had resulted in the sickness absence figures being under target be conveyed to all employees.

140. Anti-Social Behaviour Crime and Policing Act (*Director of Regeneration and Neighbourhoods*)**Type of decision**

For information.

Purpose of report

To provide an update on legislative changes introduced through the Anti-Social Behaviour Crime and Policing Act 2014.

Issue(s) for consideration

The report provided the background to the introduction and implications for Local Authorities of the Act which included:

- 1) Civil Injunctions and Criminal Behaviour Orders;
- 2) Community Protection Notices, Public Space Protection Orders and Closure Notices/Orders;
- 3) Absolute Grounds for Possession; and

4) Community Trigger and Community Remedy.

The Director of Regeneration and Neighbourhoods indicated that a presentation had been prepared to inform Members of the legislative changes and this would be circulated to Members of the Committee under separate cover.

A Member referred to the Community Protection Orders that could be utilised to expedite the eviction of landlords' anti-social tenants. The Director of Regeneration and Neighbourhoods indicated that whilst the legislation had yet to be tested, it was considered as a way of dealing with a wide range of behaviours. It was confirmed that a training programme on the new legislation would be implemented for all staff who operated within Hartlepool for the Council, Housing Hartlepool and the Thirteen Housing Group.

In response to a query from a Member, the Director of Regeneration and Neighbourhoods indicated she would speak to that Member about a specific case directly and outside of this meeting.

Decision

- (1) The legislative changes introduced through the Anti-Social Behaviour Crime and Policing Act 2014 were noted.
- (2) It was noted that the impact of the legislation on the Council's Constitution in relation to 'Responsibilities and Functions' was addressed in the Chief Solicitor's report on the Constitution to be presented to Council on 26 March 2014.
- (3) That the presentation detailing the impact of the legislative changes be circulated to Members of the Committee.

The meeting concluded at 12.00 pm

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 2 MARCH 2015

HEALTH AND WELLBEING BOARD

MINUTES AND DECISION RECORD

12 January 2015

The meeting commenced at 9.30 am in the Civic Centre, Hartlepool

Present:

Councillor C Akers-Belcher, Leader of Council (In the Chair)

Prescribed Members:

Elected Members, Hartlepool Borough Council – Councillors Carl Richardson and Chris Simmons

Representatives of Hartlepool and Stockton-on-Tees Clinical Commissioning Group (2) – Dr Schock and Alison Wilson

Director of Public Health, Hartlepool Borough Council - Louise Wallace

Director of Child and Adult Services, Hartlepool Borough Council – Gill Alexander

Representatives of Healthwatch – Ruby Marshall and Margaret Wrenn

Other Members:

Chief Executive, Hartlepool Borough Council – Dave Stubbs

Representative of the NHS England – Ben Clark as substitute for Caroline Thurlbeck

Representative of Hartlepool Voluntary and Community Sector – Tracy Woodhall

Representative of Tees Esk and Wear Valley NHS Trust – David Brown as substitute for Martin Barkley

Observer – Statutory Scrutiny Representative, Hartlepool Borough Council (1)
– Councillor George Springer.

Also in attendance:-

Dr Posmyk, Chair, NHS Hartlepool and Stockton-on-Tees CCG

Rosemary Granger, Project Director, Securing Quality in Health Services.

L Allison, J Gray, S and G Johnson and Z Sherry, Healthwatch

Officers: Joan Stevens, Scrutiny Manager
 Amanda Whitaker, Democratic Services Team

Prior to the commencement of the meeting, the Chair highlighted that a document summarising the eye health need across Durham, Darlington and Tees had been tabled at the meeting.

36. Apologies for Absence

Representative of North Tees and Hartlepool NHS Foundation Trust – Alan Foster
Director of Regeneration and Neighbourhoods, Hartlepool Borough Council – Denise Ogden
Representative of Tees Esk and Wear Valley NHS Trust – Martin Barkley
Representative of the NHS England – Caroline Thurlbeck

37. Declarations of interest by Members

Councillor Christopher Akers-Belcher reiterated the declaration he had made at a previous meeting of the Board (minute 3 refers) that in accordance with the Council's Code of Conduct, he declared a personal interest as Manager for the Local HealthWatch, as a body exercising functions of a public nature, including responsibility for engaging in consultation exercises that could come before the Health and Wellbeing Board. He had advised that where such consultation takes place (or where there is any connection with his employer), as a matter of good corporate governance, he would ensure that he left the meeting for the consideration of such an item to ensure there was no assertion of any conflict of interest. Councillor Christopher Akers-Belcher informed the Board that he would, therefore, vacate the Chair during consideration of the item relating to HealthWatch Hartlepool Hospital Discharge Investigation.

38. Minutes

The minutes of the meeting held on 1 December 2014 were confirmed.

With reference to minute 34, the Chair highlighted that a letter had been tabled which advised that NHS England had formally approved plans following the publication of the 2015/16 Mandate and that, following the subsequent Nationally Consistent Assurance Review (NCAR) process, the Better Care Fund plan has been classified as 'Approved'.

With reference to minute 33, the Director of Public Health advised Board Members that the feedback from the Board would be fed back to the Regional Director of Public Health Group.

With reference to minute 37, Councillor Christopher Akers-Belcher vacated the Chair for consideration of minute 39 only.

Dr Schock in the Chair for consideration of minute 39 only.

39. HealthWatch Hartlepool Hospital Discharge Investigation (*HealthWatch Hartlepool*)

Zoe Sherry, Healthwatch representative, presented to the Board the findings of a recent investigation into the effectiveness, from the patient perspective, of discharge processes which were in place at North Tees and Hartlepool Hospitals. The conclusions of the report were addressed under the general headings of 'complexity, communication and post discharge support'. The Board noted the recommendations set out in the report.

It was noted that Healthwatch had been informed that 'in line with national guidance North Tees and Hartlepool Hospital does now aim to discharge patients seven days a week' and that 'Stockton Social Services now operate a seven day discharge support model whereas Hartlepool still operate a five day pattern and that discharges requiring social care inputs therefore do not take place between 4pm on Friday afternoon and Monday morning.' It was highlighted that the Better Care Fund programme involved progressing towards a 7 day discharge model. It was highlighted also that Hartlepool was one of a very few Local Authorities in the country which did not have any delayed discharges due to social care involvement.

Board Members expressed their appreciation of the report which acknowledged the complexity of the hospital discharge issue. However concerns were expressed regarding the implications of one of the recommendations relating to 'under no circumstances should a patient with a complex package of care and complex care needs be discharged back home or into a care facility after 5 p.m.

It was recognised that the good practice detailed in the report should be applied across all services and that issues highlighted as concerns should be addressed. The Chief Officer, NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group, referred to issues associated with discharge liaison with particular regard to development care plans. The issues highlighted in the report would be helpful particularly in addressing issues when patients with specific needs were being discharged. The Director of Public Health suggested that it would be appropriate for the Board to consider the report again in 12 months to review progress including processes and support.

Decision

The report was received by the Board and it was agreed that a further report be submitted to the Board in 12 months to review progress.

40. Health and Wellbeing Board Development Programme

(Director of Child and Adult Services, HBC; Director of Public Health, HBC; Chief Officer, NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group)

The Board considered a proposed approach to developing the role of the Hartlepool Health and Wellbeing Board in providing strong leadership in relation to the urgent strategic challenges facing the local health and care system across the town. The report set out legislative content in terms of the Health and Social Care Act 2012 and the Government's 2010 White Paper Equity and Excellence: Liberating the NHS Board. Members were reminded also that in October 2013 the Kings Fund had published its report *Health and Wellbeing Boards: One Year On* to explore how Health and Wellbeing Boards were functioning. The conclusions of the report were included in the report: In October 2014 the NHS had published the *Five Year Forward View* which set out some of the fundamental challenges facing the health and care system in relation to wider health inequalities, variations in standards of care and funding pressures. The Five Year Forward View had emphasised the importance of local leadership in driving forward effective joint commissioning between the NHS and local government as being critical to driving the transformation that would be required. It was considered timely to review the function and role of the Hartlepool Health and Wellbeing Board and in this context develop a strategic plan for the next five years.

It was, therefore, proposed to commission a Health and Wellbeing Board development programme with the overall aim of developing a new and innovative plan for the town which set a clear strategic direction for shaping new models of service delivery that would respond to the strategic challenges facing the health and care system. In order to commence the Health and Wellbeing Board Development programme it was proposed to hold a summit early in 2015 involving Health and Wellbeing Board Members and representatives of the senior leadership teams of partner agencies. The Health and Wellbeing Board Joint Commissioning Executive would take responsibility for commissioning the development programme and the follow up workshops. The cost of the programme would be met jointly from within existing Local Authority and CCG budgets and would relate primarily to the cost of independent facilitators and venue costs.

Decision

The Health and Wellbeing Board agree to the proposal to take forward a Board Development Programme and to participate in the summit and follow up workshops.

41. Security Quality in Health Services (SeQIHS) *(Chief Officer, NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group and Project Director, NHS Darlington Clinical Commissioning Group on behalf of the Durham, Darlington and Tees CCGs)*

Dr Posmyk, Chair, NHS Hartlepool and Stockton-on-Tees CCG and Rosemary Granger, Project Director, Securing Quality in Health Services attended the meeting and made a detailed presentation to the Board which supported a briefing document circulated to Board Members. The Board was informed about progress in relation to the 'Securing Quality in Health Services' project that was underway across the County Durham, Darlington and the Tees region to deliver high quality acute hospital services.

The Board was informed that over the next ten years, both commissioners and providers of acute services faced a range of challenges that threatened the long term sustainability of services. The securing quality in health services project was initiated by primary care trusts and had now become the responsibility of the five clinical commissioning groups, working together with the local hospital foundation trusts, in the County Durham, Darlington and Tees region. The project was being delivered in three Phases. Phase one aimed to establish a consensus in relation to the key clinical quality standards that should be commissioned in acute hospitals. Phase two worked with individual organisations to update the assessment in terms of meeting the clinical quality standards now and by April 2015. It also included an assessment of the implications of meeting the standards and where there were challenges to this across the system. Phase three would focus on how organisations and services might work together in the future to deliver the standards and identify a model of care across the Durham, Darlington and Tees area that would maximise ability to meet the standards within the resources available. The first phase of the project had been reported to the Health and Wellbeing Board in August 2013.

It was noted that the project had continued to develop since the last report to the Board and the latest position was presented at this Board meeting. It provided the outcome of phase two which included a feasibility study to inform commissioning intentions for 2014/15 and beyond. This included a review of the workforce implications; an investigation of affordability set against potential future financial allocations; a consideration of the overall achievability of planned milestones; and an assessment of the associated risks. Proposals for Phase three of the project had been circulated to the Board. It was highlighted that this was a significant and challenging project that was intended to develop proposals for the configuration of sustainable acute services across Durham, Darlington and Tees. Phase three was a key phase of the project where engagement with local people to understand their views is critical.

Detailed debate followed the presentation. Board Members highlighted the connection with the Board's earlier considerations relating to a development programme for the Board. Board Members were assured that there were no issues for the Project arising from NHS England boundary changes and that

NHS England had supported the Project although it was recognised there may be cross boundary issues for the provider NHS Trusts in the north of the region. An assurance was sought regarding the active engagement of the three provider trusts across Durham and Tees Valley in the process. An assurance was also provided in relation to the involvement of non medical staff and allied health professionals in addition to the involvement of the medical professionals. The Chair of the Health and Wellbeing Board highlighted the significance of involvement of the Board and requested that a timeline be presented to the Board in order that it could be considered as part of the Board's development programme. The Chair requested also that when a further report is submitted to the Board, the report include details relating to communication and engagement and details of responsibility for decision making be included also.

Decision

The Board received the report and endorsed the recommendations included therein.

42. Obesity Conference Planning Update

The Scrutiny Manager, Hartlepool Borough Council, provided the Board with a verbal update on the Programme for the Obesity Conference to be held on 3rd February 2015.

Decision

The update was noted.

43. Improving Urgent Care Services in Hartlepool *(Chief Officer, NHS Hartlepool and Stockton-on-Tees CCG)*

The report provided the Health and Wellbeing Board with an update as to how the Clinical Commissioning Group (CCG) working with the Health and Wellbeing Board intended to deliver plans for a community based integrated urgent care service as described in the Clear and Credible Plan Refresh 2014/15 – 2018/19 (Our 5 year strategy) to ensure delivery of the agreed joint vision. The Board was advised that the aim was to simplify the navigation of urgent care services, improve the understanding about accessing care out of hours or in an emergency, and to provide care at locations which provided necessary education to support people to look after themselves. In order to meet the aims, existing points of access for urgent care had been reviewed. The NHS England policy entitled 'Managing the end of time limited contracts for primary medical services' had provided the CCG with the opportunity to review existing services, with a view to better integrating urgent care services. This work would need to commence early in 2015 to enable services to be procured and operational by April 2016. A number of engagement events had been undertaken across Hartlepool (and Stockton-on-Tees). The CCG was

now in a position with current contracts that it was able to work with communities and partners to put in place an improved model for community based urgent care services. The long term strategic aim would be to provide local people with a fully integrated, 24/7, seamless urgent care service across Hartlepool (and Stockton-on-Tees). A simple vision is, for those people with urgent but non-life threatening needs, to be able to access clinically appropriate, highly responsive, effective and personalised services, outside of a hospital environment when clinically appropriate. Board Members were assured that the CCG was committed to continuing engagement with partners and residents of Hartlepool to inform the service specification and to take this forward a communication and engagement plan was being developed which would support the continued involvement and engagement of patients and partners. It was suggested by the Chair that the Board's face the public event could be utilised to complement the strategy and that regional complaints advocacy data could supplement the specification also.

Decision

The Board noted the update.

44. Any Other Items which the Chairman Considers are Urgent

The Chairman ruled that the following items of business should be considered by the Committee as a matter of urgency in accordance with the provisions of Section 100(B) (4)(b) of the Local Government Act 1972 in order that the matter could be dealt with without delay.

45. Commissioning of Primary Care Services

The Chief Officer, NHS Hartlepool and Stockton-on-Tees CCG, advised the Board that CCG Council Members had submitted a proposal to NHS England in relation to the commissioning of primary care services. The proposal involved a joint arrangement with NHS England. Board Members. It would be necessary therefore to convene a joint committee whose membership would include one representative of this Health and Wellbeing Board and one representative from Healthwatch. If the application was agreed, an update would be reported to the Board.

Meeting concluded at 11.20 a.m.

CHAIR

FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Corporate Management Team

Subject: COUNCIL PLAN 2015/16

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework.

2. PURPOSE OF REPORT

2.1 To enable the Finance and Policy Committee to consider and comment on the final draft of the proposed Council Plan for 2015/16.

3. BACKGROUND

3.1 The Council Plan sets out the Council's overall service planning arrangements. The Plan addresses the key priorities and issues facing the Council, and includes an action plan that covers all departments' key actions, performance indicators and identified risks. Finance and Policy Committee agreed the Outcome Framework on 13th October 2014 and this provides the structure for the Council Plan.

3.2 As in previous years detailed proposals are being considered by each of the Policy Committees in respect of their areas of responsibility. The comments/observations of each of the Policy Committees are set out in **Appendix 1** along with the relevant departmental responses to these issues.

3.3 **Please note:**

Children's Services Committee will consider detailed proposals in respect of their area of responsibility on 17th March. Their comments/observations will be circulated to the Finance & Policy Committee in a supplementary paper before the meeting on 23rd March.

3.4 Following consideration by Finance & Policy Committee the Council Plan will be presented to Council for agreement on the 26th March. It is proposed that any additional updates or changes agreed by the Finance and Policy Committee will be circulated as a supplementary paper to full Council before the meeting on the 26th March.

4. COUNCIL PLAN 2015/16

- 4.1 The proposed Council Plan is attached at **Appendix 2**. This has been updated as appropriate following the discussions at Policy Committees and also further consideration by Departments. **Please note:** This may be subject to change as noted in paragraph 3.3 – if there are any changes the final draft will be circulated as a supplementary paper before the meeting.
- 4.2 The plan contains the Performance Indicators and targets, where available, which will be used to monitor progress throughout 2015/16. In line with previous years the timetable for producing the Council Plan means that target information cannot be included at this stage for all Performance Indicators as the information is not yet available. However these targets will be reported to Elected Members within the regular monitoring report.
- 4.3 Officers will monitor progress against the key actions and performance indicators included in the Council Plan and progress on these will be reported throughout the year to Elected Members.

5. NEXT STEPS

- 5.1 Following consideration of the Council Plan 2015/16 by Finance and Policy Committee it will be taken to full Council for formal agreement on 26th March 2015.
- 5.2 Progress towards achieving the actions and targets included in the Council Plan will be monitored throughout 2015/16 by officers across the Council and progress reported quarterly to Elected Members through reports to Finance & Policy Committee.

6. RECOMMENDATIONS

- 6.1 It is recommended that the Finance and Policy Services Committee considers and agrees the proposed Council Plan 2015/16.

7. REASONS FOR RECOMMENDATIONS

Finance and Policy Committee have overall responsibility for Performance Management.

8. BACKGROUND PAPERS

No background papers for this report

9. CONTACT OFFICER

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Summary of Service Committee Discussions – February/March 2015

Members of all Policy Committees were given the opportunity to comment on the proposals. Discussions were wide ranging and a number of issues regarding service provision were discussed. The feedback from Policy Committees is as follows:

Regeneration Services Committee – 12th February 2015 (RN Dept)

The Committee agreed the proposals for inclusion in the Council Plan 2015/16.

Neighbourhood Services Committee – 16th February 2015 (RN Dept)

Overall the Committee agreed the proposals for inclusion in the Council Plan 2015/16 but discussed the feasibility of improving on targets set relating to the percentage of household waste sent for reuse, recycling or composting and reducing the targets in relation to the percentage of municipal waste landfilled. The Committee suggested that trends be examined with a view to future landfill targets being reduced.

RND response - At present the targets for the 'percentage of household waste sent for reuse recycling or composting' and 'percentage of municipal waste landfilled' are noted as TBC and will be set once the 2014/15 year end position is known. The views of the Committee have been noted and will be considered when the targets are set. The proposed targets will be brought to Finance & Policy Committee for approval with the quarter 1 monitoring report for the 2015/16 Council Plan.

Finance and Policy Committee – 23rd February 2015 (CE Dept/PH Dept/RN Dept)

The Committee agreed the proposals for inclusion in the Council Plan 2015/16.

Adult Services Committee – 9th March 2015 (CAD Dept)

The Committee agreed the proposals for inclusion in the Council Plan 2015/16.

Children's Services Committee – 17th March 2015 (CAD Dept)

Update to follow as supplementary paper to Committee.

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS			
Outcome:	1. Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship	Theme:	Jobs and the Economy

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Deliver one public procurement event per annum to encourage local supply chain.	March 2016	Mick Emerson
New	Provide enterprise coaching to support 100 individuals per annum	March 2016	Mick Emerson
New	Deliver 2 education business link events per annum.	March 2016	Mick Emerson

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 171	New business registration rate – the proportion of new business registration per 10,000 resident population (aged 16+)	Mick Emerson	Targeted	Financial Year	Not Set (previously monitored)	TBC	TBC
RND P085	Business stock (Business units in Hartlepool) per 10,000 resident population (aged 16+)	Mick Emerson	Targeted	Financial Year	Not Set (previously monitored)	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R050	Fragility of economic recovery compared to other parts of the UK	Antony Steinberg

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS							
Outcome:	2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity				Theme:	Jobs and the Economy	
Lead Dept:	RND			Other Contributors:			
SECTION 2 ACTIONS							
Code (existing/New)	Action				Due Date	Assignee	
New	Develop 2 Local Growth Fund (LGF) / Heritage Lottery Fund (HLF) bids to support the development of the waterfront and Innovation Skills Quarter (ISQ).				March 2016	Rob Smith	
New	Publish master plan for the waterfront and develop 2 key projects.				March 2016	Rob Smith	
New	Develop Seaton Carew regeneration scheme and undertake one public consultation exercise.				Sept 2015	Rob Smith	
New	Relocate Council depot facility to accommodate expansion of Cleveland College of Art & Design				Dec 2015	Dale Clarke	
New	Attend 4 European Structural and Investment Fund (ESIF) development sessions per annum.				Sept 2016	Patrick Wilson	
SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND P089	Value of income from external funding sources	Mick Emerson	Targeted	Financial Year	£400k	TBC	TBC
SECTION 4 RISKS							
Code	Risk					Assignee	
RND R029	Inability to achieve external funding to support the delivery of long term regeneration targets					Antony Steinberg	
RND P050	Fragility of economic recovery compared to other parts of the UK					Antony Steinberg	
RND P060	Failure to deliver current regeneration programmes					Antony Steinberg	
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.					Antony Steinberg	

COUNCIL PLAN 2015/16

4.1
APPENDIX 2

SECTION 1 OUTCOME DETAILS			
Outcome:	3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy	Theme:	Jobs and the Economy

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Deliver four Hartlepool Youth Investment Programme (HYIP) meetings per annum to devise and implement careers and employment interventions.	March 2016	Patrick Wilson
New	Implement the Youth Engagement and Support (YES) project to target 76 young people classified as the most 'high risk' of becoming NEET (Not in Education, Employment or Training) to progress into education, training and employment.	March 2016	Patrick Wilson
New	Publish the Constructing Hartlepool strategy to support construction sector with the provision of trainees	March 2016	Patrick Wilson
ERS 44	Develop successful traineeship programmes	July 2015	Teresa Latcham
ERS 45	Implement the move into work programme to support residents into employment	July 2015	Teresa Latcham
ERS 46	Implement the skills support for the workforce project	July 2015	Maggie Heaps
ERS 65	Develop successful study programmes for 16 – 18 year olds	Sept 2015	Teresa Latcham
ERS 66	Implement programmes to improve the literacy and numeracy of young adults.	July 2015	Teresa Latcham
ERS 32	Deliver employer core offer activity supporting 200 unemployed people into work each year	March 2016	Caron Auckland
ERS 35	Deliver heritage skills apprenticeship project supporting 12 apprentices	March 2016	Patrick Wilson

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 151	Overall employment rate	Antony Steinberg	Targeted	Financial Year	62.8%	63%	63.5%
New	Youth unemployment rate	Maggie Heaps	Targeted	Financial Year	8.3%	8%	7.5%
New	Number of adults participating in skills programmes	Maggie Heaps	Targeted	Academic Year	650	600	600

SECTION 4 RISKS		
Code	Risk	Assignee
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.	Antony Steinberg
CAD R047	Failure to fulfil the targets for recruitment set by the Skills and Funding Agency leading to loss of income	Maggie Heaps
CAD R048	Failure to reach the minimum levels of performance for the Skills and Funding Agency or Ofsted	Maggie Heaps

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS			
Outcome:	4. Hartlepool has increased economic inclusion of adults and is tackling financial exclusion	Theme:	Jobs and the Economy
Lead Dept:	CED	Other Contributors:	RND

SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Administer and allocate the Northgate Community Fund.	March 2016	Kirsty Swanson
New	Implement a programme of Council Tax reductions and Free School Meals take up initiatives	March 2016	Carol Purdy
New	Implement and review Communication and Customer Handling Strategies linked to 2015/16 Local Council Tax Support (LCTS) scheme	Sept 2015	John Morton
New	Promote Credit Union saving schemes via staff payroll deduction	March 2016	John Morton
New	Deliver employability and enterprise sessions to 100 13 – 19 year olds	March 2016	Scott Campbell
New	Deliver Youth Contract to support 52 clients with mentoring to progress into education, training or employment	March 2016	Julie Seymour
ERS 62	Deliver Regional Growth Fund (RGF) Tees Valley Jobs & Skills Investment scheme to create 700 jobs across the Tees Valley	March 2016	Patrick Wilson

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
CEDFI P042	Number of new credit union member accounts opened	John Morton	Targeted	Financial year	200	200	200

SECTION 4 RISKS		
Code	Risk	Assignee
	No risks identified	

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS

Outcome:	5. Hartlepool has a boosted visitor economy	Theme:	Jobs and the Economy
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Code (existing/New)	Action	Due Date	Assignee
ERS 70	Develop and implement a marketing and communication plan to raise the profile of Hartlepool as a place to invest and visit, utilising appropriate research data to include production of a marketing and communication plan.	March 2016	Harland Deer
New	Develop e-marketing to include 25 e-marketing campaigns per annum.	March 2016	Harland Deer
New	Deliver bespoke training courses, including the 'Discover Hartlepool' and 'My Hartlepool' projects to include four courses per annum.	March 2016	Harland Deer
ERS 76	Undertake programme of targeted account management with key tourism businesses to provide business advice including 30 business meetings per annum.	March 2016	Harland Deer

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND P092	Visitor numbers	Harland Deer	Targeted	Financial Year	Not Set (previously monitored)	TBC	TBC
RND R093	Value of visitor economy	Dale Clarke	Targeted	Financial Year	Not Set (previously monitored)	TBC	TBC
RND R094	Number of unique visitors to destination Hartlepool website	Dale Clarke	Targeted	Financial Year	80,000	100,000	TBC
RND R095a	Number of social media followers (Twitter / Facebook)	Harland Deer	Targeted	Financial Year	1,500	2,000	TBC

COUNCIL PLAN 2015/16

4.1
APPENDIX 2

SECTION 4 RISKS		
Code	Risk	Assignee
RND P050	Fragility of economic recovery compared to other parts of the UK	Antony Steinberg
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.	Antony Steinberg

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS

Outcome:	6. Reduction in the prevalence of child poverty	Theme:	Jobs and the Economy
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Lead Dept:	CAD	Other Contributors:	
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SECTION 2 ACTIONS

Code (existing/New)	Action	Due Date	Assignee
New	Reduce the impact and extent of child poverty through targeted support to families and children and creating pathways into employment	March 2016	Danielle Swainston

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 116	Proportion of children in poverty	Danielle Swainston	Monitored	Financial Year	N/A (monitored only)		
NI 117	Percentage of 16-18 year olds who are Not in Education, Employment or Training (NEET)	Mark Smith	Targeted	Financial Year	6.6%	TBC	TBC

SECTION 4 RISKS

Code	Risk	Assignee
	None identified	

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS			
Outcome:	7. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning	Theme:	Lifelong Learning & Skills

Lead Dept:	CAD	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Direct resources towards ensuring that every pupil in Hartlepool is attending a good or outstanding school by 2015/16 by strengthening leadership and governance across the town and improving the quality of teaching and learning.	March 2016	Mark Patton
New	Provide an intensive challenge and support programme to secondary schools to ensure that the percentage of pupils achieving 5+ GCSE A*-C including mathematics and English is in the top 20% of the most improved authorities in the country by 2015	March 2016	Assistant Director, Education
New	Support primary and secondary schools to close the gap in achievement between learners from low income families and children in care ('disadvantaged pupils') and all children and young people nationally.	March 2016	Assistant Director, Education
New	Work with schools and colleges to diversify the curriculum across Hartlepool to provide coherent pathways from primary to secondary school and ultimately into high quality post-16 provision and advanced apprenticeships and higher education placements.	March 2016	Assistant Director, Education
New	Review and re-commission behaviour, attendance and alternative education provision to reengage children and young people with challenging behaviour in their education.	March 2016	Head of Social & Education Inclusion

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
CSD P131	Percentage of pupils attending primary schools judged as good or outstanding by OFSTED	Kath Mullen	Targeted	Academic Year		100%	TBC
CSD P132	Percentage of pupils attending secondary schools judged as good or outstanding by OFSTED	Mark Patton	Targeted	Academic Year		100%	TBC
NI 75	Percentage of pupils achieving 5+ GCSE 5A*-C including maths and English	Mark Patton	Targeted	Academic Year		TBC	TBC
New	Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 2 L4+ reading, writing and mathematics	Kath Mullen	Targeted	Academic Year		10%	TBC
New	Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 4 GCSE 5 A*-C including maths and English	Mark Patton	Targeted	Academic Year		18%	TBC
New	Participation in education, employment and training at age 18+	Dean Jackson	Targeted	Academic Year		93%	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
New	Increase in number of pupils in primary and secondary schools judged by OFSTED to require improvement or to be inadequate	Kath Mullen / Mark Patton
New	Reduction in performance at GCSE to below the national average	Mark Patton
New	Widening of gap in achievement of disadvantaged pupils in Hartlepool and that of all pupils nationally in both primary and secondary schools	Assistant Director, Education
New	Non-participation at age 18+ in education, employment or training begins to increase	Assistant Director, Education
New	Alternative education provision in Hartlepool is judged to be inadequate	Assistant Director, Education

SECTION 1 OUTCOME DETAILS			
Outcome:	8. Provision of high quality community learning and skills opportunities that widen participation	Theme:	Lifelong Learning & Skills

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Provide a wide range of learning opportunities which encourage participation in Lifelong Learning – programme to include employability, family learning' personal development and volunteering	July 2015	Maggie Heaps

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
ACS P053	Number of learners participating in community learning programmes	Maggie Heaps	Monitored	Academic Year	N/A (monitored only)		

SECTION 4 RISKS		
Code	Risk	Assignee
CAD R047	Failure to fulfil the targets for recruitment set by the SFA leading to loss of income	Maggie Heaps
CAD R048	Failure to reach the minimum levels of performance for the SFA or Ofsted	Maggie Heaps

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SECTION 1 OUTCOME DETAILS			
Outcome:	9. Health Improvement - people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities	Theme:	Health & Wellbeing

Lead Dept:	PHD	Other Contributors:	CED
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Review, update and implementation of annual action plan for the North of Tees Smoking in Pregnancy Group	March 2016	Carole Johnson
New	Ensure implementation of the NHS health check programme	March 2016	Carole Johnson
New	Implement and measure performance of the Substance Misuse plan	March 2016	Karen Clark/Sharon Robson
New	Influence the commissioning of effective, evidence-based stop smoking and work collaboratively through Hartlepool's Smoke Free Alliance to tackle all issues relating to tobacco control	March 2016	Carole Johnson
New	Deliver a comprehensive programme to improve workplace health	March 2016	Steven Carter
New	Continue to meet the criteria of the North East Better Health at Work Award at Continuing Excellence level	Dec 2015	Steven Carter
New	Introduce a healthier catering commitment scheme & roll out to relevant businesses	March 2018	Sylvia Pinkney
New	Revise the Boroughs Sport and Recreation Strategy and deliver activities that support participation including the Community Activities Network (CAN), CSAF programme, Club Development and Football Development programme.	March 2016	Zoe Rickelton, Gemma Ptak, Ian Gray
New	Deliver a range of physical activity opportunities for all ages including a new Learn to Swim Scheme and the Big Lime triathlon in order to increase the numbers of people participating in physical activity,	March 2016	Zoe Rickelton, Gemma Ptak, Ian Gray
New	Deliver a range of service developments to improve customer access to leisure facilities and services including on-line booking.	March 2016	Zoe Rickelton, Gemma Ptak, Ian Gray
New	Develop and implement a marketing strategy for Sports and Recreation services including the launch of a new website and e-marketing initiatives.	March 2016	Zoe Rickelton, Gemma Ptak, Ian Gray

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New	Deliver the key outcomes of the Borough's Indoor Sports Facility and Playing Pitch Strategies.	March 2016	Pat Usher
New	Satisfy Sport and Recreation service users and create a strong customer base by achieving service accreditation and improving user experience	March 2016	Zoe Rickelton, Gemma Ptak, Ian Gray
New	Sustain funding to support the delivery of Sports and Recreation Services through income generation and sourcing alternative funding.	March 2016	Pat Usher
New	Review breastfeeding pathways with partners to develop commissioning intentions for 2016/17	March 2016	Deborah Gibbin
New	Ensure the implementation and delivery of the National Child Measurement Programme	Aug 2015	Deborah Gibbin
New	Ensure the implementation and delivery of the Children and Families weight management programme	March 2016	Deborah Gibbin
New	Implement an effective Communications Strategy to help tackle childhood obesity	March 2016	Alastair Rae
New	Deliver and evaluate the Public Health Communications Strategy	March 2016	Alastair Rae

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
New	Smoking status at time of delivery (Hartlepool)	Carole Johnson	Targeted	Financial Year	18%	17%	16%
PHD 2.11	Percentage of Adults Eating Healthily	Steven Carter	Monitored	Financial Year	N/A (monitored only)		
PHD 2.12	Excess weight in adults	Steven Carter	Monitored	Calendar Year	N/A (monitored only)		
New	Smoking Prevalence adults (over 18s)	Carole Johnson	Monitored	Financial Year	N/A (monitored only)		
ACS P080	Take up of the Healthy Heart Check Programme by those eligible	Carole Johnson	Targeted	Financial Year	60%	TBC	TBC
NI123	Stopping Smoking - Number of self-reported 4-week quitters per 100,000 population aged 16 or over	Carole Johnson	Targeted	Financial Year	1412	TBC	TBC

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PHD 2.13	Proportion of physically active and inactive adults	Pat Usher	Monitored	Calendar Year	N/A (monitored only)		
ACS PO35	GP Referrals – of those participants completing a 10 week programme of referred activity, the number going onto mainstream activity participation	Zoe Rickelton	Targeted	Financial Year	70	70	70
ACS PO59	Overall average attendances at Mill House, Brierton and Headland Leisure Centres	Ian Gray	Targeted	Financial Year	367,500	368,750	370,000
ACS PO81	GP Referrals – The number of participants completing a 10 week programme of referred activity participation	Zoe Rickelton	Targeted	Financial Year	300	300	300
ACS P098	Numbers of substance misusers going into effective treatment	Karen Clark/Sharon Robson	Targeted	Financial Year	732	TBC	TBC
ACS P099	Proportion of substance misusers that successfully complete treatment - Opiates	Karen Clark/Sharon Robson	Targeted	Financial Year	12%	TBC	TBC
ACS P100	Proportion of substance misusers who successfully completed treatment and represented back into treatment within 6 months	Karen Clark/Sharon Robson	Targeted	Financial Year	10%	TBC	TBC
PHD 2.18	Alcohol-related admissions to hospital	Sharon Robson	Monitored	Financial Year	N/A (monitored only)		
New	Overall attendances at all sport & physical activity programmes and initiatives	Pat Usher	Monitored	Financial Year	N/A (monitored only)		
New	Primary school swimming – 25m attainment	Pat Usher	Monitored	Academic Year	N/A (monitored only)		
New	Level of partnership funding attracted to deliver new initiatives/commissioned work in sport and recreation	Pat Usher	Monitored	Financial Year	N/A (monitored only)		
New	Number of new participants in sport and physical activity as a result of grant intervention	Pat Usher	Monitored	Financial Year	N/A (monitored only)		
New	Number of volunteers actively engaged for one hour per week on sport and physical activity delivery	Pat Usher	Monitored	Financial Year	N/A (monitored only)		
NI 53a	Prevalence of breastfeeding at 6-8 weeks from birth (% of infants being breastfed at 6-8 weeks)	Deborah Gibbin	Monitored	Financial Year	N/A (monitored only)		
PHD 2.4	Under 18 conception rate (15-17 years old)	Deborah Gibbin	Monitored	Calendar Year	N/A (monitored only)		
NI 55(iv)	Percentage of children who in reception who are classified as overweight or obese	Deborah Gibbin	Monitored	Academic Year	N/A (monitored only)		

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NI56 (ix)	Percentage of children who in Year 6 who are classified as overweight or obese	Deborah Gibbin	Monitored	Academic Year	N/A (monitored only)
PHD 2.7	Hospital admissions caused by unintentional and deliberate injuries in 0-14 years per 10,000	Deborah Gibbin	Monitored	Financial Year	N/A (monitored only)

SECTION 4 RISKS		
Code	Risk	Assignee
New	Failure to engage those eligible in taking up the Healthy Heart Check Programme	Carole Johnson
CAD R054	Failure to ensure awareness and training of staff regarding safeguarding	Pat Usher
CAD R013	Failure to achieve required customer / participation and income levels	Pat Usher
CAD RO52	Failure to meet the licensing requirements of the Adventurous Activity Licensing Authority	Pat Usher
CAD R053	Failure to adhere to the recommended standards regarding pool safety management	Pat Usher
CAD R055	Failure to establish new partnerships and meet funding conditions of external partners in relation to grant funding, MOU's or SLA's	Pat Usher
CAD R056	Lack of adequate investment in public buildings affecting ability to increase participation and income generate	Pat Usher
CAD RO57	Impact of recruitment freeze, gaps in staffing caused by length of time taken in process and use of redeployed staff lacking appropriate skills and experience	Pat Usher
CAD RO58	Failure to adhere to the recommendations of the Playing Pitch Strategy	Pat Usher

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SECTION 1 OUTCOME DETAILS			
Outcome:	10. Health Protection - the populations health is protected from major incidents and other threats, whilst reducing health inequalities	Theme:	Health & Wellbeing

Lead Dept:	PHD	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Carry out air quality monitoring	March 2016	Adrian Hurst
New	Work with colleagues to improve Public Health through the Health Protection & improvement element of the Core Public Health Strategy	March 2016	Sylvia Pinkney
New	Undertake an Estates Excellence project with partners	March 2016	Jane Kett
New	Consultations on planning & licensing to consider impact in relation to noise & air pollution	March 2016	Adrian Hurst
New	Working with partners to reduce alcohol related violence in the Night Time Economy	March 2016	Ian Harrison
New	Introduce no cold call zones , undertake work on doorstep selling & scams	March 2016	Ian Harrison
New	Increase the uptake of childhood vaccinations through targeted interventions in community settings	March 2016	Deborah Gibbin
New	Under take a review of sexual health services	March 2016	Deborah Gibbin

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
PHD 3.1	Fraction of mortality attributed to particulate air pollution	Adrian Hurst	Monitored	Calendar Year	N/A (monitored only)		
NI 184	Percentage of food establishments in area which are broadly compliant with food hygiene law	Sylvia Pinkney	Targeted	Financial Year	97%	TBC	TBC
PHD	Percentage of population affected by noise	Adrian Hurst	Monitored	Financial	N/A (monitored only)		

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1.14				Year	
New	Chlamydia diagnosis (age 15-24)	Deborah Gibbin	Monitored	Calendar Year	N/A (monitored only)
New	Population vaccination coverage – Dtap/IPV/Hib (2 years)	Deborah Gibbin	Monitored	Financial Year	N/A (monitored only)
New	Population vaccination coverage – MMR for one doses (2 years)	Deborah Gibbin	Monitored	Financial Year	N/A (monitored only)
New	Population vaccination coverage – MMR for two doses (5 years)	Deborah Gibbin	Monitored	Financial Year	N/A (monitored only)

SECTION 4 RISKS		
Code	Risk	Assignee
None identified		

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SECTION 1 OUTCOME DETAILS			
Outcome:	11. Healthcare public health and preventing premature mortality - reduce the number of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities	Theme:	Health & Wellbeing

Lead Dept:	PHD	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Through local media campaigns promote amongst all eligible people, particularly in high risk groups, the opportunity to be vaccinated, especially in relation to flu	March 2016	Louise Wallace
New	Through local media campaigns ensure all eligible groups are aware and able to access screening for respective screening programmes	March 2016	Louise Wallace
New	Ensure comprehensive plans are in place to protect the health of the population e.g. flu pandemic, infectious diseases	March 2016	Louise Wallace
New	Ensure the core offer of public health advice is provided to the Clinical Commissioning Group (CCG)	March 2016	Louise Wallace
New	Develop a comprehensive Cardio Vascular Disease (CVD) Strategy	Oct 2015	Louise Wallace
New	Introduce saving our skins activities with partners & roll out to relevant businesses	March 2018	Jane Kett

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
PHD 4.10	Age-standardised mortality rate from suicide and injury of undetermined intent per 100,000 population	Carole Johnson	Monitored	Calendar Year	N/A (monitored only)		
PHD 4.14	Number of hip fractures in people aged 65 and over per 100,000 population	Carole Johnson	Monitored	Financial Year	N/A (monitored only)		
PHD 4.3	Number of deaths that are considered preventable per 100,000 population	Steven Carter	Monitored	Calendar Year	N/A (monitored only)		
PHD	Total number of excess winter deaths in a single year	Steven Carter	Monitored	Aug-July	N/A (monitored only)		

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4.15					
PHD 4.8	Mortality rate from communicable diseases	Jane Kett	Monitored	Calendar Year	N/A (monitored only)

SECTION 4 RISKS		
Code	Risk	Assignee
CAD R014	Failure to make significant inroads in Health Impact	Louise Wallace

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SECTION 1 OUTCOME DETAILS			
Outcome:	12. Every child has the best start in life	Theme:	Health & Wellbeing
Lead Dept:	CAD	Other Contributors:	RND

SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Deliver Better Childhood Programme through integration of early help, social care and partner agencies	March 2016	Sally Robinson
New	Implement solution orientated approaches to assessment planning, intervention and review processes across Children's workforce	March 2016	Sally Robinson
New	Review delivery model for the Youth Support Service that maximises effectiveness and efficiency	March 2016	Sally Robinson
New	Deliver the agreed action plan for the take up of school meals	March 2016	Karen Oliver

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
CSD P065	Percentage of children achieving a good level of development at age 5	Danielle Swainston	Monitored	Academic Year	N/A (monitored only)		
NI 111	Number of first time entrants to the Youth Justice System aged 10-17 100,000 population (aged 10-17)	Sally Robinson	Monitored	Financial Year	N/A (monitored only)		
NI 52a	Percentage take up of school meals – primary	Lynne Bell	Targeted	Financial Year	65%	TBC	TBC
NI 52b	Percentage take up of school meals – secondary	Lynne Bell	Targeted	Financial Year	55%	TBC	TBC
NSD P064	Percentage uptake of free school meals – primary	Lynne Bell	Monitored	Financial Year	N/A (monitored only)		
NSD P065	Percentage uptake of free school meals – secondary	Lynne Bell	Monitored	Financial Year	N/A (monitored only)		

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SECTION 4 RISKS		
Code	Risk	Assignee
CAD R025	Failure to meet statutory duties and functions in relation to childcare sufficiency	Danielle Swainston
CAD R026	Failure to deliver Early Intervention Strategy	Sally Robinson
RND R088	Failure to achieve sufficient uptake of school meals.	Karen Oliver

SECTION 1 OUTCOME DETAILS			
Outcome:	13. Children and young people are safe and protected from harm	Theme:	Health & Wellbeing

Lead Dept:	CAD	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
HW06	Strengthen the role of the Local Safeguarding Children's Board (LSCB) in securing effective multi agency working to safeguard children and young people from harm, neglect and exploitation	March 2016	Elisa Arnold
New	Develop and implement a Multi Agency Children's Hub across North Tees	March 2016	Sally Robinson
HW08	Integrate services to help families who are in need or at the point of crisis to take control of their lives	March 2016	Wendy Rudd
HW09	Secure permanence for children at the earliest opportunity and within an appropriate timescale for the child	March 2016	Jane Young
HW10	Equip the child and adults workforce with the knowledge and skills to assess risk to children particularly in relation to the impact of domestic violence, substance misuse and mental health and to 'think family' in planning and implementing support to protect the best interests of children	March 2016	Sally Robinson

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
CSD P035	Children who became the subject of a Child Protection (CP) Plan, or were registered per 10,000 population under 18	Sally Robinson	Monitored	Financial Year	N/A (monitored only)		
CSD P116	Percentage of C & F assessments completed within 45 working days	Wendy Rudd	Targeted	Financial Year	Not set (New indicator)	TBC	TBC
NI 62	Stability of placements of looked after children: number of moves	Jane Young	Targeted	Financial Year	10%	TBC	TBC
NI 63	Stability of placements for looked after children: length of placement	Jane Young	Targeted	Financial Year	75%	TBC	TBC

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SECTION 4 RISKS		
Code	Risk	Assignee
CAD R017	Failure to recruit & retain suitable staff in childrens services (Actively Managed)	Sally Robinson
CAD R019	Failure to plan for future need and ensure sufficient placement provision to meet demand (Actively Managed)	Sally Robinson
CAD R020	Insufficient capacity in the independent sector to meet placement demand (Actively Managed)	Rachel Smith
CAD R021	Increased demand on services due to socio-economic pressures (Actively Managed)	Sally Robinson
CAD R022	Failure to provide statutory services to safeguard children and protect their well-being (Actively Managed)	Sally Robinson
CAD R023	Impact of change to funding arrangements across Children's Services (Actively Managed)	Sally Robinson
CAD R024	Failure to meet statutory duties and functions in relation to Youth Offending Service (Actively Managed)	Mark Smith
CAD R029	Failure to effectively manage risks exhibited by young people and families (Actively Managed)	Sally Robinson
CAD R030	Failure to deal with sensitive, personal or confidential information in a secure way, resulting in loss of data with associated fines, loss of public confidence and/or damage to reputation	Kay Forgie/ Trevor Smith

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SECTION 1 OUTCOME DETAILS			
Outcome:	14. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved	Theme:	Health & Wellbeing

Lead Dept:	CAD	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Establish integrated health and social care pathways / services that facilitate people living in their own homes, avoid unnecessary admissions to hospital and enable timely and safe hospital discharges, through implementation of the Better Care Fund (BCF) plan.	March 2016	Jill Harrison
New	Deliver reablement services that enable people to maximise their abilities and develop the skills and capacity to retain their independence for as long as possible.	March 2016	John Lovatt
New	Implement the 2015-16 requirements of the Care Act and prepare for the 2016-17 requirements.	March 2016	Jill Harrison
New	Implement 'Making Safeguarding Personal' and ensure that local arrangements for safeguarding are compliant with the Care Act.	March 2016	John Lovatt
New	Implement the actions identified by the Mental Health Peer Review to improve Mental Health services for the people of Hartlepool.	March 2016	Neil Harrison
New	Build community capacity and low level support services that increase choice and reduce social isolation.	March 2016	Jeanette Willis
New	Improve pathways and services to meet the needs of individuals with dementia and their families / carers.	March 2016	Jeanette Willis
New	Develop an independent living centre that improves outcomes for adults with a disability and / or long term condition.	March 2016	Neil Harrison
New	Ensure that people with learning disabilities receive good quality, outcome focused care and support, including those covered under the Winterbourne View Concordat recommendations.	March 2016	Neil Harrison
New	Review systems, learn lessons from surveys and complaints and develop the workforce to ensure that staff are supported and working safely and effectively.	March 2016	Sarah Ward

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SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 130b)	Social care clients receiving Self Directed Support	Sarah Ward	Targeted	Financial Year	90%	95%	95%
NI 131)	Delayed Transfers of Care (attributable to social care)	John Lovatt	Targeted	Financial Year	0	0	0
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	Jeanette Willis	Targeted	Financial Year	40%	40%	40%
P051	Access to equipment and telecare: users with telecare equipment	Neil Harrison	Targeted	Financial Year	1500	1600	1650
P066)	Permanent Admissions to residential care – age 65+	John Lovatt	Targeted	Financial Year	900.0	823.9	807.8
P072	Clients receiving a review	John Lovatt	Targeted	Financial Year	75%	75%	75%
P087	% of reablement goals (user perspective) met by the end of a reablement package/episode (in the period)	John Lovatt	Targeted	Financial Year	70%	70%	70%
NI 125	Achieving independence for older people through rehabilitation/intermediate care (at home after 91 days)	John Lovatt	Targeted	Financial Year	87.7%	89.2%	TBC
SECTION 4 RISKS							
Code	Risk						Assignee
CAD R034	Insufficient capacity in the independent sector to meet placement demand within adult social care (particularly in relation to nursing provision) which could lead to an increase in out of borough placements.						Jeanette Willis
CAD R035	Increased demand on adult social care services due to demographic and financial pressures, and changes within partner organisations.						Jill Harrison
CAD R038	Failure to provide statutory services to safeguard vulnerable adults.						John Lovatt
CAD R043	Delayed transfers of care from hospital due to reduced capacity and changing working arrangements for hospital discharge.						John Lovatt
CAD R060	Failure to work effectively with partners to deliver integrated health and social care services through the Better Care Fund.						Jill Harrison
CAD R061	Increased demand on Adult Social Care Deprivation of Liberty Safeguards (DOLS) due to the national implications of the Cheshire West ruling and subsequent increased activity, expenditure & risk.						John Lovatt

SECTION 1 OUTCOME DETAILS			
Outcome:	15. Hartlepool has reduced crime and repeat victimisation	Theme:	Community Safety

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Deliver in conjunction with partners a strategic assessment which is monitored through the Safer Hartlepool Partnership executive.	Dec 2015	Lisa Oldroyd
New	Refresh the Domestic Violence Strategy action plan	April 2015	Clare Clark
New	Ensure a co-ordinated approach to meeting the needs of victims of crime & disorder taking a victim centred approach by commissioning victim services through the vulnerable victims group	March 2016	Nicholas Stone

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RPD P029a	Number of domestic burglaries	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		
RPD P028a	Number of reported crimes in Hartlepool	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		
RPD P031a	Number of incidents of local violence (assault with & without injury)	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		
NI 32	Number of repeat incidents of domestic violence	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		

SECTION 4 RISKS		
Code	Risk	Assignee
RND R032	Failure of officers to fully embrace their responsibilities under the terms of Section 17 of the Crime and Disorder Act 1998	Clare Clark

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SECTION 1 OUTCOME DETAILS

Outcome:	16. There is reduced harm caused by drugs and alcohol misuse	Theme:	Community Safety
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Code (existing/New)	Action	Due Date	Assignee
New	Monitor substance misuse action plan as a key element of the Community Safety Plan.	March 2016	Lisa Oldroyd

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND P073	Incidents of drug dealing and supply	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		
RND R074	Number of young people found in possession of alcohol	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		
RND P105	Perceptions of people using or dealing drugs in the community	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		

SECTION 4 RISKS

Code	Risk	Assignee
	None identified	

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SECTION 1 OUTCOME DETAILS							
Outcome:	17. Communities have improved confidence and feel more cohesive and safe			Theme:	Community Safety		
Lead Dept:	RND		Other Contributors:	CED			
SECTION 2 ACTIONS							
Code (existing/New)	Action			Due Date	Assignee		
New	Implement the new Anti Social Behaviour code and associated powers			March 2016	Nicholas Stone		
New	Implement the new community engagement and cohesion strategy			March 2016	Clare Clark		
New	Develop restorative practice across the Safer Hartlepool partners to give victims a greater voice in the criminal justice system			March 2016	Nicholas Stone		
New	Improve reporting, recording and responses/interventions to vulnerable victims and victims of hate crime			March 2016	Nicholas Stone		
New	Deliver and evaluate the Safer Hartlepool Partnership Communications Strategy			March 2016	Alastair Rae		
SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RPD P034	Number of deliberate fires in Hartlepool	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		
RND P107	Number of anti-social behaviour incidents reported to the Police	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		
RND P108	Perceptions of drunk or rowdy behaviour as a problem	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		
RND P109	Number of reported hate incidents	Rachel Parker	Monitored	Financial Year	N/A (monitored only)		
SECTION 4 RISKS							
Code	Risk			Assignee			
RND R032	Failure of officers to fully embrace their responsibilities under the terms of Section of the Crime and Disorder Act 1998.			Clare Clark			

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SECTION 1 OUTCOME DETAILS

Outcome:	18. Offending and re-offending has reduced	Theme:	Community Safety
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Code (existing/New)	Action	Due Date	Assignee
New	Monitor delivery of the offending and re-offending strategy action plan	March 2016	Lisa Oldroyd
New	Continue to embed the Think Families, Think Communities (TF/TC) approach to reducing crime and anti-social behaviour, improve educational attendance and reduce worklessness, resulting in reduced costs to the public purse.	March 2016	Lisa Oldroyd

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND R067	Re-offending rates of High Crime Causers (HCC) adults	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		
RND P110a	Number of families engaged through Think Families / Think Communities (TF/TC) programme	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		
RND P110b	Number of results claimed through Think Families / Think Communities Programme	Lisa Oldroyd	Monitored	Financial Year	N/A (monitored only)		

SECTION 4 RISKS

Code	Risk	Assignee
	None identified	

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SECTION 1 OUTCOME DETAILS

Outcome:	19. Hartlepool has an improved natural and built environment	Theme:	Environment
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Code (existing/New)	Action	Due Date	Assignee
New	Deliver a Hartlepool Local Plan which sets out the spatial vision, strategic objectives and core policies for the Borough for the next 15 years	Oct 2016	Andrew Carter
New	Investigate, evaluate and prioritise flooding sites throughout the borough, with a view to implementing schemes to relieve flooding issues	March 2016	Kieran Bostock
New	Consult, develop and deliver year 3 projects of capital improvements to allotments	March 2016	Chris Wenlock

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 157a	Processing of planning applications within target: Major applications	Andrew Carter	Targeted	Financial Year	60%	TBC	TBC
NI157b	Processing of planning applications within target: Minor Applications	Andrew Carter	Targeted	Financial Year	65%	TBC	TBC
NI 157c	Processing of planning applications within target: Other applications	Andrew Carter	Targeted	Financial Year	80%	TBC	TBC
RND P009	The percentage of appeals allowed against the authorities decision to refuse planning applications	Andrew Carter	Targeted	Financial Year	50%	TBC	TBC
RND P081	Percentage of informal planning inquiries decided within 15 working days	Andrew Carter	Targeted	Financial Year	75%	TBC	TBC
RND P082	Percentage of planning complaints investigations concluded in 4 months	Andrew Carter	Targeted	Financial Year	75%	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R059	Failure to provide a 'Sound' Planning Policy Framework leading to a lack of clear planning guidelines	Andrew Carter
RND R073	Failure to implement new planning related legislation	Andrew Carter
RND R091	Failure to determine planning applications within specified time periods	Andrew Carter

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SECTION 1 OUTCOME DETAILS			
Outcome:	20. Quality local environments where public and community open spaces are clean, green and safe	Theme:	Environment

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Investigate funding opportunities for the development of green space areas across the town.	March 2016	Deborah Jefferson
New	Develop and implement a strategy to tackle the issue of waste escaping from commercial vehicles.	Dec 2015	Helen Beaman
New	Explore opportunities for future uses of the camera vehicle	March 2016	Philip Hepburn
New	Monitor identified contaminated land sites, taking action as appropriate	March 2016	Kieran Bostock
New	Deliver 'Neighbourhood Action Days' which tackle environmental crime	March 2016	Helen Beaman

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND P007	No of volunteer days spent working on local green space management initiatives	Deborah Jefferson	Monitored	Financial Year	N/A (monitored only)		
RND P061	Achieve Quality Coast award for Seaton Carew Beach	Debbie Kershaw	Targeted	Financial Year	Yes	Yes	Yes

SECTION 4 RISKS		
Code	Risk	Assignee
RND R075	Financial and environmental implications of addressing contaminated land issues	Kieran Bostock

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SECTION 1 OUTCOME DETAILS			
Outcome:	21. Provide a sustainable, safe, efficient, effective and accessible transport system	Theme:	Environment

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
ERS 14/17 - A19	Access available funding to seek highway/ transport improvements.	March 2016	Peter Frost
New	Complete the LED lamp & column replacement programme	Sept 2015	Mike Blair

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 168	The percentage of principal roads where maintenance should be considered	Peter Frost	Targeted	Financial Year	5%	TBC	TBC
NI 169	The percentage of non-classified roads where maintenance should be considered	Peter Frost	Targeted	Financial Year	12%	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R054	Failure to maintain infrastructure to acceptable standard resulting in additional cost implications through insurance claims	Mike Blair

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SECTION 1 OUTCOME DETAILS			
Outcome:	22. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects	Theme:	Environment

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Continue to deliver targeted education & awareness campaigns, to promote participation in household waste recycling	March 2016	Craig Thelwell
New	Introduce the suspension of green waste collection service during the winter periods	Dec 2015	Craig Thelwell

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 191	Number of kilograms of residual household waste collected per household	Craig Thelwell	Targeted	Financial Year	700	TBC	TBC
NI 192	Percentage of household waste sent for reuse recycling or composting	Craig Thelwell	Targeted	Financial Year	49%	TBC	TBC
NI 193	Percentage of municipal waste landfilled	Craig Thelwell	Targeted	Financial Year	5%	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R067	Failure to achieve recycling targets resulting in loss of income and additional costs	Craig Thelwell
RND R087	Income fluctuations in the market for recyclable materials resulting in difficulties in budget planning and forecasting.	Craig Thelwell

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SECTION 1 OUTCOME DETAILS			
Outcome:	23. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design	Theme:	Housing
Lead Dept:	RND	Other Contributors:	

SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Develop a delivery strategy for the redevelopment of the Carr / Hopps Street area	March 2016	Nigel Johnson
New	Introduce a service within the Council to manage the authorities housing stock	Sept 2015	Nigel Johnson
New	Develop and set-up a social letting agency	March 2016	Gemma Day

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
NI 155	Number of affordable homes delivered (gross)	Nigel Johnson	Targeted	Financial Year	50	TBC	TBC
New	Percentage of HBC managed properties which are void.	Nigel Johnson	Targeted	Financial Year	N/A (New indicator)	2%	2%
New	Percentage of HBC property tenants in arrears.	Nigel Johnson	Targeted	Financial Year	N/A (New indicator)	5%	5%
New	Number of properties managed by HBC	Nigel Johnson	Targeted	Financial Year	N/A (New indicator)	203	231

SECTION 4 RISKS		
Code	Risk	Assignee
RND R061	Inability to balance demands for social housing	Nigel Johnson

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SECTION 1 OUTCOME DETAILS			
Outcome:	24. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment	Theme:	Housing

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Work with landlords to prevent homes from becoming long term empty, through early intervention	March 2016	Martin Spaldin

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
LAA H P001	Number of private dwellings empty for over 6 months and brought back into use.	Martin Spaldin	Target	Financial Year	102	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R061	Inability to meet very high levels of local housing needs including affordable housing	Nigel Johnson
RND R053	Failure to respond to and implement changes to selective licensing (subject to members approval)	Linda Igoe

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SECTION 1 OUTCOME DETAILS			
Outcome:	25. Housing Services and housing options respond to the specific needs of all communities within Hartlepool	Theme:	Housing

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Review and monitor the impact of welfare and social housing reforms on tenancy sustainability, homelessness, tenancy satisfaction and vulnerable people on the housing waiting list.	March 2016	Karen Kelly
New	Assist people to maintain independent living through the provision of minor adaptations	March 2016	Karen Kelly

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND P051	Number of households where homelessness has been prevented through local authority action	Lynda Igoe	Target	Financial Year	9	TBC	TBC
RND P107	Average waiting time (days) for a disabled facilities grant to be completed	Karen Kelly	Target	Financial Year	95	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R070	Failure to provide correct housing advice to the public	Lynda Igoe

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SECTION 1 OUTCOME DETAILS							
Outcome:	26. Local people have access to Arts, Museums, Community Centres and Events which enrich people's lives				Theme:	Culture & Leisure	
Lead Dept:	RND			Other Contributors:			
SECTION 2 ACTIONS							
Code (existing/New)	Action				Due Date	Assignee	
New	Support and deliver a programme of events for Hartlepool				March 2016	Clare Irvine	
New	Facilitate an entertainments programme for residents and visitors through the provision of suitable venues				March 2016	David Worthington	
New	Deliver a programme of events throughout the year to residents and visitors.				March 2016	David Worthington	
SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
ACS P106	Number of people visiting Hartlepool Art Gallery, Museum of Hartlepool and Hartlepool Maritime Experience.	David Worthington	Targeted	Financial Year	202,000	TBC	TBC
ACS P107	Number of school visits to Hartlepool Art Gallery, Museum of Hartlepool and Hartlepool Maritime Experience.	David Worthington	Targeted	Financial Year	14,300	TBC	TBC
ACS P108a	Number of people visiting Town Hall Theatre.	David Worthington	Targeted	Financial Year	90,000	TBC	TBC
ACS P109	Number of people using Community Centres.	Sue Rybak	Targeted	Financial Year	33,061	TBC	TBC
New	Number of people attending Council-organised events.	David Worthington	Monitored	Financial Year	N/A (monitored only)		
SECTION 4 RISKS							
Code	Risk					Assignee	
New	Failure to engage with new and existing service users.					David Worthington	
New	Reduction in funding to provide services.					David Worthington	

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SECTION 1 OUTCOME DETAILS			
Outcome:	27. Local people have access to library services which enrich people's lives	Theme:	Culture & Leisure

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Provide a progressive library service for the provision of safe community spaces and an outreach service that keeps pace with the changing needs of the community it serves.	March 2016	Kay Tranter
New	Providing the provision of public access computers and the Reference and Information Service.	March 2016	Kay Tranter
New	Engage with children and young adults to support their learning needs, through a programme of activities and initiatives.	March 2016	Kay Tranter
New	Undertake a review of Library Services to provide options for future service delivery and report the findings to Committee.	July 2015	Kay Tranter

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
ACS P062	Number of people receiving a home library service.	Kay Tranter	Targeted	Financial Year	580	640	TBC
New	Number of activities which engage communities or support the wellbeing agenda.	David Worthington	Monitored	Financial Year	N/A (monitored only)		
ACS P104	Number of hours usage of the People's Network computers.	Kay Tranter	Targeted	Financial Year	30,000	39,000	TBC
ACS P105	Number of enquiries received by the Reference and Information Service.	Kay Tranter	Targeted	Financial Year	23,500	30,000	TBC
ACS P103	Number of engagements with children and young adults in library delivered activities.	Kay Tranter	Targeted	Financial Year	12,000	16,100	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
New	Failure to engage with new and existing service users.	David Worthington
New	Fluctuating public demand for information and IT support as new e-government services are implemented.	David Worthington
New	Reduction in funding to provide statutory services.	David Worthington

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SECTION 1 OUTCOME DETAILS			
Outcome:	28. Local people have a greater voice and influence over local decision making and the delivery of services	Theme:	Strengthening Communities
Lead Dept:	RND	Other Contributors:	CED

SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Support the delivery of the voluntary & community sector (VCS) strategy	March 2016	Tracy Rowe
New	Monitor the financial benefits and financial advice contract	March 2016	Tracy Rowe
New	Deliver the community pool funding programme	March 2016	Tracy Rowe
New	Deliver the Safer Hartlepool Partnership face the public event	March 2016	Tracy Rowe
New	Develop an agreed approach to consultation for the Council and provide training and support to officers	Oct 2015	Catherine Grimwood

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
RND P052	Number of voluntary and community groups supported	Tracy Rowe	Targeted	Financial Year	40	TBC	TBC
RND P114	Number of Neighbourhood Plans ratified	Tracy Rowe	Targeted	Financial Year	2	TBC	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
RND R056	Failure of service providers to focus resources in vulnerable localities	Clare Clark
CED R096	Lack of data quality of consultation conducted results in poor decision making and worsening performance	Catherine Grimwood

SECTION 1 OUTCOME DETAILS			
Outcome:	29. Improve the efficiency and effectiveness of the organisation	Theme:	Organisational Development

Lead Dept:	CED	Other Contributors:	RND
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Review and implement the Corporate ICT strategy to ensure it continues to support corporate objectives including opportunities to use ICT to generate savings across the Authority	March 2016	John Bulman
New	Deliver new ICT infrastructure and desktop environment	Sept 2015	John Bulman
New	Improve awareness of information security requirements and individual responsibilities through training and online communication	March 2016	John Bulman
New	Financially model Local Council Tax Support Scheme costs and underlying assumptions	Sept 2015	John Morton
New	Financially model Business Rates Appeal risks	Sept 2015	John Morton
New	Monitor / Evaluate financial and organisational impacts of Universal Credit roll out	Dec 2015	John Morton
New	Procure corporate Cash Collection contract	Sept 2015	Roy Horseman
New	Review and update Medium Term Financial Strategy (MFTS) including links to Council Tax Support Scheme	March 2016	Chris Little
New	Determine and implement a revised programme to deliver the savings required in light of the MTFS and budget settlement for 2016/17	March 2016	Andrew Atkin / Chris Little
New	Implement effective treasury management strategy including vehicle replacement programme	June 2015	Chris Little
New	Review the Council's commissioning and procurement strategy	March 2016	David Hart
New	Achieve capital receipts target in line with programme	March 2016	Dale Clarke
New	Develop new depot facility for operational services	Dec 2015	Colin Bolton

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
ICT PI 4	Percentage of ICT incidents resolved within agreed service levels	John Bulman	Targeted	Financial Year	96%	96%	96%
ICT SI 3	Unavailability of ICT services to users	John Bulman	Targeted	Financial Year	4.25%	4.25%	4.25%
CEDFI P001	Percentage of invoices paid in 30 days	Kevin Shears	Targeted	Financial year	95%	95%	95%
CEDFI P030	Percentage of Local Supplier Invoices paid in 10 days	Kevin Shears	Targeted	Financial year	85%	85%	85%
CEDFI P002	Percentage of Council Tax collected in year	Roy Horseman	Targeted	Financial year	95%	95%	95%
CEDFI P041	Percentage of Council Tax collected after 5 years	Roy Horseman	Targeted	Financial year	99%	99%	99%
CEDFI P003	Percentage of Business Rates collected in year	Roy Horseman	Targeted	Financial year	98%	98%	98%
CEDFI P041	Percentage of Business Rates collected after 5 years	Roy Horseman	Targeted	Financial year	99%	99%	99%
CEDCS P042	Actual savings from efficiency and savings programme	Andrew Atkin / Chris Little	Targeted	Financial Year	£4.4m	£5.6m	TBC

SECTION 4 RISKS		
Code	Risk	Assignee
NEW	National or external agenda(s) necessitate change to departmental objectives/priorities which impact on corporate ICT strategy	John Bulman
CED R097	Failure to comply with the controls in the PSN Code of Connection leading to the withdrawal of 'connected' status	John Bulman
CED R091	Failure to have corporately adequate arrangements in place to manage and deliver the budget strategy and savings programme	Andrew Atkin / Chris Little
CED R043	Treasury management decisions on borrowing and investment fail to optimize benefit for council.	Chris little
CED R072	The Council becomes a target for fraudulent activities	Noel Adamson

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CED 073	Maintain skill and knowledge of appropriate employees across the Council in relation to PM, risk, consultation, complaints and data quality procedures the Efficiency and Savings programme	Catherine Grimwood
CED R089	Experiencing failure or lack of access to critical ICT systems	Andrew Atkin
CED R054	A major health and safety accident or incident may occur as a result of employees actions or inactions	Rachel Price
CED R068	Failure to carry out statutory process	Peter Devlin
RND R085	Failure to achieve the Council's capital receipts target because of the difficult economic climate and market conditions	Dale Clarke
RND R047	Failure to execute procurement activities within the guidelines leading to challenges to contract award decisions	David Hart
New	Failure to deliver services as a result of relocation of depot facilities	Craig Thelwell

SECTION 1 OUTCOME DETAILS			
Outcome:	30. Deliver effective customer focused services, meeting the needs of diverse groups and maintaining customer satisfaction	Theme:	Organisational Development

Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Increase use of electronic means to access council services while supporting residents who are currently unable to engage in this manner	March 2016	John Bulman
New	Coordinate the corporate complaints process and responses to Local Government Ombudsman complaints.	March 2016	Catherine Grimwood
New	Ensure compliance with the Equality Duty.	March 2016	Catherine Grimwood
New	Deliver the roll in of additional services to the Customer Services Centre	March 2016	Julie Howard
New	Develop Engagement Strategy for Housing Benefit impacts of DWP Universal Credit roll out	Dec 2015	Liz Cook

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
CEDCS PO17	Number of website hits – unique visitors	Paul Diaz	Targeted	Financial Year	341,000	358,000	375,900
New	Number of corporate complaints received	Kerry Trenchard	Monitored	Financial Year	N/A (monitored only)		
New	Number of complaints investigated by the Local Government Ombudsman	Kerry Trenchard	Monitored	Financial Year	N/A (monitored only)		
CEDCS P066	Average wait in seconds for telephone calls to be answered	Julie Howard	Targeted	Financial Year	30 secs	30 secs	30 secs
CEDCS P067	Average wait in minutes for personal visitors without an appointment	Julie Howard	Targeted	Financial Year	15 mins	15 mins	15 mins
CEDCS	% of Customer Service e-mails handled the same day	Julie Howard	Targeted	Financial	90%	90%	90%

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P068				Year			
CEDCS P070	% of customers satisfied with the services provided by Customer Services	Julie Howard	Targeted	Financial Year	90%	90%	90%
CEDCS P090	% of satisfied customers for registration service	Elaine Cook	Monitored	Financial Year	90%	90%	90%
CEDFIP004	Average time to process new Housing Benefit / Council Tax Support claims	Colin Greig	Targeted	Financial Year	20 days	20 days	20 days
CEDFIP005	Average time to process Housing Benefit / Council Tax Support Changes in Circumstances	Colin Greig	Targeted	Financial Year	9 days	9 days	9 days

SECTION 4 RISKS

Code	Risk	Assignee
CED R028	Failure to provide Statutory Registration duties (including IT system)	Julie Howard
CED R059	Failure to integrate equality into all aspects of the Councils work leading to non compliance with legislation and Council aims	Andrew Atkin

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SECTION 1 OUTCOME DETAILS			
Outcome:	31. Maintain effective governance arrangements for core business and key partnerships	Theme:	Organisational Development

Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Develop the Council Plan and monitor its implementation.	March 2016	Catherine Grimwood
New	Review and refresh the Data Quality Policy and ensure compliance across the Council	March 2016	Catherine Grimwood
New	Provide a full opinion on Governance arrangements to the Audit and Governance Committee	May 2016	Noel Adamson
New	Review position of accounting code of practice for adoption in 2016/17	Dec 2015	Sandra Shears
New	Produce Statement of Accounts	June 2016	Sandra Shears
New	Ensure lawfulness and fairness of decisions	March 2016	Peter Devlin
New	Promote and maintain high standards of conduct by Members, co-opted members and Officers	March 2016	Peter Devlin
New	Monitor and review the operation of the Council's Constitution	March 2016	Peter Devlin
New	Support the Council's Governance structure	March 2016	Amanda Whitaker

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
None identified							

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SECTION 4 RISKS		
Code	Risk	Assignee
CED R080	Statutory deadlines for the production of the Councils accounts may not be met	Chris Little
CED R007	Decision making meetings not taking place due to a loss of council facilities or serious problems preventing Councilors/staff attending	Amanda Whitaker
CED R060	Failure to deliver an effective and efficient legal service	Alyson Carman
CED R037	Failure to embed risk management framework leads to service / governance failure resulting in reputation / financial loss	Catherine Grimwood
CED R076	Partnership structures no longer fit for purpose resulting in relationship breakdown between Hartlepool Borough Council and key partners	Catherine Grimwood
CED R031	Performance management arrangement fails to operate as intended resulting in unanticipated service/governance failure within Council / Partnership	Catherine Grimwood
CED R062	Lack of data quality for performance information results in poor decision making and worsening performance	Catherine Grimwood

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SECTION 1 OUTCOME DETAILS			
Outcome:	32. Maintain the profile and reputation of the Council	Theme:	Organisational Development

Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Ensure that effective mechanisms are in place, both internally and externally, to explain the budget pressures facing the Council.	March 2016	Alastair Rae
New	Review existing social media policy including a review of the current Twitter and Facebook pages.	March 2016	Alastair Rae
New	Introduce a monitoring system to ensure that the Council is responding where necessary to comments posted on Twitter and Facebook.	March 2016	Alastair Rae
New	Promote Hartlepool Council and the town on a regional and national level by targeting key regional and national media outlets with Hartlepool related stories, achievements and developments.	March 2016	Alastair Rae

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
New	The percentage of readers who read some or most of the content of Hartbeat	Alastair Rae	Monitored	Financial Year	N/A (monitored only)		
CED CSP074	Increase the number of followers on Twitter	Alastair Rae	Monitored	Financial Year	N/A (monitored only)		

SECTION 4 RISKS		
Code	Risk	Assignee
CED R005	The failure to maintain a positive reputation	Alastair Rae
CED R051	Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and / or accidents to employees resulting in industrial, criminal or civil action against the Council	Wally Stagg
CED R063	The risk of a breach of conduct by elected members / co-opted members	Peter Devlin

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SECTION 1 OUTCOME DETAILS			
Outcome:	33. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function	Theme:	Organisational Development

Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Implement the Workforce Strategy	March 2016	Gillian Laight / Rachel Clark
New	Implement the Equal Pay audit action plan.	March 2016	Martyn Ingram
New	Provide support to School Admission and Exclusion Appeal Hearings	March 2016	Amanda Whitaker/Alyson Carman
New	Maintain and develop the statutory Scrutiny function and work programme	March 2016	Joan Stevens
New	Monitor recommendations made across scrutiny investigations and report progress to Audit and Governance Committee July 2015 and January 2016	March 2016	Joan Stevens
New	Implement the initial household canvass under Individual Electoral Registration	Dec 2015	Lorraine Bennison
New	Deliver the combined Parliamentary General Election, Local Government and Parish Elections	May 2015	Lorraine Bennison

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
HR PI 05A	Average working days per employee (full time equivalent) per year lost through sickness absence - All Actual	Rachel Clark	Targeted	Financial Year	7.4	TBC	TBC
CEDCS P012	Percentage of draft Minutes of Non Policy Committee meetings produced within 10 days of the meeting	Amanda Whitaker	Targeted	Financial Year	100%	100%	100%
CEDCS	Percentage of draft Minutes of Policy Committee meetings	Amanda	Targeted	Financial	100%	100%	100%

COUNCIL PLAN 2015/16

APPENDIX 2

P013	produced within 4 days of the meeting	Whitaker		Year		
CEDCS P014	Percentage of Minutes of Policy Committee meetings published within 5 days of the meeting	Amanda Whitaker	Monitored	Financial Year	N/A (monitored only)	

SECTION 4 RISKS		
Code	Risk	Assignee
CED R053	Poor workforce planning and development may lead to poor service delivery / behaviour by employees	Gillian Laight / Rachel Clark
CED R061	Electoral problems/failures/legal challenges lead to Councillors not being elected to Council	Peter Devlin
CED R098	That a material safety breach of health and safety legislation is identified by the HSE resulting in a significant fee for intervention (FFI) being applied	Rachel Price
CED RO88	Future and current equal pay claims including settlement of, or adverse findings in ET of existing equal pay claims	Wally Stagg

COUNCIL PLAN 2015/16

APPENDIX 2

SECTION 1 OUTCOME DETAILS			
Outcome:	34. Ensure the effective implementation of significant government policy changes	Theme:	Organisational Development
Lead Dept:	CED	Other Contributors:	

SECTION 2 ACTIONS			
Code (existing/New)	Action	Due Date	Assignee
New	Ensure that the Council complies with the 'Local Government Transparency Code'.	May 2015	Catherine Grimwood
New	Disseminate information to CMT and Members around significant changes to government policy in order to inform decision making.	March 2016	Catherine Grimwood
New	Implement and evaluate financial impacts of statutory Business Rates Transitional Relief	Dec 2015	John Morton
New	Review and monitor policy on Council Tax exemptions/ discounts	Sept 2015	John Morton
New	Implement statutory Teachers Pensions Changes	June 2015	Kevin Shears
New	Implement statutory Public Health / NHS Pensions Changes	March 2016	Kevin Shears
New	Implement DWP Single Fraud Investigation Service (SFIS) Changes	July 2015	John Morton
New	Implement Statutory requirements in compliance with new and also promoting awareness of emerging legislation	March 2016	Peter Devlin

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Current Target (2014/15)	Future Targets	
						15/16	16/17
None identified							

SECTION 4 RISKS		
Code	Risk	Assignee
None identified		

FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Chief Executive

Subject: A COMBINED AUTHORITY FOR THE TEES VALLEY

1. TYPE OF DECISION/APPLICABLE CATEGORY

Key Decision Ref CE67/ 15.

2. PURPOSE OF REPORT

2.1. At the meeting of Finance and Policy Committee on 24th November 2014 the Committee received a report in respect of the potential creation of a Combined Authority for the Tees Valley (including Darlington, Hartlepool, Middlesbrough, Stockton and Redcar and Cleveland)

2.2. As part of this report it was agreed to undertake consultation as outlined and receive a further report prior to the submission of a draft scheme to the Secretary of State.

2.3. This report incorporates a recap on the rationale for the establishment of a Combined Authority (and the original report is attached as Appendix 1) and how it will support the achievement of our economic goals, the results from the consultation and the draft scheme for submission to the Secretary of State.

3. THE BENEFITS OF MOVING TO A COMBINED AUTHORITY

3.1. A great strength of the area has been its ability to demonstrate its unity of purpose in securing a more prosperous economic future. The five local authorities of the Tees Valley, working together with business as the Local Enterprise Partnership (LEP), have firmly established the sub-region on the national stage.

3.2. Building on the strengths of our partnership, we are clear that new arrangements and powers would:

- Combine the strengths of our LEP with new powers afforded by a Combined Authority
- Be non-bureaucratic. A Combined Authority which operates as the LEP would achieve this

- Be cost-effective. Our analysis estimates that there is limited additional cost across the Tees Valley to deliver more effective decision-making and delivery of our strategy
 - Not re-create the former Cleveland County Council. A Combined Authority would not do this; it would assist decision-making on matters of jointly agreed priorities of economic development, skills and transport across the five Boroughs, and
 - Ensure we continue to work in harmony with business
- 3.3. The Authorities are hugely ambitious for the Tees Valley and our communities. Our existing governance arrangements have served us well but we are in a fast changing world and it is essential that we build on our success. Our economy can only grow if we all work together, and the speed at which change is occurring warrants an appraisal of options that will help us to strengthen decision-making and further develop our partnership.
- 3.4. Across the Tees Valley we want to be a big player, competing successfully alongside other, often much larger, sub-regions, both in the UK and internationally. We have always been ahead of our competition as illustrated by the establishment of our Enterprise Zone and RGF awards, for example. We have achieved this through being innovative, collaborative and creative. We must remain in the premier league, rather than risk lagging behind. We have a strong track-record of working together, recognised nationally, but we now have an opportunity to cement our partnership through a Combined Authority and benefit from the security of approach this would bring for us and our partners.
- 3.5. The funds for which TVU is currently responsible will increase substantially in size with EU Structural Funds, Local Growth Fund, the schemes approved through the City Deal (e.g. the Business and Skills Hubs) and funds returning from the Enterprise Zones. Future Governments may well channel further additional resources through Combined Authorities. We will need to ensure that the decision-making, accountability and claw-back in relation to these funds are effective, efficient and meet the requirements of funders.
- 3.6. Part of the rationale for the Combined Authority is to make decision-making more efficient by requiring just one decision instead of five locally. The major prize, however, is the devolution of powers from Government and the opportunities afforded by reversing decades of centralisation in the UK.
- 3.7. As a Combined Authority, we would want to attain the same level of powers on transport as have been held by Integrated Transport Authorities (formerly Passenger Transport Authorities) which have been transferred to every one of the five newly created Combined Authorities. The Tees Valley is unique in that we do not have an Integrated Transport Authority. Attaining the same transport powers as other Combined Authorities would support our ambitions to accelerate economic growth, recognising the need to improve:

- Connectivity within the Tees Valley, improving access to work, leisure etc.,
- Connectivity between the Tees Valley and other regional and national centres to improve both mobility and our logistics industry, a key driver of economic growth, and
- Connectivity Internationally, to scale up exports and inward investment

These ambitions cover road, rail, air and sea; for freight, passengers, commuters and visitors.

- 3.8. In relation to economic development we would assume broad well-being powers to promote economic prosperity, have the power to accept devolved funding for economic development purposes and to manage significant investment in transport and economic infrastructure to boost economic growth.
- 3.9. The creation of a Combined Authority would benefit our communities by improving our ability to:
- Create employment opportunities;
 - Target resources to skills development where they are most needed;
 - Attract businesses here to make the most of opportunities especially in new and emerging industries as we diversify our economy; and
 - Create the transport infrastructure and strategy that helps people and goods move around the Tees Valley more effectively, and between the Tees Valley and other centres both nationally and internationally.
- 3.10. There has never been a better time to establish a Combined Authority.

4. THE OPERATION OF A COMBINED AUTHORITY

- 4.1. As was highlighted in the last report the Combined Authority would consist of a representative Member appointed by each of the five Tees Valley Authorities, with the intention being that this would be either the Authority's Leader or directly elected Mayor, each with one vote. Members on the Combined Authority could co-opt others (e.g. business representatives) in line with the current TVU Leadership Board. The Chair and Vice-Chair would be appointed annually for a one year term by the Combined Authority from amongst the representative Members of the constituent Local Authorities and the positions would rotate between the constituent Councils each year.
- 4.2. Part 6 of the Local Democracy, Economic Development and Construction Act 2009 states that every Combined Authority must put into place arrangements for the review and scrutiny of the discharge of its functions. The proposed scrutiny arrangements for the Tees Valley Combined Authority are based upon and incorporate CLG guidance and it is proposed that there be a Scrutiny Panel of 3 Councillors from each of the Tees Valley constituent Councils. This is consistent with a number of Combined Authorities already set up and would produce a sensible number of Councillors to be a Panel for

the Tees Valley. Membership of the Scrutiny Panel must be politically proportionate.

5. CONSULTATION RESULTS

- 5.1. As agreed as part of the report of 24th November 2014 a consultation process has been running across all five Local Authorities. Attached at Appendix 2 are the results of this consultation which provide more detail than is included in this section of the report.
- 5.2. The consultation ran from December 10th 2014 to 31st January 2015 and was publicised through press releases, inclusion on authority websites, social media and direct contact across the five boroughs.
- 5.3. In total there were over 1900 responses (of which 1638 were residents) which is a significant return. It was important that the numbers of responses were maximised (hence the promotion around the consultation). As context, when the consultation was undertaken in the north of the region in respect of the establishment of their Combined authority there were a total of 650 responses to the consultation (of which 450 were residents).
- 5.4. The results are supportive of the creation of a Combined Authority. A number of people did not answer this question. Of the 1828 responses almost 65 % were in favour of the creation of a Combined Authority (with 27% against and 8% don't know).
- 5.5. In addition to the responses to the questions posed there have been a number of comments made. These have been both in favour and against the creation of a Combined Authority and a range of them are reflected in the attached report (Appendix 2).
- 5.6. The results of the consultation are clearly in favour of the creation of a Combined Authority and a strong endorsement of the proposals.

6. A Draft Scheme for the establishment of the Combined Authority

- 6.1. The Authorities are required to submit a draft scheme for the operation of the Combined Authority to the Secretary of State to lay the appropriate orders in Parliament.
- 6.2. A draft Terms of Reference was submitted to the last meeting of Finance and Policy Committee. Attached as Appendix 3 is the proposed Draft Scheme for submission to the Secretary of State for the Combined Authority. There are no significant differences between the draft scheme and the draft terms of Reference previously submitted on the current role of Tees Valley Unlimited and the attached. It sets out a comprehensive list of its functions in relation to each of the functional areas in 6.3 (i) below. It also sets out the decisions that

the Combined Authority would take, alongside the decisions to be taken by the Local Authorities.

- 6.3. Based on this (and shown in more detail in Appendix 3) the principal functions of the Combined Authority would be to:-
- (i) Set the strategic economic vision, key priorities and outcomes for the Tees Valley area, in relation to:-
 - Economic Development;
 - Strategic Transport and Infrastructure;
 - Employment and Skills;
 - Business Investment;
 - Low Carbon; and to
 - (ii) Fulfil other duties and responsibilities including to:-
 - determine the use of funding received for joint purposes;
 - approve the commissioning of capital projects; and
 - consider funding agreements and joint venture arrangements.

7. Update on the Timetable to becoming a Combined Authority

- 7.1. There are a number of stages to the process of becoming a Combined Authority as defined by Government, and this dictates, in part, the timescale for securing this status.
- 7.2. Following consideration of the matter by respective Cabinets / Finance and Policy Committees officers from each of the five councils have been working on the drawing up of the “scheme” (Appendix 3 to this report); what the Combined Authority is, what its powers are intended to be, who is on it, how it would operate. It is expected that we would have consulted locally on our scheme before submitting it to Government (see Appendix 2 to this report and section 5 above).
- 7.3. Following consideration by each of the Finance and Policy Committees / Cabinets the proposals included in this report require consideration and endorsement by each of the respective Councils before submission to the Secretary of State.
- 7.4. The next stage involves Government engaging and consulting on our scheme. We have consulted locally already, effectively warming up our partners, business and stakeholders to the benefits of our proposals and providing the opportunity for any comments and views to be expressed. If Government concludes that our proposals are supported (including by our own local authorities) and meet statutory criteria of improving the efficiency and effectiveness of transport and economic development and delivering economic growth, then Government moves to the final stages.

- 7.5. The final stage involves the laying of an Order before both Houses of Parliament. Once approved by both Houses, the Order is made and then comes into force on a specified, pre-agreed date.
- 7.6. In broad terms we would be ready to submit the scheme to Government in early April 2015. The General Election takes place in May 2015 and there will undoubtedly be a delay in proceedings within Government for several weeks afterwards. There is a need for the Order to be debated in both houses of Parliament so the most likely conclusion is that the earliest our Combined Authority could come into being is October 2015 or during the winter of 2015/16.

8. RECOMMENDATIONS

8.1. Members are recommended to:

- Note the positive nature of the consultation results
- Agree to the referral of the Draft Scheme to Council for consideration and endorsement prior to submission to the Secretary of State
- Delegate authority to the Chief Executive in conjunction with the Leader of the Council to make any minor changes which may be required to the draft scheme through the negotiation process with Department for Communities and Local Government
- Note that further reports may be forthcoming to Committee as required following DCLG processes

9. BACKGROUND PAPERS

- Appendix 1 – Report considered by Finance and Policy Committee
- Appendix 2 - Consultation Results
- Appendix 3 - Proposed Draft Scheme for the Combined Authority

10. CONTACT OFFICERS

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FINANCE AND POLICY COMMITTEE

24 November 2014



Report of: Chief Executive

Subject: A COMBINED AUTHORITY FOR THE TEES VALLEY

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key.

2. PURPOSE OF REPORT

2.1. The purpose of the report is to:

- Highlight our ambition for establishing a Combined Authority for the Tees Valley to achieve our economic goals and to receive greater devolved powers
- Clarify what the Combined Authority would do
- Clarify its membership
- Clarify its relationship with the LEP
- Describe the scrutiny arrangements and how they would be funded
- Provide an update on timescales following a recent discussion with DCLG
- Set out plans for consulting on a Combined Authority
- Outline the decision-making process going forward

3. A Combined Authority to help us achieve our economic ambitions

3.1. A great strength of the area has been its ability to demonstrate its unity of purpose in securing a more prosperous economic future. The five local authorities of the Tees Valley, working together with business as the Local Enterprise Partnership (LEP), have firmly established the sub-region on the national stage. An obvious example of our unity is the Statement of Ambition with its clear explanation of the policies to be pursued in achieving sustainable prosperity.

3.2. Building on the strengths of our partnership, we are clear that new arrangements and powers would:

- Combine the strengths of our LEP with new powers afforded by a Combined Authority
 - Be non-bureaucratic. A Combined Authority which operates as the LEP would achieve this
 - Be cost-effective. Our analysis estimates that there is limited additional cost across the Tees Valley to deliver more effective decision-making and delivery of our strategy
 - Not re-create the former Cleveland County Council. A Combined Authority would not do this; it would assist decision-making on matters of jointly agreed priorities of economic development, skills and transport across the five Boroughs, and
 - Ensure we continue to work in harmony with business
- 3.3. The partnership currently in place is robust. It is a matter of great credit acknowledged by the Government, Business Representative Organisations such as Confederation of British Industries, Chamber of Commerce, Federation of Small Businesses, the Manufacturers' Organisation for Britain (EEF), and Institute of Directors and neighbouring areas that the grasping of opportunities to help implement our economic strategy has only been possible because of the area's local authorities' steadfast ability to work together and in concert with the private sector. There is a focussed and proactive approach to growth which is pursued at the sub-regional level. This approach has led to a successful Enterprise Zone and numerous Regional Growth Fund (RGF) awards for local companies.
- 3.4. The Authorities are hugely ambitious for the Tees Valley and our communities. Our existing governance arrangements have served us well but we are in a fast changing world and it is essential that we build on our success. Our economy can only grow if we all work together, and the speed at which change is occurring warrants an appraisal of options that will help us to strengthen decision-making and further develop our partnership. The reasons for this are:
- At a sub regional level we are securing more money to deliver our economic ambitions and we need to make sure we spend the money wisely, in line with our agreed priorities and to generate outcomes for our Boroughs and communities as quickly as possible
 - Authority's need to move fast in the modern world. Opportunities are presented to us which often require a fleet of foot approach so that we can compete effectively with other sub-regions for available resources
 - We need to offer our communities and businesses the certainty that comes with cementing our partnership and the consistency of approach that this will bring
 - We need proper scrutiny of what we do as a partnership in the spirit of openness, transparency and accountability
 - We need to continue to consider the views of business in a proper, democratically accountable governance structure.

- 3.5. Across the Tees Valley we want to be a big player, competing successfully alongside other, often much larger, sub-regions, both in the UK and internationally. We have always been ahead of our competition as illustrated by the establishment of our Enterprise Zone and RGF awards, for example. We have achieved this through being innovative, collaborative and creative. We must remain in the premier league, rather than risk lagging behind. We have a strong track-record of working together, recognised nationally, but we now have an opportunity to cement our partnership through a Combined Authority and benefit from the security of approach this would bring for us and our partners.
- 3.6. Our partnership needs to be supported by specific powers (as may be secured through a Combined Authority) so that its decisions, made by democratically elected members alongside business representatives, are speedily made – once instead of five times - and implemented. This will allow us to respond rapidly to opportunities to secure further resources, and to provide certainty to our communities and businesses about our purpose.
- 3.7. The funds for which TVU is currently responsible will increase substantially in size with EU Structural Funds, Local Growth Fund, the schemes approved through the City Deal (e.g. the Business and Skills Hubs) and funds returning from the Enterprise Zones. Future governments may well channel further additional resources through Combined Authorities. We will need to ensure that the decision-making, accountability and claw-back in relation to these funds are effective, efficient and meet the requirements of funders.

4. Getting ready for greater devolved powers from Government

- 4.1. In the light of the Scottish referendum and commitment by all major political parties in the UK to greater devolution, the creation of a Combined Authority is our opportunity to seize the moment by having the right governance arrangements in place to make the case for and receive devolved powers and associated additional resources. It is right that we have been reviewing our own governance arrangements at the Tees Valley level and can position ourselves to maximise our involvement in shaping the devolution agenda.
- 4.2. Part of the rationale for the Combined Authority is to make decision-making more efficient by requiring just one decision instead of five locally, and this is rightly covered in appendix 1. The major prize, however, is the devolution of powers from Government and the opportunities afforded by reversing decades of centralisation in the UK.
- 4.3. As a Combined Authority, we would want to attain the same level of powers on transport as have been held by Integrated Transport Authorities (formerly Passenger Transport Authorities) which have been transferred to every one of the five newly created Combined Authorities in the North East, West Yorkshire, South Yorkshire, Greater Manchester and Merseyside. The Tees Valley is unique in that we do not have an Integrated Transport Authority. Attaining the same transport powers as other Combined Authorities would

support our ambitions to accelerate economic growth, recognising the need to improve:

- Connectivity within the Tees Valley, improving access to work, leisure etc.,
- Connectivity between the Tees Valley and other regional and national centres to improve both mobility and our logistics industry, a key driver of economic growth, and
- Connectivity internationally, to scale up exports and inward investment

These ambitions cover road, rail, air and sea; for freight, passengers, commuters and visitors.

4.4. The main powers exercised by ITAs are

- a) Subsidising bus services which are not profitable to run but are considered socially necessary.
- b) Providing/maintaining bus stations and shelters and planning and funding new public transport facilities.
- c) Providing travel information about transport services.
- d) Funding/managing concessionary travel schemes for the elderly, disabled, students, etc. including free passes and "Dial-a-Ride" services.
- e) Potentially obtaining more powers over buses through Quality Contracts (QC) or Quality Partnerships.
- f) Certain powers over local train services including influencing setting of fares and timetables.
- g) Producing a Joint Local Transport Plan for the area.

4.5. In relation to economic development we would assume broad well-being powers to promote economic prosperity, have the power to accept devolved funding for economic development purposes and to manage significant investment in transport and economic infrastructure to boost economic growth.

4.6. The scope for devolution of greater powers in future is significant. Greater Manchester Combined Authority has developed a Framework for Planning Cooperation which is designed to take a collaborative approach to land use for housing and economic growth across its 10 local authority areas. This is one example.

4.7. The report 'Northern Futures' outlines some key asks, including devolved powers and resources to create competitive advantage with other regions nationally and internationally across key areas of energy, skills, international trade, transport and connectivity, resources, culture and tourism. The 'asks' range from rebalancing resource distribution to a more equitable share to support growth in northern regions, but devolved responsibilities around skills (to target STEM skills needs, for example), support for renewable energy, carbon capture and storage, and greater development of new and emerging markets / economies in support of international trade.

4.8. There has never been a better time to establish a Combined Authority.

5. What Would the Combined Authority do?

5.1. The principal functions of the Combined Authority would be to:-

- (i) Set the strategic economic vision, key priorities and outcomes for the Tees Valley area, in relation to:-
 - Economic Development;
 - Strategic Transport and Infrastructure
 - Employment and Skills
 - Business Investment
 - Low Carbon; and to
- (ii) Fulfil other duties and responsibilities including to:-
 - determine the use of funding received for joint purposes;
 - approve the commissioning of capital projects; and
 - consider funding agreements and joint venture arrangements

5.2. Appendix 1 shows the proposed Terms of Reference for the Combined Authority setting out a comprehensive list of its functions in relation to each of the functional areas in (i) above. It also sets out the decisions that the Combined Authority would take, alongside the decisions to be taken by the local authorities.

6. Who would be Members of the Combined Authority and how would Membership work?

6.1. The Combined Authority would consist of a representative Member appointed by each of the five Tees Valley Authorities, with the intention being that this would be either the Authority's Leader or directly elected Mayor, each with one vote. The term of office of each Member would be for one year. Each Leader / Elected Mayor could take responsibility for a specific portfolio within the Combined Authority's remit, working with the support of other Members through a designated Sub-Committee (see 5.7 below).

6.2. Each constituent Authority would nominate a specified Member (e.g. relevant Cabinet portfolio Member / Committee Chair) to be a substitute to attend meetings of the Combined Authority, when a representative Member is unable to attend, or at a time when there is a vacancy in respect of the Authority's representative Member.

6.3. A constituent Local Authority may terminate the appointment of its representative Member and nominated substitute at any time and may appoint others in place of those Members. A representative Member or

nominated substitute may resign his/her membership of, or position on, the Combined Authority at any time by providing for the appropriate notice.

- 6.4. A representative Member or nominated Substitute would cease to be a representative Member or Substitute if they cease to be a Member of the constituent Council that appointed them. Appropriate notice would be given. As soon as practicable, the relevant Authority would arrange to appoint a new representative Member or nominated substitute.
- 6.5. Members on the Combined Authority could co-opt others (e.g. business representatives) in line with the current TVU Leadership Board.
- 6.6. The Chair and Vice-Chair would be appointed annually for a one year term by the Combined Authority from amongst the representative Members of the constituent Local Authorities and the positions would rotate between the constituent Councils each year.
- 6.7. Appendix 2 sets out some detail of the current TVU management and financial arrangements. It then goes on to set out the detailed proceedings of the Combined Authority.

7. What would be the Relationship with the LEP?

- 7.1. We want our Combined Authority to be as efficient and effective as possible. One means of achieving this is to make the business and meetings of both the LEP and the Combined Authority seamless. In other parts of the country where Combined Authorities have been set up, they continue to operate the LEP in a separate, if coordinated, cycle of meetings to the Combined Authority.
- 7.2. It would be necessary to ensure that meetings are chaired and managed appropriately. There is a requirement for LEPs to be chaired by someone from the private sector and constitutionally a Combined Authority should be chaired by an Elected Member. Local authorities are involved in, advise and are represented on the LEPs, usually through the Council Leader, and businesses can be involved in, advise and be represented on a Combined Authority. This model brings to decisions the expertise of business in the Tees Valley, and ensures through the Combined Authority that the local authorities are accountable for the money that is being spent. Business members would effectively be expert non-executive directors of the Combined Authority.
- 7.3. It would be possible to enhance governance arrangements by ensuring Leaders and the Elected Mayor, when not chairing the Combined Authority, each acts as a spokesperson for a specific theme in a similar way to the current arrangements with the LEP and with these roles each having a corresponding business “shadow”, maintaining and enhancing the strength of the current arrangements.

- 7.4. It is important as part of any future developments that the excellent delivery and working arrangements that we have currently (through our LEP) are preserved but that transparency and accountability of democratic decision-making is at its core.
- 7.5. To facilitate and provide for effective governance arrangements going forward LEP and Combined authority meetings would essentially be one meeting with a two-part agenda.
- 7.6. The LEP element of the meeting would be chaired by a representative of the Business Community (with a local authority Vice Chair who would be the Chair of the Combined Authority). Local authorities would continue to be involved in, advise and influence the business of the LEP, as now. This is not a decision making body as decisions would be taken by the Combined Authority.
- 7.7. The meeting would then seamlessly move to the business of the Combined Authority. For that aspect which is decision-making, the Chair would be a local authority elected member. The decisions would be taken by those representatives with voting rights, with others in attendance.
- 7.8. If the intention is that membership of the Combined Authority is afforded to all LEP members, then this would aid a seamless approach.

8. How would Scrutiny Arrangements work?

- 8.1. Part 6 of the Local Democracy, Economic Development and Construction Act 2009 states that every Combined Authority must put into place arrangements for the review and scrutiny of the discharge of its functions.
- 8.2. CLG has set out to all local authorities what it sees as good practice in relation to governance and scrutiny and this formed the basis of its recent consultation on Combined Authorities and Economic Prosperity Boards, to which the Tees Valley responded. CLG's proposal to amend the legislation is expected to be confirmed.
- 8.3. The proposed scrutiny arrangements for the Tees Valley Combined Authority are therefore based upon and incorporate the CLG guidance, plus items which have been included in the current Orders for the new Combined Authorities published by the Secretary of State.
- 8.4. It is proposed that there be a Scrutiny Panel of 3 Councillors from each of the Tees Valley constituent councils. This is consistent with a number of Combined Authorities already set up and would produce a sensible number of Councillors to be a Panel for the Tees Valley. Membership of the Scrutiny Panel must be politically proportionate.
- 8.5. The quorum of the Combined Authority Scrutiny Committee is proposed to be 7, which must include representatives of 3 out of the 5 Tees Valley

Authorities. There could not be a minority of councils making recommendations on behalf of the majority.

- 8.6. Whilst it is anticipated that it would have the ability to ‘call-in’ decisions of the Combined Authority, the work programme of the Scrutiny Panel is intended to encompass upstream work: reviewing, informing and shaping policy and decisions and the direction of the Combined Authority. This would help to ensure that any decisions which are made by the Combined Authority are in line with its agreed policies. The Greater Manchester Scrutiny Panel is deemed to be working well under this model with Members examining significant areas of policy in relation to the Combined Authority’s business.
- 8.7. The support necessary to run the Combined Authority Scrutiny Committee arrangements (i.e. any necessary resources and staff) is intended to be provided by the Authority of the Chair, and is to rotate annually between the Tees Valley Authorities in the same way.
- 8.8. It is intended that by operating the support in this way that the Scrutiny arrangements can be run at little or no extra cost to the Combined Authority, with the support work being absorbed into the relevant Authority’s day to day work. This is similar to the arrangement already in place at the Greater Manchester Combined Authority, where it is working effectively. The democratic services officers already in place at Manchester City Council run the scrutiny panel in practice, and have been able to absorb the extra work into their own department. West Yorkshire Combined Authority have also confirmed that there is to be no additional cost associated with their own scrutiny arrangements. As part of the development of the new arrangements further work will be undertaken to establish the support arrangements and model for scrutiny. More detail behind the scrutiny arrangements is set out in Appendix 3.

9. Update on the Timetable to becoming a Combined Authority

- 9.1. There are a number of stages to the process of becoming a Combined Authority as defined by Government, and this dictates, in part, the timescale for securing this status.
- 9.2. Following consideration of the matter by respective Cabinets / Finance and Policy Committees upon agreement we would move to the drawing up of what is known as our “scheme”; what the Combined Authority is, what its powers are intended to be, who is on it, how it would operate. The contents of this report would form the basis of the scheme. We would work closely with officials at the Department for Communities and Local Government to prepare this. Much of the detail within this report and its appendices would form the basis of our scheme. It is expected that we would have consulted locally on our scheme before submitting it to Government. In accordance with our own good practice as local authorities we would want to do this anyway. Outline plans for consultation are set out below.

- 9.3. The next stage involves Government engaging and consulting on our scheme. We will have consulted locally already, effectively warming up our partners, business and stakeholders to the benefits of our proposals. If Government concludes that our proposals are supported (including by our own local authorities) and meet statutory criteria of improving the efficiency and effectiveness of transport and economic development and delivering economic growth, then Government moves to stage 4.
- 9.4. The final stage involves the laying of an Order before both Houses of Parliament. Once approved by both Houses, the Order is made and then comes into force on a specified, pre-agreed date.
- 9.5. In broad terms, we are reporting to Cabinets / Finance and Policy committees in November / early December (this report is also going to other Councils comparable arrangements) to seek approval for our proposals and to progress to local consultation. It is anticipated that, subject to the outcome of consultation, we would be ready to submit the scheme to Government in February / March 2015. The General Election takes place in May 2015 and there will undoubtedly be a delay in proceedings within Government for several weeks afterwards. There is a need for the Order to be debated in both houses of Parliament so the most likely conclusion is that the earliest our Combined Authority could come into being is October 2015 or during the winter of 2015/16.. It may be desirable to consider our Combined Authority as operating in shadow form, through our LEP, ahead of its formal approval by Parliament. This would aid a seamless transition.

10. How would we Consult on our Proposals?

- 10.1. A detailed consultation plan has been developed and will be implemented subject to all five Cabinets' / Finance & Policy Committee's approvals. Considerable work has already been undertaken to inform key stakeholders about our ambitions and the rationale for a Combined Authority for the Tees Valley, but consultation will commence in earnest as soon as all five authorities have approved this report. Set out below is a summary of the approach to consultation.
- 10.2. There are a range of organisations, groups, individuals which form part of the proposed consultation arrangements.
- Association of North East Councils / North Yorkshire Councils
 - Businesses and Business Organisations
 - Colleges / Schools
 - Durham Tees Valley Airport
 - Government Departments and Agencies
 - Members of Parliament and House of Lords representatives
 - North Yorkshire LEP
 - Parish and Town Councils
 - Ports
 - Regional and Sub Regional Newspaper Editors

- Residents
- TVLEP / NE Combined Authority
- Trade Unions
- Universities
- Other partners

10.3. The timescales have been predicated based on other elements already incorporated into the overall project plan. The consultation with those groups detailed above is to be arranged and delivered in December 2014 and January 2015.

10.4. For each of the target groups there are a range of potential options. Taking the examples cited from the NE Combined Authority, which was recommended to us by CLG, the proposal would be as follows:

10.5. (NB a number of these are essentially precursors to any communications strategy but are included here at this stage for completeness.)

- Key documents and FAQ and contact information for feedback on each LA website
- Letter to key stakeholders inviting direct response to proposals
- Key contacts for each key consultee for more detailed discussion for feedback if required
- Online consultation with residents via each authority website

11. RECOMMENDATIONS

11.1. Members are recommended to:

- Endorse the progress being made towards the creation of a Combined Authority for the Tees Valley as set out in this report
- Request that appropriate consultation is carried out as outlined in the report
- Receive a further report to the five Borough Councils at the conclusion of the consultation prior to submission of a scheme to the Secretary of State.

12. BACKGROUND PAPERS

- Appendix 1 - Terms Of Reference And Proceedings Of The Proposed Combined Authority
- Appendix 2 - TVU, TVU Costs And Financial Arrangements
- Appendix 3 - Detail Of The Scrutiny Arrangements

13. CONTACT OFFICERS

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APPENDIX 1

**TERMS OF REFERENCE AND PROCEEDINGS OF THE PROPOSED
COMBINED AUTHORITY**

Terms of Reference

The Combined Authority, and the Joint Committee before it should we need one, would have the following terms of reference and delegated powers:-

NB the Terms of Reference are still draft and subject to development and further consideration through the Working Group.

Economic Development

- Prepare, monitor and review the Tees Valley-level economic strategy (Statement of Ambition, Investment Plan, Business Plan, Action Plans etc) for approval by each of the Member Authorities.
- Undertake economic assessment, research and provide an evidence base for economic strategy at the Tees Valley level and at the Borough level.
- Prepare and submit policy responses to consultations that impact on the economy of the Tees Valley.
- Develop and manage interventions, projects and programmes which respond to the economic strategy of the Tees Valley.
- Prepare and submit funding bids for interventions, projects and programmes which respond to economic strategy at a Tees Valley level.
- Be responsible for ensuring that core business advisory services are available to SMEs across the Tees Valley, with additional business support services being delivered, in consultation with the Local Authorities, to meet each Borough's individual sector priorities.

The Combined Authority would approve the Tees Valley-level economic strategy (comprising e.g. the Statement of Ambition, Investment Plan, Business Plan, Action Plans etc).

The constituent Local Authorities would, in the interests of each of their respective administrative areas, provide such input into the preparation of the economic strategy as may be required.

The Combined Authority would approve the submission of responses to consultations.

The constituent Local Authorities would provide such input as may be required to support such preparation and submission.

The Combined Authority would approve the submission of funding bids.

The Constituent Councils would provide any necessary support for the preparation of such bids.

The local authorities would continue to prepare and agree their own economic development and regeneration strategies and plans as they wish, for the delivery of locally elected members' ambitions. These plans and those of the Combined Authority should be consistent and mutually complementary.

Employment and Skills

- Take a lead role in relation to Employment and Skills policy initiatives.
- Lead on activities to drive the TVU Employment Skills Advisory Group.
- Lead activities to develop the Tees Valley Employment, Learning and Skills Framework and encourage implementation across the five Local Authority areas.
- Influence high level content of the DWP Work Programme and FE provision.
- Develop links and Employment and Skills policy alignment with 14-19 activities.
- Influence DWP prime provider performance through attending regular reviews and ensuring that TVU priorities are fed through to delivery programmes, and on a borough level depending on need.
- Engage with DWP providers/employers on the ground to facilitate closer working between partners and create additional/sustainable job opportunities across the Tees Valley.
- Provide intelligence to providers (including primary and secondary schools) on future skills and labour market requirements, aligned to the growth plan whilst working with colleagues and other learning providers to develop a more labour market focus to their delivery, share emerging markets and skills sector knowledge.
- Work with partners to join up the employer offer across Tees Valley and link with similar regional/local aims to provide dedicated access

points for employers (via websites and key contacts).

- Coordinated the production of Tees Valley materials and resources to support and develop aspirations and choice, working closely with all partners.
- Co-ordinate a sub-regional network of key partners/providers to manage co-ordinated employer support for multiple vacancies etc.
- Work with employers, Sector Skills Councils etc to develop/facilitate sector focussed training opportunities linked to areas of future growth in the labour market.
- Ensure that employment and worklessness initiatives are effectively targeted at those farthest from the labour market.

Ensures that local and national initiatives are coordinated into a coherent programme of support for young people, adult learners and employers.

- Work with partners/key employers to develop more structured opportunities for unemployed people to access jobs.

Business Investment

- Undertake business engagement and support including SMEs in consultation with the Local Authorities.
- Develop and approve a strategy and action plans for work of Tees Valley level significance in relation to:
 - Investment by both UK and foreign owned companies
 - Relocation into the Tees Valley from another UK source
 - Investment for the first time by non-UK companies
 - Exporting by Tees Valley companies
 - Supply chain development
- Take responsibility for enquiry and client handling, liaising with clients and public and private sector partners across the Tees Valley; Site allocation, site briefs, identifying business synergies.
- Identify existing and emerging opportunities, defining marketing targets by industry sectors/sector analysis and developing strategy.
- Undertake marketing to attract Tees Valley level opportunities into the Tees Valley.

The Combined Authority would approve a Tees Valley wide strategy for business investment, inward relocation, exporting and supply

chain development.

The constituent Local Authorities would inform the development of the strategy, providing such input as may be appropriate or required in respect of their respective administrative areas.

Local authorities would continue to be able to provide their own levels of business investment and support, in relation to their own economic development and regeneration strategies and plans aligned with but mutually complementary to those of the Combined Authority.

Low Carbon

- Undertake project and financial management of studies linked to the Low Carbon Strategy.
- Liaise with Government departments and agencies to address barriers to investment.
- Coordinate consultation responses to a range of related consultations from Government, including National Planning Statements and energy policy, as well as EU legislation.
- Provide support to industry to develop low carbon infrastructure such as Carbon Capture and Storage, district heating, energy hubs, novel waste technologies and energy from waste plants.
- Assist in the preparation of funding bids for industry projects for national and European funds and the Green Investment Bank.
- Further developing relationships with NEPIC, CPI and other groups such as PICCSI and other relationships to assist in the delivery of key projects.
- Help to develop and articulate Tees Valley's offer as one of the largest integrated low carbon networks in Europe.
- Examine new delivery vehicles for the key projects.

Transport

The main powers exercised by ITAs are:

- a) Subsidising bus services which are not profitable to run but are considered socially necessary.
- b) Providing/maintaining bus stations and shelters and planning and funding new public transport facilities.
- c) Providing travel information about transport services.
- d) Funding/managing concessionary travel schemes for the elderly, disabled, students, etc. including free passes and "Dial-a-Ride"

- services.
- e) Potentially obtaining more powers over buses through Quality Contracts (QC) or Quality Partnerships.
 - f) Certain powers over local train services including influencing setting of fares and timetables.
 - g) Producing a Joint Local Transport Plan for the area.

The Tees Valley does not have an ITA, therefore specific functions for the Tees Valley Combined Authority would be:

- Develop and approve the Rail Strategy.
- Develop and approve the Transport and Infrastructure Strategy including transport topics of significant importance e.g. Rail, Strategic road network and Airports.
- Manage and develop the successful on-going strategic relationship with the Highways Agency, and other Government departments and agencies (ie DfT, Network rail, rail franchise holders).
- Deliver modelling and analytical support for scheme and strategy schemes.
- Approve and submit bids for funding for Tees Valley level transport schemes.
- Develop, approve and implement in collaboration with the Local Authorities capital project procurement for transport schemes at a Tees Valley level.
- Represent those Authorities comprising the Combined Authority within regional, pan-northern and national fora lobbying for more investment in infrastructure.

The Combined Authority would approve the Rail Strategy and the Transport and Infrastructure Strategy.

The constituent Local Authorities would provide such input and support as may be required.

The Combined Authority would approve and submit bids for transport scheme funding.

The constituent Local Authorities would provide support for and input to the development of such bids.

The Combined Authority would approve the procurement of Tees Valley level transport schemes.

The constituent Local Authorities would assist with the development

and implementation of such procurement.

Other Duties/Responsibilities

- Determine the use of money that comes to TVU for joint purposes, such as Growing Places Fund, DfT Major Schemes, and any Regional Growth Fund, ERDF, ESF etc coming to TVU collectively.
- Decide strategic enablement and investment from the monies generated from TVU activities such as recycling of business rates uplift funds generated by Enterprise Zones.
- Determine the use of money allocated to TVU, such as funding allocated to TVU by local authorities and other bodies.
- We should include the General Power of Competence as far as it relates to the delivery of the Combined Authority's functions.

The Combined Authority would approve the use of monies received for joint purposes.

The constituent Local Authorities would provide such support and advice as may be required.

The Combined Authority would approve strategic enablement and investment from funding generated by TVU activities.

The constituent Local Authorities would provide appropriate advice and support to ensure that the most advantageous strategic enablement and investment takes place.

The Combined Authority would approve the use of funds allocated to TVU.

The constituent Local Authorities would assist TVU to put such funds to the most appropriate use by providing such support and guidance as may be required or necessary.

Underpinning the powers of the Combined Authority (and those of the local authorities) would be the notion of subsidiarity: doing the right thing, in the right place, at the right level.

APPENDIX 2

TVU, TVU COSTS, FINANCIAL ARRANGEMENTS, EFFECTIVE COLLABORATION AND PROCEEDINGS OF THE COMBINED AUTHORITY

TVU

TVU staff are employees of Stockton-on-Tees Borough Council (“SBC”) and would continue to be managed by the Managing Director and his management team.

For the purposes of the Combined Authority, the head of paid service would be known as the Chief Executive. The Chief Executive would continue to provide high level strategic direction for TVU, and would be accountable to the Combined Authority and LEP and work closely with the Local Authority Chief Executives and their Senior Officers.

TVU staff would provide all necessary professional expertise and support to enable the Combined Authority to discharge its functions; to advise the Combined Authority on matters within its terms of reference and to provide secretarial and administrative support to the Combined Authority.

TVU Costs

TVU costs are the costs of TVU/SBC employees, provisions, transport, supplies and service and support services.

Financial Arrangements

SBC would continue to be the accountable body for the Combined Authority as it is for TVU currently.

TVU costs and any costs related to the operation of the Combined Authority would be allocated to each Local Authority in the following agreed proportions:-

Darlington Borough Council	15.80%
Hartlepool Borough Council	14.67%
Middlesbrough Borough Council	20.89%
Redcar & Cleveland Borough Council	20.98%
Stockton-on-Tees Borough Council	27.66%

*(NB – taken from the 31 March 2011 Joint Agreement for the Governance of Tees Valley Unlimited).

The Local Authorities and Combined Authority would agree the TVU Costs and costs related to the operation of the Combined Authority prior to the 28

February of each year. There would be a timetable for discussion between the local authorities and the Combined Authority on budget requirements in advance of this date and it is intended that budget requirements would be considered on a three year rolling programme.

Each Local Authority's contributions (except for SBC) would be paid on the 1 April, July, October and January of each year.

The Combined Authority would be required to draw up its own financial regulations and standing orders. Like any organisation there are a number of financial practices that the Combined Authority would need to undertake such as the production of a medium term financial plan, audit, payroll, treasury management, etc. There are, however, a number of additional requirements a Combined Authority would need to undertake. These include, the production of a statement of accounts, the appointment of an independent external auditor, a separate bank account and separate government returns such as VAT.

It is proposed, to minimise costs and streamline the process, that financial support, including the Statutory Section 151 Officer role, would be provided by one of the constituent authorities. Financial procedures and practices would also follow those of the constituent authority.

The costs attributable to the Combined Authority in exercise of its functions relating to economic development, transport and skills including economic investment (such as the Growth Fund, EZ income and European Funding) (together with any start-up costs) would be apportioned between the constituent authorities as outlined under the arrangements above.

Based on the analysis undertaken to date, it is estimated that there will be minimal additional costs for each local authority in the running of the Combined Authority. There will, however, be some additional costs associated with the set up of the new body, such as Audit Fees, but these will be kept to a minimum.

If the Combined Authority has assets, we may need to consider the powers required for the Combined Authority to borrow against those assets.

Effective Collaboration

Although the Chief Executive of the Combined Authority would be accountable to that authority (through the Chair - a Leader or Elected Mayor), made up of its constituent members, it must be seen that in all purposes this is within an effective collaboration across all five of the Tees Valley 'family' of authorities, as it is now. The Chief Executive would work very closely with all the local authority Chief Executives (as now). S/he would be fully cognisant of the political drivers and strategic imperatives of the member authorities (and business community) as now. S/he would meet regularly with local authority Chief Executives, as now, to conduct LEP and Combined Authority business, ensuring all authorities are 'lined up', as now,

to facilitate a smooth approach to decision-making at the Combined Authority. It should be noted that the Combined Authority would be expecting this collaborative approach, so accountability of the Combined Authority Chief Executive through the Chair would also be, in effect, accountability to the wider family of Leaders and elected Mayor and their Chief Executives.

Proceedings of the Combined Authority

The Combined Authority would hold an Annual Meeting each year, and at least three other meetings during the year.

In the event of a casual vacancy occurring in the office of Chair or Vice Chair of either the Combined Authority the constituent Authority by whom the previous Chair or Vice Chair was nominated, would nominate a successor to hold office for the remainder of the term of office of the member in respect of whom the vacancy arose.

If both the Chair and Vice-Chair are absent from a meeting of the Combined Authority, one of the other representative Members would be appointed to preside over the meeting.

The Chair in consultation with the Vice-Chair, may call a meeting of the Combined Authority at any time and would call a meeting within seven working days if required by at least 3 of the representative Members.

The agenda for the Combined Authority meetings would be agreed in consultation with the Chair and Vice Chair.

A summons to attend a meeting, specifying the business proposed to be transacted at the meeting would be sent to each representative Member and a copy would also be sent to the Chief Executive of and two other officers specified by each constituent Authority.

Meetings would be held at such place and at such times as the Chair shall, in consultation with the Vice Chair determine.

Decision-making would be structured to ensure that issues of critical importance to the Boroughs, such as those which placed costs or risks on the Borough Councils, were taken only by Leaders and the elected Mayor. The Combined Authority would not have the power to incur expenditure on other authorities, nor would it have the power to place additional risks on other authorities over and above expenditure and risk that is a result of what is agreed by each authority and covered by the Combined Authority constitution, including the investment, business and financial plans (see below).

To retain unity of purpose across work done by local authorities individually and the work of the Combined Authority, joint decision-making on strategy and business planning would be put in place. For example, the constitution

of the Combined Authority would set out that decisions would be taken in accordance with the following framework agreed by the Combined Authority AND formally by each local authority individually:

- Statement of Ambition: the strategy in accordance with which TVU and the Combined Authority will work
- Investment Plan
- Annual rolling TVU / CA Medium-Term (3-4 year) Financial Plan, including local authority financial contributions
- Annual Business Plan

Beyond these, each matter arising at a meeting of the Combined Authority would be determined by a majority of the votes of the Members present and voting; each representative Member or substitute Member acting in that Member's place would have one vote and no Member would have a casting vote.

If a vote on any matter is tied, it would be deemed not to have been carried.

Three representative Members and/or nominated substitutes would represent a quorum.

Minutes of the proceedings of the Combined Authority would be taken and would be submitted to the next ordinary meeting (or Annual Meeting, as appropriate) for approval.

Copies of the minutes of the meetings would be provided for each of the Local Authorities within 7 working days of a meeting.

The Combined Authority may appoint such Committees or Sub-Committees (e.g. in connection with the EU Structural and Investment Fund), with such quorum of representative Members as may be determined.

The meetings of the Combined Authority's Committees, or any of its Sub-Committees, would be public meetings unless exempt or confidential information is to be discussed.

The Tees Valley LEP has already transferred Investment Panel part A meetings into the Tees Valley ESIFS Committee in 'shadow' form (October 2014) to comply with EU regulations. This is a sub-committee of Government (CLG) and its relationship with the LEP will simply transfer to become a relationship with the Combined Authority.

Duration, Variation and Termination

The Combined Authority would be established by the Secretary of State through a statutory order approved by resolution of each House of Parliament. It can only be abolished by order of the Secretary of State, and with the consent of a majority of the constituent Councils.

That consent would make appropriate provision for:-

- the redeployment, transfer or secondment and/or payment of the costs of redundancy, including pensions liabilities, of any employees who would no longer be required following termination/abolition.
- the closing of any related redundant accounts and the payment of any relevant outstanding costs.
- the sharing of any costs or other liabilities relating to the continued occupation and/or termination of occupation of any accommodation no longer required.
- the sharing of any costs or liabilities regarding any funding arrangements, other agreements or contracts.
- the disaggregation of any (non-personnel) assets (financial or otherwise), rights and liabilities.
- all of these costs or liabilities to be shared in the same proportions as the Local Authority contributions to the funding of TVU costs (the costs of employees, premises, transport, supplies and services and support services).

Withdrawal from the Combined Authority can only take place in accordance with the relevant legislative requirements.

A withdrawing Local Authority would have to make appropriate provision for:-

- the redeployment, transfer or secondment and/or payment of the costs of redundancy, including pension liabilities, of any employees who would no longer be required following the withdrawal of the relevant Council and for the relevant Council to be responsible for such costs.
- the payment by the relevant Council of its share of any accounts or outstanding costs.
- the sharing of any costs or other liabilities relating to the continued occupation and/or termination of occupation of any accommodation no longer required for the purposes of the arrangements.
- the sharing of any costs or liabilities regarding any funding arrangements, other agreements or contracts.
- the disaggregation between the relevant Council and the other Councils of any assets (financial or otherwise), rights and liabilities at the time of the relevant Council's withdrawal, and assuming that the

relevant arrangement (Combined Authority) is to continue in operation.

- all of these costs or liabilities be shared in the same proportions as the Local Authority contributions previously referred to.

The disaggregation of any assets, rights and liabilities may, however be deferred by the remaining Councils to a future date which they determine, where they consider that the disaggregation would prejudice the operation of the relevant arrangements.

Where a Council has given notice of withdrawal and the remaining Councils consider that it would be more appropriate for the relevant arrangement as a whole to be terminated by mutual agreement, the relevant provisions about mutual agreement would apply.

Dispute Resolution

Any dispute or question arising between the Local Authorities in relation to the arrangements for the operation of the Combined Authority would be referred for determination to an independent expert, in accordance with provisions regarding the experts appointment; timescale for making of a determination; opportunity for the parties to the dispute to make representations; expert's fees and expenses; costs; and the binding nature of the determination.

APPENDIX 3

DETAIL OF THE SCRUTINY ARRANGEMENTS

The term of office for representatives is to be for one year from the date of the annual Council meeting. If a representative ceases to be a Councillor, or wishes to resign from the Scrutiny Panel, the relevant Council shall inform the Combined Authority secretariat and the replacement representative shall serve for the remainder of the original representative's term of office. This mirrors the arrangements in the South Tees Heath Scrutiny Committee.

The draft Scrutiny Protocol also provides that a Chair and Vice Chair (to come from different political groups) shall be elected annually, with the position to rotate between the Constituent Councils each year. Additionally, the Chair is required to be a member of the opposition.

The support necessary to run the Combined Authority Scrutiny Committee arrangements (i.e. any necessary resources and staff) is intended to be provided by the Authority of the Chair, and is to rotate annually between the Tees Valley Authorities in the same way.

It is intended that by operating the support in this way that the Scrutiny arrangements can be run at little or no extra cost to the Combined Authority, with the support work being absorbed into the relevant Authority's day to day work. This is similar to the arrangement already in place at the Greater Manchester Combined Authority, where it is working effectively. The democratic services officers already in place at Manchester City Council run the scrutiny panel in practice, and have been able to absorb the extra work into their own department. West Yorkshire Combined Authority have also verbally confirmed to us that there is to be no additional cost associated with their own scrutiny arrangements, as the work would be absorbed by existing staff, in their case staff at what used to be their Passenger Transport Executive.

With regard to the call in procedure, Members of the Scrutiny Panel shall have the power to call in any decision by the Executive Board or of the Combined Authority.

5 Members of the Scrutiny Panel are required to object to a decision before a call-in can be implemented, and are to have a 5 day period following the publication of any decision to effect the call-in.

Manchester Scrutiny Panels work involves a high level overview of their own Combined Authority's growth or reform plans. Recent items from their 2013 and 2014 calendar include an overview of the Greater Manchester Growth and Reform Plan which proposes to eliminate the gap between public spending and tax generated in that region, and overview of various growth or reform projects relating to housing, worklessness, youth

unemployment and infrastructure. It is therefore anticipated that the Combined Authority's work programme would encompass reviews of the Combined Authority's policies and overview of any projects which the Combined Authority set up once in existence.

This approach would ensure a greater role for elected Members in the governance of the Combined Authority (when compared to current arrangements with TVU).



Proposal for a Tees Valley Combined Authority

Consultation Report

February 2015

1. Introduction

The five councils have been working together to investigate the potential of a Combined Authority for the Tees Valley. As part of this work they have sought the views of a range of stakeholders across the area on the proposal including the proposed priorities for the Combined Authority. Detail on the consultation process and the responses received will be set out over the following sections:

- Consultation Process
- Summary of responses
- Responses (detailed)
- Conclusions
- Appendix A – Consultation Timeline
- Appendix B – Consultation Documents
- Appendix C – Letters received in response to the consultation

As advised by DCLG the consultation has been modeled on that undertaken by the seven councils to the north of the Tees Valley in the development of the North East Combined Authority. We have taken account of the approach which they utilised and have developed this to enhance response rates through the consultation. This has been effective and a better response rate has been achieved with 1,911 responses received to our consultation compared to the North East Combined Authority total of 650 stakeholders (including over 450 residents).

2. Consultation Process

Consultation on the proposal for a Tees Valley Combined Authority ran between 10th December 2014 and 31st January 2015 (consultation timeline included as appendix A).

Within this time a range of methods were used to promote access to the consultation in a variety of ways across the five authorities including but not limited to:

- Online survey;
- Reports/presentations to a variety of committees/partnerships/groups;
- Letters to businesses/organisations/groups providing the link to the online survey;
- Dedicated webpage on each council website and the Tees Valley Unlimited (TVU) website which linked through to the online survey;
- Press releases;
- Articles in council magazines.

The following information was made available on the websites of each of the 5 councils and Tees Valley Unlimited:

- Consultation document
- Online survey
- Frequently Asked Questions (FAQs)
- Draft Governance Review

- Background report that went to the councils cabinet/committee
- Press releases
- Video

Links were also provided from the online survey to the consultation document (included as appendix B) and FAQs so that those completing the survey could access them easily to ensure they have the information available to understand the basis for the consultation.

A range of organisations, groups and individuals have been contacted directly during the consultation period including:

- Association of North East Councils (ANEC)
- Businesses and Business Organisations
- Colleges / Schools
- Durham Tees Valley Airport
- Elected Members
- Government Departments and Agencies
- Members of Parliament and House of Lords representatives
- North East Local Enterprise Partnership / North East Combined Authority
- North Yorkshire County Council
- North Yorkshire Local Enterprise Partnership
- Parish and Town Councils
- Ports
- Regional and Sub Regional Newspaper Editors
- Residents
- Trade Unions
- Universities
- Other partners

3. Summary of Responses

In total 1,911 responses were received to the consultation.

74.46% agreed that the partnership approach was important.

64.77% agreed that the Tees Valley should strengthen its partnership approach through a new Combined Authority.

86.39% agreed that Economic Development was an important area of economic growth for the Tees Valley.

90.59% agreed that Employment and Skills were an important area of economic growth for the Tees Valley.

89.55% agreed that Business Investment was an important area of economic growth

for the Tees Valley.

89.09% agreed that Transport and Infrastructure was an important area of economic growth for the Tees Valley.

68.14% agreed that Low Carbon was an important area of economic growth for the Tees Valley.

4. Responses (detailed)

In total 1,911 accessed the survey. It should be noted that not all of those who looked at the survey answered every question and therefore we have identified the number who skipped each question. The number of responses received was significantly higher than that achieved by the other North East authorities when they consulted on their proposal for a North East Combined Authority. In total 650 stakeholders (including over 450 residents) participated in their local consultation exercise.

Question 1

We asked...

Please tell us who you are (choose 1)

The response was...

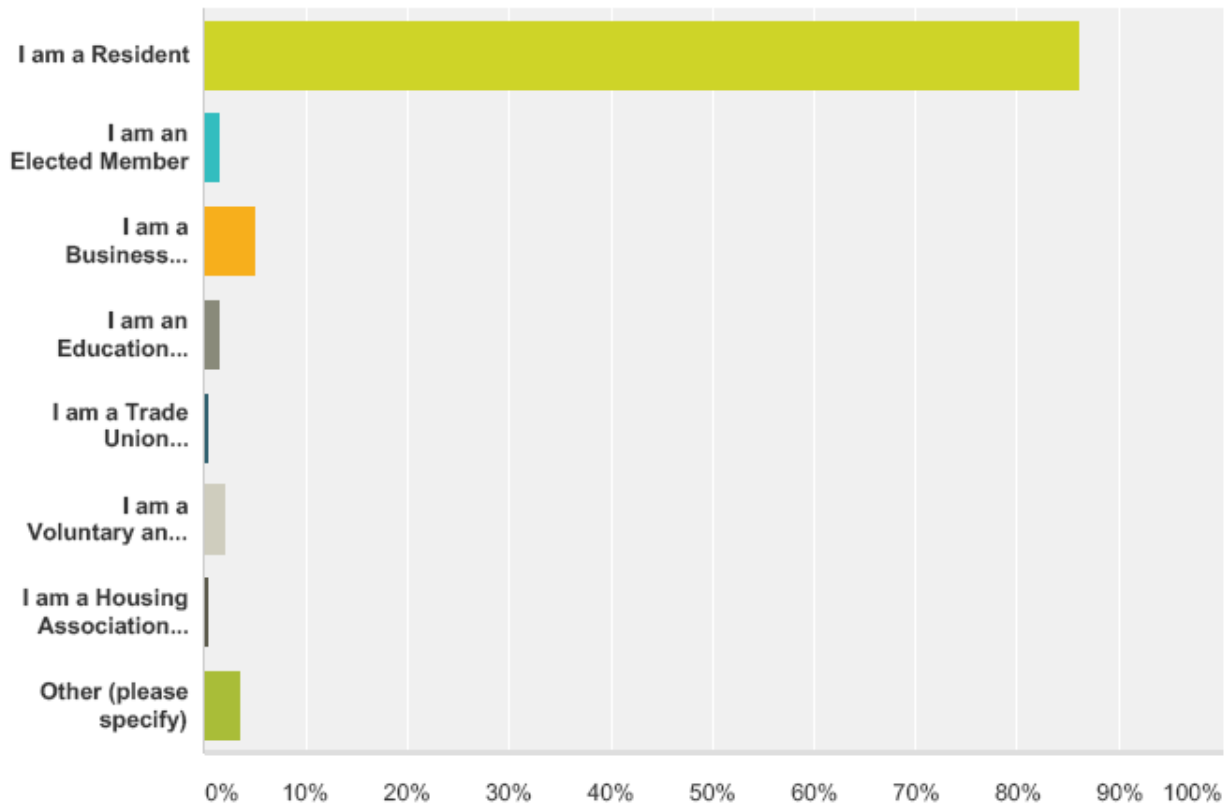
	Number	Percentage
Resident	1,638	85.98%
Elected Member	28	1.47%
Business	94	4.93%
Education Provider	27	1.42%
Trade Union	6	0.31%
VCS	39	2.05%
Housing Association	7	0.37%
Other	66	3.46%
TOTAL	1,905	100%

6 skipped this question.

Others include the following:

- Local Healthwatch representative
- English Heritage

- NHS Foundation Trust
- Individuals who work in the Tees Valley
- Employees from the 5 Local Authorities in the Tees Valley
- Parish Councils
- North Yorkshire County Council
- Member of Parliament
- Partner Organisation
- NHS staff
- Business owner
- Individuals who identified as being from more than one group e.g. resident and business owner



Question 2

We asked...

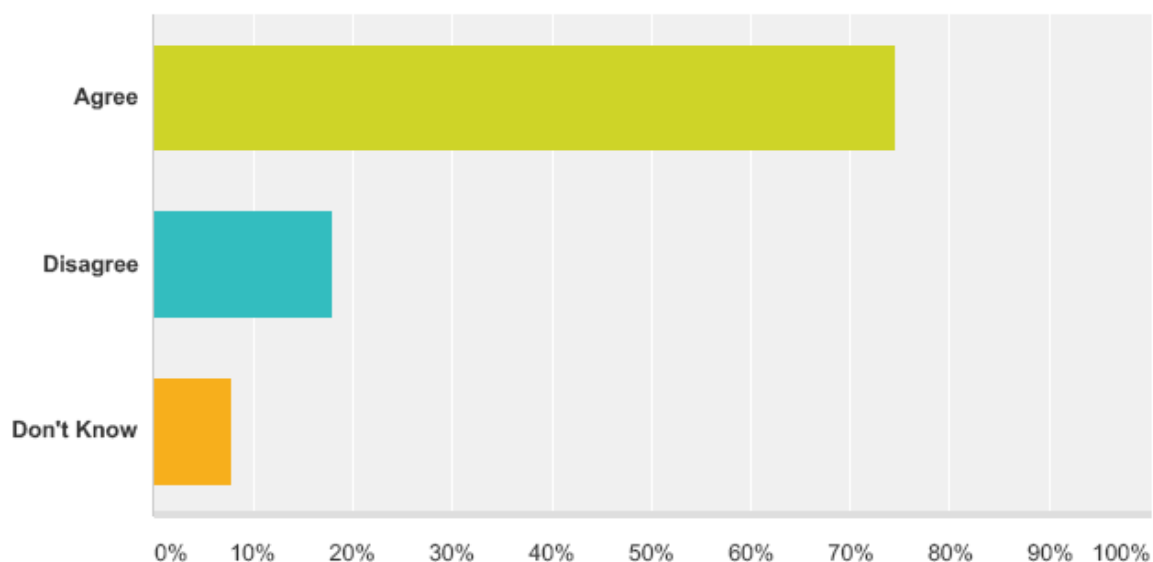
The five Tees Valley local Councils are committed to working together with business to create more jobs, support businesses to flourish and attract new investment into the Tees Valley. Do you think that this partnership approach is important?

The response was...

Agree 74.46% (1,382)	Disagree 17.89% (332)	Don't Know 7.65% (142)
--------------------------------	---------------------------------	----------------------------------

	Agree	Disagree	Don't know
Resident	1,153	307	131
Elected Member	22	5	0
Business	84	5	4
Education Provider	25	0	2
Trade Union	5	1	0
VCS	32	2	3
Housing Association	3	2	2
Other	56	7	0
Skipped Q1	2	3	0
TOTAL	1,382	332	142

55 skipped this question.



Question 3

We asked...

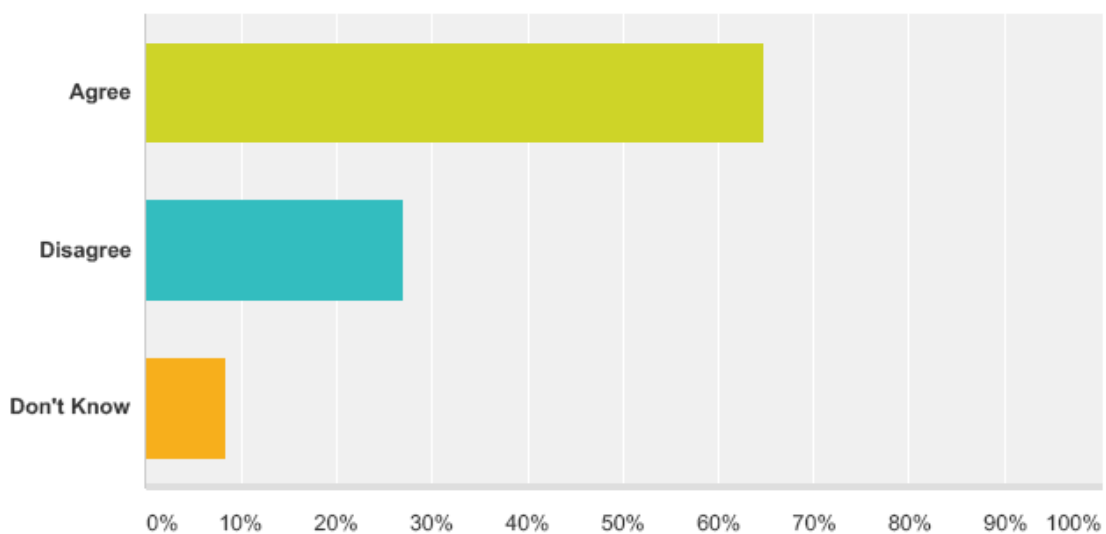
Do you think that we should strengthen the way the five councils work together through a new Combined Authority, cementing our partnership in law, speeding up decision-making, and being ready to accept new powers and resources from Government on these key issues?

The response was...

Agree 64.77% (1,184)	Disagree 26.91% (492)	Don't Know 8.32% (152)
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	Agreed	Disagreed	Don't know
Resident	982	463	130
Elected Member	15	6	2
Business	78	7	5
Education Provider	20	3	3
Trade Union	6	0	0
VCS	26	3	7
Housing Association	3	2	1
Other	52	5	4
Skipped Q1	2	3	0
TOTAL	1,184	492	152

83 skipped this question.



Question 4

We asked...

Please say whether you agree or disagree with the importance of each of the five areas of economic growth for the Tees Valley area:

220 skipped this question.

Economic Development

(i.e. understanding our economy and having the right strategies in place to meet Tees Valley economic needs, to secure new resources to create more jobs)

The response was...

Agree 86.39% (1,460)	Disagree 8.70% (147)	Don't Know 4.91% (83)
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	Agreed	Disagreed	Don't know
Resident	1,239	134	78
Elected Member	19	3	0
Business	84	0	2
Education Provider	24	1	0
Trade Union	5	0	0
VCS	28	1	3
Housing Association	4	2	0
Other	55	4	0
Skipped Q1	2	2	0
TOTAL	1,460	147	83

Employment and Skills

(i.e. making sure there are local jobs for local people and that local people have the skills they need to do those jobs)

The response was...

Agree 90.59% (1,530)	Disagree 6.10% (103)	Don't Know 3.32% (56)
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	Agreed	Disagreed	Don't know
Resident	1,304	93	53
Elected Member	20	2	0
Business	84	0	2
Education Provider	24	1	0
Trade Union	5	0	0

VCS	31	0	1
Housing Association	4	2	0
Other	56	3	0
Skipped Q1	2	2	56
TOTAL	1,530	103	56

Business Investment

(i.e. attracting new, and keeping and growing existing, local businesses)

The response was...

Agree 89.55% (1,499)	Disagree 6.27% (105)	Don't Know 4.18% (70)
--------------------------------	--------------------------------	---------------------------------

	Agreed	Disagreed	Don't know
Resident	1,277	95	65
Elected Member	20	2	0
Business	83	0	2
Education Provider	25	0	0
Trade Union	5	0	0
VCS	29	1	2
Housing Association	4	2	0
Other	54	3	1
Skipped Q1	2	2	0
TOTAL	1,499	105	70

Transport and Infrastructure across the Tees Valley and beyond

(i.e. helping ensure that travel by road, rail, air and sea are fit for current and future purposes in order to keep the economy moving)

The response was...

Agree 89.09% (1,494)	Disagree 7.51% (126)	Don't Know 3.40% (57)
--------------------------------	--------------------------------	---------------------------------

	Agreed	Disagreed	Don't know
Resident	1,272	115	53
Elected Member	20	2	0
Business	84	0	2
Education Provider	23	1	0
Trade Union	5	0	0
VCS	30	1	1
Housing Association	4	2	0
Other	54	3	1
Skipped Q1	2	2	0

TOTAL	1,494	126	57
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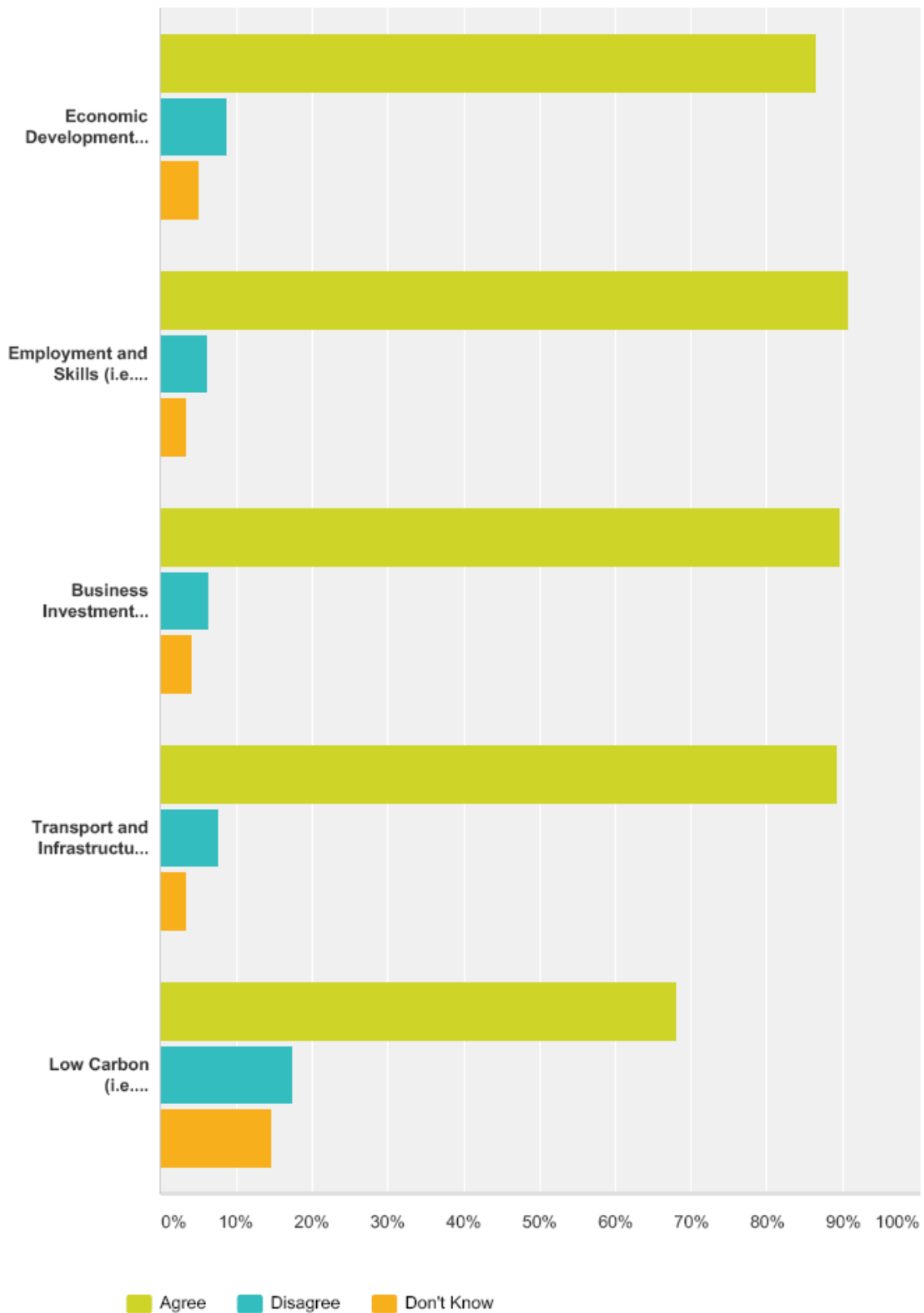
Low Carbon

(i.e. maintaining and growing the local economy whilst using less energy, limiting the effects of energy use on the local environment and growing low carbon businesses)

The response was...

Agree 68.14% (1,140)	Disagree 17.33% (290)	Don't Know 14.52% (243)
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	Agreed	Disagreed	Don't know
Resident	963	254	218
Elected Member	17	5	0
Business	62	10	14
Education Provider	18	4	3
Trade Union	5	0	0
VCS	22	5	4
Housing Association	3	2	1
Other	49	7	3
Skipped Q1	1	3	0
TOTAL	1,140	290	243



Question 5

We asked...

Please use the box below to make any additional comments.

The response was...

In total 750 chose to provide additional comments whilst 1,161 skipped this question. That means that less than 40% of the total respondents chose to answer this question.

The additional comments provided covered a range of topics and included both positive and negative views. In addition some raised questions about the detail of the Combined Authority.

A number of concerns were anticipated in advance of the consultation and were included within the Frequently Asked Questions. Unfortunately this has not stopped people raising those concerns in their additional comments.

The following section provides a summary of the main themes that came through from the additional comments provided. This reflects just a flavour of the comments received:

- Many comments were supportive of the development of a Combined Authority for the Tees Valley as they felt it would put the area into a better position to attract funding and investment.
- Some were concerned about the Combined Authority being a recreation of the old Cleveland County and felt that their Local Authority should either remain autonomous or would be better placed with another area e.g. North Yorkshire or County Durham.
- However, there were also a number of comments in support of the Local Authorities going even further and becoming a single authority or combining other functions such as education support services or health and social care.
- Many felt that working together in partnership would give the area a stronger voice and take it out of the shadow of the other North East local authorities so that the Tees Valley would not lose out to places like Newcastle.
- But there were others who felt that the Tees Valley should join the rest of the local councils in the north east as part of the North East Combined Authority.
- A number raised concerns about how equally funding and resources would be spread across the 5 local authority areas and also between the urban centres / principal towns and the rest of the area.

- Some comments were made on the proposed scrutiny arrangements. These included the need to include business representatives in the proposed membership and queried whether the Chair should be from the “opposition party” due to the complexity of local politics within the Tees Valley.
- There were a number of comments about the potential cost of the Combined Authority and particularly concerns that this may have implications for residents through increasing Council Tax bills. Some felt that there should be an aim to make the new structure cheaper and that there was a need for greater transparency about what the Combined Authority would cost.
- Concern was raised about the Combined Authority being an added layer of local bureaucracy or that there would be duplication with existing arrangements. This links to other comments which questioned whether the change would result in redundancies within Local Authorities. Some were against this whilst other felt that jobs should be reduced where there was duplication.
- Many welcomed the potential opportunities for the Tees Valley that could come from the devolution of further powers from central government. However, some were wary about such additional powers including concern that if this included setting local tax revenues we may lose out to the South East.
- Some queried how local people, businesses and groups (e.g. Residents Associations, the VCS and Parish Councils) would be involved in the shaping of policy for the Combined Authority. This included queries around future consultation arrangements.

A range of comments were also received on what should be priorities for the Combined Authority. These included:

- Transport and access - particularly in reference to rural and peripheral areas within the Tees Valley. One respondent felt that there should be one Tees Valley Transport Plan with Borough chapters to ensure a strategic approach to transport issues.
- Durham Tees Valley Airport - Improving and developing the airport was identified by a number of respondents.
- Training and skills - Whilst many noted that this should include young people it was also felt that there should be opportunities for all ages, particularly around re-training. Workplace skills for graduates was also highlighted.

5. Other responses to the consultation

In addition to those completing the online survey a number of letters of support were received from local partners (letters included as appendix C):

Association of North East Councils
Cleveland Police & Crime Commissioner and Cleveland Police
North East Chamber of Commerce (NECC)
North East Combined Authority (NECA)
PD Ports
Tees Valley Unlimited
UNISON (Northern Region)

6. Conclusion

The results of the consultation demonstrate that there is broad support for the proposal to develop a Combined Authority for the Tees Valley.

Almost two thirds of those who responded to the consultation (64.77%) agreed that the 5 councils should strengthen the way that they work together through a new Combined Authority, cementing the partnership in law, speeding up decision-making and being ready to accept new powers and resources from Government.

Appendix A – Consultation Timeline

When?	What?
W/C 24 th Nov	Explanation of Combined Authority proposals set up and made public on all council websites & TVU website.
10 th Dec	Consultation opened – council websites (except Middlesbrough) updated with consultation details and link to online survey.
10 th Dec – 23 rd Jan	Promotion of consultation through press releases to local media & inclusion in council magazines. Letters sent out to consultees by identified lead organisation.
17 th Dec	Consultation goes live in Middlesbrough (following Call-In period), website updated with consultation details and link to survey.
31 st Jan	Online consultation closes.

Appendix B - Consultation Document



Have your say on:

**The proposals for a Tees Valley
Combined Authority**

Consultation Document

This document is available in alternative formats and in different languages on request. If you need support or assistance to help you read and/or understand this document, please contact your Council on 01429 266522

Please complete the [online survey](#) by 31st January 2015

Introduction

The five local councils in the Tees Valley (Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees) are asking for your views on proposals to form a Combined Authority for the Tees Valley.

This note is intended to explain what a Combined Authority is, as well as what it isn't, and why we think it's a good idea.

Building on our strength

The five councils already work closely together with local business to strengthen our local economy, attract new business investment, create more jobs, support businesses to grow, and improve transport and local skills. To do this, the five councils already jointly fund an organisation called Tees Valley Unlimited (TVU) to work for the whole Tees Valley.

As well as attracting investment from businesses, TVU has, since 2010, secured over £186m of European funds and well over £165m of UK Government funds.

We work very closely in partnership with businesses, through the Tees Valley Local Enterprise Partnership (LEP). This partnership has served us well for many years and the way we work across all five councils and with business is often seen as a good example for other areas of the country to follow. The strength of our LEP has helped TVU to secure the large resources detailed above.

So why change?

We are hugely ambitious for the Tees Valley and our communities. Our existing governance arrangements have served us well but we are in a fast changing world and it is essential that we build on our success.

We want to cement our partnership in law, so that it offers all of us, including our businesses, certainty that we are working together for the long-term. And we want to be ready to accept new powers and resources from Government which may be given to Combined Authorities in the future.

We want to continue to be a big player, competing successfully alongside other, often much larger regions, both in the UK and internationally. Some areas already have greater powers and resources as a result of creating a Combined Authority – we believe we should not be left behind. This is about a new era of joint working, building on the strengths we have created together.

What options have we considered?

We have examined four potential models overall:

- Enhancement of the status quo;
- Joint committee;
- Combined Authority; and
- Company models

These were assessed against criteria including operational efficiency and effectiveness; capability to enhance our economic development; local authority governance; public sector financial management; and engaging with the private sector. We have concluded that the Combined Authority model is the most effective model for us and a summary of the rationale is included in the detailed governance report (see the link below).

What would a Combined Authority do?

We have produced a more detailed report and a set of Frequently Asked Questions which you can read by clicking on this link.

www.hartlepool.gov.uk/TeesValleyCombinedAuthorityConsultation

This sets out what the Combined Authority would do and what the local councils would continue to do. In summary, the Combined Authority would focus on economic growth and our ambition to create 25,000 new jobs for the Tees Valley.

What impact will this have on our existing local councils?

The role of each of the five councils will be undiminished. Each council will still be responsible, for example, for social care of young people and adults, local regeneration strategies, highways repairs and maintenance, libraries and the many other services we currently run.

This also means that a Combined Authority is NOT a recreation of the former Cleveland County Council.

Resource Implications

We estimate that there would be minimal additional running costs. For more information on this, please refer to the report and FAQs in the link above. In summary, the small additional running costs would be dwarfed by the potential financial gains from Government.

How do I have my say?

Please complete the online survey by no later than **31st January 2015**. There is space for your own wording too. Please complete the online survey at:

<https://www.surveymonkey.com/s/TeesValleyCombinedAuthorityConsultation>

What happens next?

We will report the conclusions of the consultation to all five councils no later than March 2015. If feedback is supportive, we intend to formally ask each Borough Council to approve our 'scheme' in March, which is when we have to submit our proposal to the Secretary of State.

The Secretary of State will then carry out further consultation before placing an 'Order' before both Houses of Parliament. Because of the General Election in May 2015, this is likely to mean that the earliest chance to have the Order approved before both Houses of Parliament would be Autumn 2015.

Draft Final Scheme for the Establishment of a Combined Authority for the Tees Valley

Background

The findings of the Review of governance arrangements relating to transport, economic development and skills pursuant to Section 108 of the Local Democracy Economic Development and Construction Act 2009 (LDEDC) and Section 82 of the Local Transport Act 2008, are that a Combined Authority (CA) shall be created both as the best option for the area going forward because it would be likely to improve:

- the exercise of statutory functions relating to economic development and transport in the area;
- the effectiveness and efficiency of transport in the area; and
- economic conditions in the area.

This document is the proposed Final Scheme prepared by the five Tees Valley Authorities (the 'Constituent Councils') pursuant to the LDEDC for approval by the Secretary of State by which it is proposed a CA be created.

Establishment of Authority

1. A Combined Authority for the Tees Valley shall be established pursuant to Section 103 of the Local Democracy Economic Development and Construction Act 2009 (LDEDC). It is intended that this shall come into existence from October 2015.

Area

2. The area of the CA shall be the whole area of each of the five Constituent Councils namely:
 - Darlington Borough Council
 - Hartlepool Borough Council
 - Middlesbrough Council
 - Redcar & Cleveland Borough Council
 - Stockton-on-Tees Borough Council
3. The evidence suggests that the Tees Valley represents a self-contained functional economic market area (FEMA) in its own right and that there would likely be an improvement in economic prosperity should a CA for the area of the Tees Valley be established.

Name

4. The name of the CA shall be the Tees Valley Combined Authority.

Membership

5. The CA shall consist of a total of 5 Members comprised as set out below:-
6. Each of the five Constituent Councils shall appoint one of its elected members as a Member of the CA. All appointments shall be for a one year term.
7. We want our CA to be as efficient and effective as possible. One means of achieving this is to make the business and meetings of both the LEP and the CA seamless. Our intention is to join the meetings together, supported by a single officer team (TVU staff), with a single agenda.
8. Representatives of the business community comprising the members from Tees Valley Unlimited Board (the 'LEP') shall also become non-voting board members of the CA, to be appointed for a term of 3 years.
9. This model brings to decisions the expertise of business in the Tees Valley, and ensures through the CA that the local authorities are accountable for the money that is being spent. Business members would effectively be expert non-executive directors of the CA.
10. In the event that any of the LEP members referred to above cease to be a LEP board member, they shall also automatically cease to be a CA board member.
11. The LEP board members shall also have a right to resign in their own right from the CA board by providing reasonable notice of the same.
12. The Constituent Councils shall each appoint another of its elected members to act as a substitute Member of the CA in the absence of the Member appointed in accordance with the terms above.
13. A council may at any time terminate the appointment of a local authority Member or a substitute Member appointed by it to the CA.
14. Where a local authority Member or substitute Member of the CA ceases (for whatever reason) to be a Member of the council that appointed them, the Member shall cease to be a Member of the CA and the relevant council shall appoint a replacement as soon as practicable.
15. No remuneration shall be payable by the CA to its members other than standard allowances for travel and subsistence.
16. Intention - Recognising that membership of the CA cannot be determined by reference to a particular office of an appointing council, it is nevertheless the intention that the most appropriate membership for the CA would be the five Leaders or the Directly Elected Mayors of the Constituent Councils, as appropriate.

17. The Chair and Vice Chair of the CA shall be appointed annually for a one year term from amongst the representative Members of the Constituent Councils, with the intention that the positions shall rotate between the Constituent Councils on an annual basis.

Voting

18. The following voting arrangements will be applied:

- a) Un-weighted voting based on one member one vote, with no casting vote for the Chair or Vice Chair.
- b) Five representative Members and/or nominated substitutes represent a quorum.
- c) Decision-making shall be structured to ensure that issues of critical importance to the Boroughs, such as those which placed costs or risks on the Borough Councils, are taken only by Leaders and the elected Mayor.
- d) The constitution of the CA shall set out that decisions will be taken in accordance with the following framework agreed by the CA and formally by each local authority individually:
 - Statement of Ambition: the strategy in accordance with which the LEP and the CA will work
 - Investment Plan
 - Annual rolling LEP / CA Medium-Term (3-4 year) Financial Plan, including local authority financial contributions
 - Annual Business Plan
 - Local Transport Plan
- e) The CA shall not have the power to incur expenditure on behalf of other authorities, nor the power to place additional risks on other authorities over and above expenditure and risk that is a result of what is agreed by each authority and covered by the Combined Authority constitution, including the investment, business and financial plans.
- f) Beyond the above, each matter arising at a meeting of the CA shall be determined by a majority of the votes of the Members present and voting; each representative Member or substitute Member acting in that Member's place shall have one vote and no Member has a casting vote.
- g) If a vote on any matter referred to at (f) above is tied, it shall be deemed not to have been carried.

Executive Arrangements

19. Executive Arrangements (within the meaning of the Local Government Act 2000) shall not apply to the CA. However, the discharge of the functions of the CA will be subject to the scrutiny arrangements set out in this scheme.

Scrutiny arrangements

20. The CA shall appoint one scrutiny committee which shall comprise members appointed to it by each of the Constituent Councils. In order to achieve this, it is intended to request the Secretary of State to apply Section 9JA of the Local Government Act 2000 to the CA as it does to a committee system local authority but with these amendments.

- The Combined Authority shall appoint one scrutiny committee under s9JA(1); and
- The Secretary of State will be requested to make regulations under s9JA(2)(b) with respect to its functions composition and procedure.

Functions of the Combined Authority

21. A great strength of the area has been its ability to demonstrate its unity of purpose in securing a more prosperous economic future. The five local authorities of the Tees Valley, working together with business as the LEP, have firmly established the sub-region on the national stage. An obvious example of our unity is the Statement of Ambition with its clear explanation of the policies to be pursued in achieving sustainable prosperity.

22. Our partnership is robust. It is a matter of great credit acknowledged by the Government, Business Representative Organisations such as Confederation of British Industries, Chamber of Commerce, Federation of Small Businesses, the Manufacturers' Organisation for Britain (EEF), and Institute of Directors and neighbouring areas that the grasping of opportunities to help implement our economic strategy has only been possible because of the area's local authorities' steadfast ability to work together and in concert with the private sector. There is a focussed and proactive approach to growth which is pursued at the sub-regional level. This approach has led to a successful Enterprise Zone and numerous Regional Growth Fund (RGF) awards for local companies.

23. Building on the strengths of our partnership, we are clear that new arrangements and powers would:

- Combine the strengths of our LEP with new powers afforded by a Combined Authority.
- Be non-bureaucratic. A Combined Authority which operates as the LEP would achieve this.

- Be cost-effective. Our analysis estimates that there is limited additional cost across the Tees Valley to deliver more effective decision-making and delivery of our strategy.
- Not re-create the former Cleveland County Council. A Combined Authority would not do this - it would assist decision-making on matters of jointly agreed priorities of economic development, skills and transport across the five Boroughs, and
- Ensure we continue to work in harmony with business.

Transport Functions

24. In the application of s101 of the Local Government Act 1972 any other transport functions delegated to the CA from time to time by the constituent Councils shall be functions of the CA.
25. This shall include the full range of powers available to an Integrated Transport Authority pursuant to the Local Transport Act 2008.
26. The Power of Wellbeing under chapter 3 of the LTA 2008 will apply to the CA by virtue of that Act.
27. The CA will have ancillary general powers pursuant to section 113A of the LDEDC 2009.
28. Specific transport functions for the CA shall include to:
 - a) Develop and approve the Rail Strategy
 - b) Develop and approve the Transport and Infrastructure Strategy including transport topics of significant importance e.g. Rail, Strategic road network and Airports.
 - c) Manage and develop the successful on-going strategic relationship with the Highways Agency, and other Government departments and agencies (i.e. DfT, Network rail, rail franchise holders)
 - d) Deliver modelling and analytical support for scheme and strategy schemes in relation to economic development.
 - e) Approve and submit bids for funding for Tees Valley level transport schemes.
 - f) Develop, approve and implement in collaboration with the Local Authorities capital project procurement for transport schemes at a Tees Valley level.
 - g) Represent those Authorities comprising the CA within regional, pan-northern and national for a lobbying for more investment in infrastructure.

- h) To approve the Rail Strategy and the Transport and Infrastructure Strategy.
- i) To approve and submit bids for transport scheme funding.
- j) To approve the procurement of Tees Valley level transport schemes.

Economic Development Functions

29. By virtue of sections 99 and 102A of the Local Transport Act 2008, the CA will have broad well-being powers to promote economic prosperity, which can be exercised together with general ancillary powers granted by section 113A of the LDEDC Act 2009 (as amended by the Localism Act 2011).

30. It is proposed that the CA will be focussed on strategic economic development issues which shall include a remit to:

- a. Prepare, monitor and review the Tees Valley-level economic strategy (Statement of Ambition, Investment Plan, Business Plan, Action Plans etc) for approval by each of the Member Authorities
- b. Undertake economic assessment, research and provide an evidence base for economic strategy at the Tees Valley level and at the Borough level.
- c. Prepare and submit policy responses to consultations that impact on the economy of the Tees Valley
- d. Develop and manage interventions, projects and programmes which respond to the economic strategy of the Tees Valley
- e. Prepare and submit funding bids for interventions, projects and programmes which respond to economic strategy at a Tees Valley level.
- f. Be responsible for ensuring that core business advisory services are available to SMEs across the Tees Valley, with additional business support services being delivered, in consultation with the Local Authorities, to meet each Borough's individual sector priorities.
- g. To approve the Tees Valley-level economic strategy (comprising e.g. the Statement of Ambition, Investment Plan, Business Plan, Action Plans etc).
- h. To approve the submission of responses to consultations.
- i. To approve the submission of funding bids.

31. The primary focus of the CA will be to manage a significant programme of investment in transport and economic infrastructure, and to influence and align with government investment, in order to boost economic growth. The related interventions will have differential spatial impacts across the CA area but should aid delivery of key growth projects in the emerging and future local plans of Constituent Councils. Having regard to the duty to co-operate, effective alignment between decision making on transport and decisions on other areas of policy such as economic development, employment and skills initiatives, business investment and low carbon strategies will be a key aim.

Incidental Provisions

32. The CA shall exercise any function of the Secretary of State delegated to the CA by order of the Secretary of State pursuant to Section 86 of the LTA 2008 and Section 104(1) (b) of the LDEDCA 2009. Such functions shall be exercised subject to any condition imposed by the order.

33. The CA shall also have the following terms of reference and delegated powers in relation to Employment and Skills:

- a. Take a lead role in relation to Employment and Skills policy initiatives.
- b. Lead on activities to drive the TVU Employment Skills Advisory Group.
- c. Lead activities to develop the Tees Valley Employment, Learning and Skills Framework and encourage implementation across the five Local Authority areas.
- d. Influence high level content of the DWP Work Programme and FE provision.
- e. Develop links and Employment and Skills policy alignment with 14-19 activities.
- f. Influence DWP prime provider performance through attending regular reviews and ensuring that TVU priorities are fed through to delivery programmes, and on a borough level depending on need.
- g. Engage with DWP providers/employers on the ground to facilitate closer working between partners and create additional/sustainable job opportunities across the Tees Valley.
- h. Provide intelligence to providers (including primary and secondary schools) on future skills and labour market requirements, aligned to the growth plan whilst working with

colleagues and other learning providers to develop a more labour market focus to their delivery, share emerging markets and skills sector knowledge

- i. Work with partners to join up the employer offer across Tees Valley and link with similar regional/local aims to provide dedicated access points for employers (via websites and key contacts).
- j. Coordinate the production of Tees Valley materials and resources to support and develop aspirations and choice, working closely with all partners.
- k. Co-ordinate a sub-regional network of key partners/providers to manage co-ordinated employer support for multiple vacancies etc.
- l. Work with employers, Sector Skills Councils etc to develop/facilitate sector focussed training opportunities linked to areas of future growth in the labour market.
- m. Ensure that employment and worklessness initiatives are effectively targeted at those farthest from the labour market.
- n. Ensure that local and national initiatives are coordinated into a coherent programme of support for young people, adult learners and employers
- o. Work with partners/key employers to develop more structured opportunities for unemployed people to access jobs.

34. The CA shall also have the following terms of reference and delegated powers in relation to Business Investment:

- a. Undertake business engagement and support including SMEs in consultation with the Local Authorities.
- b. Develop and approve a strategy and action plans for work of Tees Valley level significance in relation to:
 - o Investment by both UK and foreign owned companies
 - o Relocation into the Tees Valley from another UK source
 - o Investment for the first time by non-UK companies
 - o Exporting by Tees Valley companies
 - o Supply chain development
- c. Take responsibility for enquiry and client handling, liaising with clients and public and private sector partners across the Tees Valley; Site allocation, site briefs, identifying business synergies.

- d. Identify existing and emerging opportunities, defining marketing targets by industry sectors/sector analysis and developing strategy.
- e. Undertake marketing to attract Tees Valley level opportunities into the Tees Valley.
- f. To approve a Tees Valley wide strategy for business investment, inward relocation, exporting and supply chain development.

35. The CA shall also have the following terms of reference and delegated powers in relation to Low Carbon

- a. Undertake project and financial management of studies linked to the Low Carbon Strategy.
- b. Liaise with Government departments and agencies to address barriers to investment.
- c. Coordinate consultation responses to a range of related consultations from Government, including National Planning Statements and energy policy, as well as EU legislation.
- d. Provide support to industry to develop low carbon infrastructure such as Carbon Capture and Storage, district heating, energy hubs, novel waste technologies and energy from waste plants.
- e. Assist in the preparation of funding bids for industry projects for national and European funds and the Green Investment Bank.
- f. Further developing relationships with NEPIC, CPI and other groups such as PICCSI and other relationships to assist in the delivery of key projects.
- g. Help to develop and articulate Tees Valley's offer as one of the largest integrated low carbon networks in Europe.
- h. Examine new delivery vehicles for the key projects.

Funding

36. It is intended that the running costs of the CA shall not in themselves result in any significant increase in the cost of delivery of the functions ascribed to it over and above the current costs associated with the delivery of those functions by the LEP and the Constituent Councils.

37. The running costs of the CA, unless mutually agreed to be amended, shall be apportioned as follows:

DARLINGTON	15.8%
HARTLEPOOL	14.7%
MIDDLESBROUGH	20.9%
REDCAR & CLEVELAND	21.0%
STOCKTON-ON-TEES	27.7%

38. The revenue expenditure and funding of the CA shall be agreed on an annual basis as determined at paragraph 18(d) above.

39. Any additional expenditure in excess of that determined at paragraph 18(d) should be apportioned at the time of approval.

40. The CA will have the power to access other sources of funding as they become available.

Sub structures

41. The CA will act as a strategic decision making body. Therefore in order to fulfil the significant range of operational duties, powers and functions transferred, the Constituent Councils may put in place appropriate arrangements to ensure fit for purpose sub structures.

42. The Constitution of the CA is to include the ability to create the following sub-committees/panels:

- transport committee
- an investment panel

Tees Valley Unlimited Local Enterprise Partnership (LEP)

43. The Review sets out the importance of a strong LEP which effectively brings together the private and public sector in driving the economic prosperity of the Tees Valley.

44. By making provision for continuing to work closely with the LEP, for example by integrating CA and LEP meetings, decisions taken by the CA will more fully reflect business views. These views, both in terms of shaping prioritisation and scheme design, will ensure that any public investment is targeted to maximise local business benefit which is key to economic growth.

10 February 2015

FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Director of Regeneration and Neighbourhoods

Subject: LAND AT REAR OF CROFT TERRACE

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non-key decision.

2. PURPOSE OF REPORT

2.1 To consider the sale of land at rear of Croft Terrace at less than best consideration.

3. BACKGROUND

3.1 The Council is the freeholder of land at the Rear of Croft Terrace shown hatched on the plan at **Appendix 1**. The land is currently occupied by a number of lock up prefabricated garages and also used for informal parking. It is roughly surfaced.

3.2 The Council has been approached by the owners of the former Conservative Club with a view to purchasing part of the land. The former club adjoins the Council's land and following refurbishment and extension was opened in late 2014 as the Duke of Cleveland public house. The accommodation includes bars and function suites together with new ancillary accommodation comprising kitchens and WCs. The building is listed Grade II and was acquired by the present owners following the closure of the club and a period of disuse.

3.3 The club owners wish to acquire part of the Council's land on which without permission they have already built part of their car park and boundary wall. The land in question is shown cross hatched on the plan at **Appendix 2** and extends to approximately 22 square metres. They are also interested in buying an additional area of land outside their boundary wall for future expansion. This land extends to approximately 102 square metres and is shown hatched on the plan at **Appendix 2**.

3.4 Following discussion with the owners of the Duke of Cleveland, the Council's Estates & Regeneration Manager has valued the land and submitted Heads of Terms to the owners for the sale of the land, the details of which are given at **Confidential Appendix 3. This information contains exempt information under Schedule 12A 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.** The owners of the Duke of Cleveland are unwilling to pay the sums considered appropriate by the Council and have submitted a counter offer as set out in **Confidential Appendix 4. This information contains exempt information under Schedule 12A 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.** The owners have advised that they have already invested substantial capital to refurbish a listed building and the scheme is marginal. This offer is considered to be below the full market value of the property, and therefore any sale on this basis would have to be undertaken as a sale at less than best value under the Local Government Act General Disposal Consent 2003. In August 2012 the Council adopted a protocol to be followed in cases of this nature. The protocol can be summarized as follows:

1. The matter to be referred initially to the relevant committee.
2. Proposals will be discussed with District Audit (Mazars).
3. The report to Committee to include:
 - a. Valuation report and description provided by the Estates and Asset Manager
 - b. An assessment with supporting evidence provided by the department promoting the scheme of the financial and non-monetary benefits to the Council
 - c. Confirmation that the disposal contributes positively to an agreed Council priority and that it will not adversely affect a higher priority
 - d. A clear statement from the department promoting the scheme that the benefits the Borough or its residents will derive cannot be achieved unless the sale takes place at an under value, together with confirmation that no alternative means of funding is available.
 - e. An assessment of the impact of the proposal on achieving existing £6.5m capital receipts target by the Section 151 Officer
 - f. An assessment of the value of capital receipt which would be foregone
 - g. A statement from the Council's Chief Solicitor, as to whether he considers a disposal is capable of falling within the terms of the consent
 - h. sufficient information to enable Members to come to a conclusion as to whether the disposal would be proper use of the consent, having regard to the Council's fiduciary duties to local people.

- i. An independent valuation where appropriate.
- j. A statement from the department promoting the scheme outlining whether the proposal is likely to infringe state aid regulations.

These matters are dealt with below.

- 3.5
1. This report is the referral.
 2. Discussion with External Auditors (Mazars): This has not yet been concluded and the sale will only be made following receipt of a clear indication from Mazars that they have no concerns.
 - 3
 - a. Valuation report and description provided by the Estates and Regeneration Manager. This is provided in **Confidential Appendix 5. This information contains exempt information under Schedule 12A 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.**
 - b. An assessment with supporting evidence provided by the department promoting the scheme of the financial and non-monetary benefits to the Council: The former Conservative Club is a listed building that had been in a run-down state and disused for some time when the present owners acquired it and began the renovation work. A grant was given by the Council towards part of the work. Renovation and re-use of a listed building in this part of the Headland brings social and economic benefits to the area by enhancing the appearance and condition of the property, providing employment and a new leisure venue and generally maintaining the life of the area. There are therefore clear regeneration benefits to the area of the renovation scheme that has been carried out and the business that has been started.
 - c. Confirmation that the disposal contributes positively to an agreed Council priority and that it will not adversely affect a higher priority: The disposal will assist the viability of the premises and thus contribute to safeguarding employment, maintenance of a listed building and encouraging leisure visits to the area. It will not adversely affect any other priorities apart from the maximization of receipts from property assets (as it is a sale at under value).
 - d. A clear statement from the department promoting the scheme that the benefits the Borough or its residents will derive cannot be achieved unless the sale takes place at an under value, together with confirmation that no alternative means of funding is available: The purchasers have spent substantial sums on the renovation and extension of the building and state that they are not in a position to pay the full value and maintain the business. This has not been verified. No alternative means of funding are known of.

- e. An assessment of the impact of the proposal on achieving existing £4.5m capital receipts target by the Section 151 Officer: The difference between the full value and the proposed sale value is £8,500. The impact on the capital receipts target is therefore quite limited.
- f. An assessment of the value of capital receipt which would be foregone: The value of capital receipt foregone is between £4,000 and £8,500, depending on whether the buyers exercise the option.
- g. A statement from the Council's Chief Solicitor, as to whether he considers a disposal is capable of falling within the terms of the consent:

The Chief Solicitor has advised that although a local authority can dispose of land 'in any manner they wish' this is constrained by Section 123 of the Local Government Act, 1972, wherein the consideration for any disposal should not be 'less than the best that can reasonably be obtained'. Where a local authority considers that a disposal should proceed at an 'under value' it needs to consider the requirements set out in Circular 06/03, which is for the most part is replicated in the Council's own protocol on such disposals (see the relevant commentary in this report). The Circular notes Government policy that local authorities should be able to dispose of surplus land 'wherever possible' but in the expectation that the sale of land would be for the 'best consideration reasonably obtainable'. Equally it is recognised there may be circumstances which justify a sale at an undervalue. Primarily the Council would need to determine if such a sale at an undervalue would assist in securing the promotion or improvement of the economic, social or environmental well-being of its area. Hence there is a balancing exercise between receipt of a reduced capital sum on any sale and the economic and other benefits that might flow from such a sale. Authorities are also reminded in the Circular that they must always 'remain aware of the need to fulfill their fiduciary duty in a way which is accountable to local people'

- h. Sufficient information to enable Members to come to a conclusion as to whether the disposal would be proper use of the consent, having regard to the Council's fiduciary duties to local people: The purpose of the disposal is to allow the owners of the Duke of Cleveland convenient access to the beer cellar which is located at the rear of the building and also to provide a better car park layout for the premises. The foregone capital receipt is relatively modest and the disposal is being proposed in order to support a welcome re-use and renovation of a listed building and the business occupying it.
- i. An independent valuation where appropriate: Bearing in mind the provision of a valuation by the Council's Estates Manager and the relatively small sums involved, an external independent valuation is not considered necessary in this instance.

- j. A statement from the department promoting the scheme outlining whether the proposal is likely to infringe state aid regulations: The disposal is not considered to infringe state aid regulations.

4. PROPOSALS

- 4.1 It is proposed to dispose of the land on the terms outlined in **Confidential Appendix 4 This information contains exempt information under Schedule 12A 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.**

5. FINANCIAL CONSIDERATIONS

- 5.1 As noted above the foregone capital receipt is between £4,000 and £8,500. A small capital receipt will be achieved, which will contribute towards the medium term financial strategy capital receipt target of £6.5m.

6. LEGAL CONSIDERATIONS

- 6.1 The Chief Solicitor has confirmed that the proposed disposal is acceptable within the terms of the relevant legislation, guidance and Council protocols.

7. EQUALITY AND DIVERSITY CONSIDERATIONS

- 7.1 There are no equality and diversity considerations in this instance.

8. STAFF CONSIDERATIONS

- 8.1 There are no staff considerations in this instance.

9. ASSET MANAGEMENT CONSIDERATIONS

- 9.1 The attention of the Committee is drawn to the Asset Management element of the Medium Term Financial Strategy. The decision by Cabinet in January 2009 requires a commercial, proactive approach to be taken on Asset Management issues, the proceeds of this proposed transaction being a contribution to the Medium Term Financial Strategy (MTFS).
- 9.2 The decision to adopt a commercial approach to asset management strategies requires the Council to realize the full value of any properties or

property rights that it disposes of. However in this instance for the reasons outlined above, a sale at less than best value may be considered.

**10. SECTION 17 OF THE CRIME AND DISORDER ACT 1998
CONSIDERATIONS**

10.1 There are no Section 17 considerations in this instance.

11. RECOMMENDATIONS

11.1 It is recommended that the proposed sale is approved.

12. REASONS FOR RECOMMENDATIONS

12.1 As described above, the disposal of this land will be of assistance to the purchasers in their business and allow them to extend the parking area. The loss of capital receipt is relatively modest and should help support the viability of the business and maintenance of a heritage building on the Headland.

13. BACKGROUND PAPERS

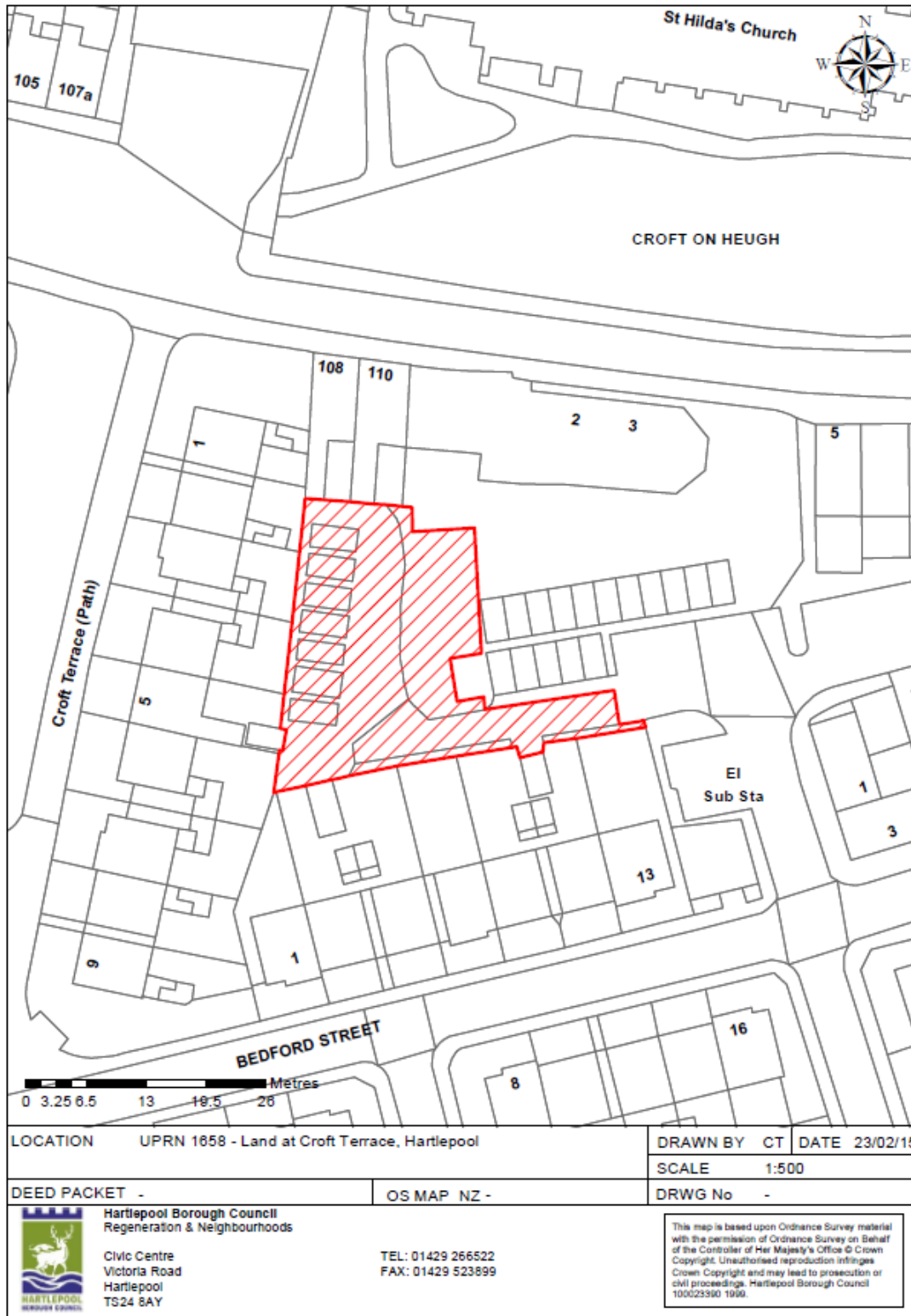
8.1 There are no background papers in this instance.

9. CONTACT OFFICER

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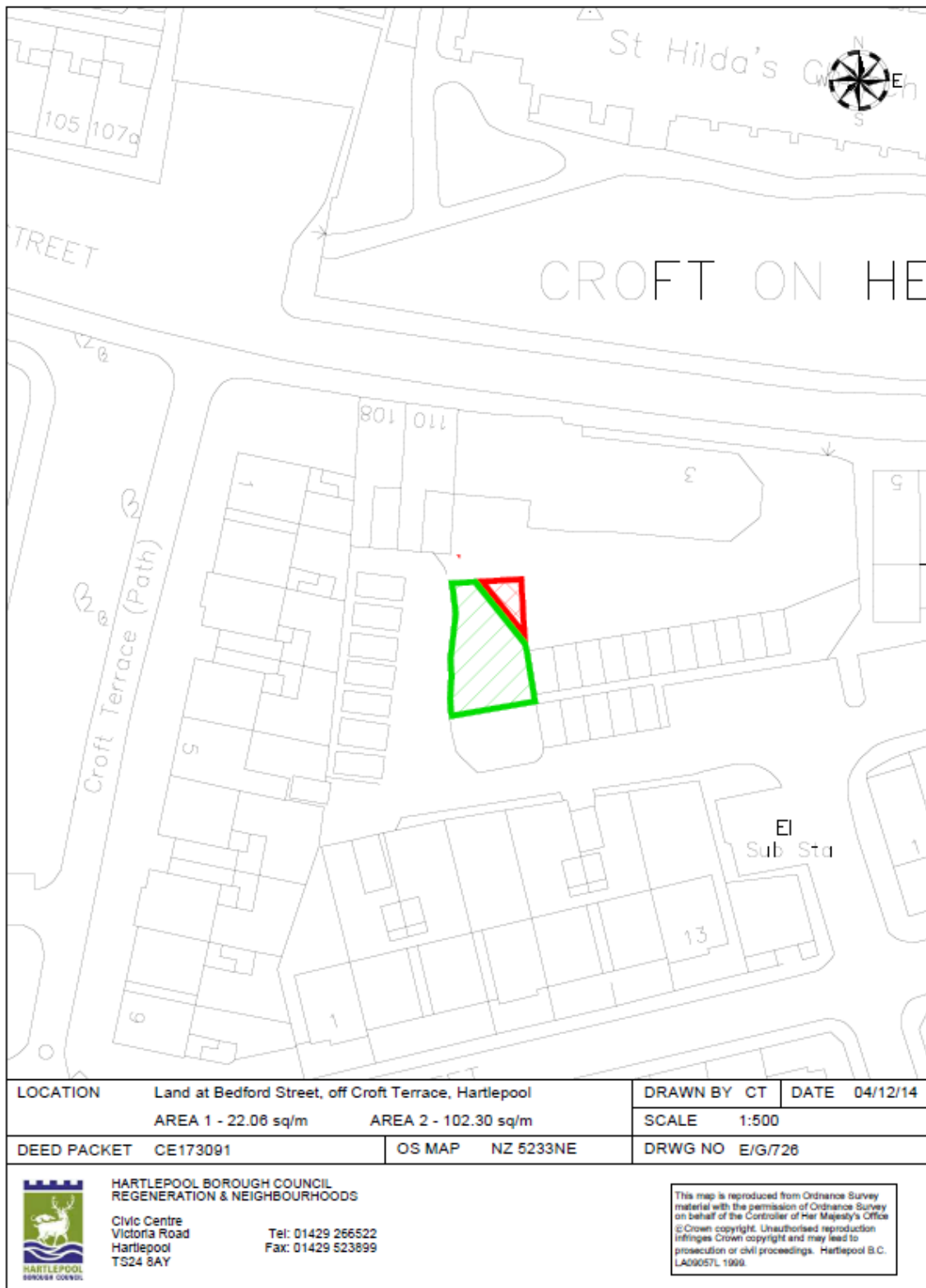
APPENDIX 1

Plan of Council’s Ownership Land Rear of Croft Terrace



APPENDIX 2

Plan – land to be sold/option granted on



FINANCE AND POLICY COMMITTEE

23 March 2015



Report of: Director of Public Health

Subject: Update on Community Defibrillator Project

1 TYPE OF DECISION / APPLICABLE CATEGORY

Non-key.

2 PURPOSE OF REPORT

- 2.1 To update Members on the progress of installing defibrillator units at key locations across Hartlepool and the associated communication plan to deliver awareness training to the wider community including staff and elected members.
- 2.2 To obtain Members' views on the proposal to identify future locations for further roll out of defibrillation units across Hartlepool, subject to funding being available.

3 BACKGROUND

- 3.1 Following an initial report to Finance and Policy Committee in April 2014, it was agreed to allocated £10k from the Public Health ring fenced grant towards the provision of defibrillator units and external storage cabinets at key locations across the Hartlepool borough.
- 3.2 This funding has provided 8 defibrillator units plus spare equipment, and 5 external storage cabinets, which allow the unit to be accessed 24/7 by the community. A breakdown of the new locations and current progress is detailed below:

Location	Storage Cabinet in place	Progress
Hartlepool Civic Centre	Y	Cabinet installed on Civic Concourse – NEAS to be informed when defib is in place
Greatham	Y	Cabinet installed at Community Centre – NEAS to be informed when defib is in place

Hart Village	N	Cabinet installation delayed while new power socket is installed at Village Hall.
Elwick Village	N	Original location at Spotted Cow pub was not suitable due to lack of a convenient power socket – new location being sought or new socket to be installed
Dalton Piercey	N	Location to be agreed at Parish Council meeting on 12/3/15
Grayfields Sports Pavilion	n/a	Defib in place – staff awaiting training
Brierton Sports Centre	n/a	Defib in place – staff awaiting training
Carlton Education Centre	n/a	Defib in place – staff awaiting training

3.3 A meeting with NEAS is taking place on Friday 6 March to develop a training plan for staff, members of the community and elected members and a press call to raise awareness of the units will take place once all external cabinets and defib units above are in place.

3.4 A further mapping exercise will be taking place with the North East Ambulance Service (NEAS) to register the new defib locations with the emergency services. It is already known that units are in place at the following locations:

- Middleton Grange Shopping Centre (2 units)
- Hartfields Retirement Village
- Hartlepool Hospice
- Hartlepool United Football Club
- Hartlepool College of FE
- Summerhill Visitors Centre
- Headland Sports Hall / Borough Hall
- Mill House Leisure Centre
- Clavering Primary School

4 PROPOSALS

4.1 In keeping with the recommendations from the Cardiovascular Disease Working Group report to Extraordinary Council on 16 March, it is proposed that further funding be sought to provide defibrillator units at other key locations in community and workplace settings. The proposed sites are:

- Seaton Carew promenade
- Libraries
- Community Centres
- Hartlepool Maritime Experience
- Lynn Street Depot
- Schools
- Public changing facilities accessible for sport and recreation
- Larger workplaces /supermarkets
- Any other key sites/areas as identified by elected members

4.2 A partnership has been developed with a local charity group, 'Defibs for Hartlepool', led by Mark Rycraft and colleagues at Middleton Grange Shopping Centre who would be willing to match fund the purchase of up to 5 units using monies previously raised.

4.3 Further funding streams still need to be identified to resource more defibrillators being installed in other locations. There maybe opportunity to utilize on a non recurring basis Public Health funding.

5 RISK IMPLICATIONS

5.1 There is a significant risk that should a member of the public / staff suffer a sudden cardiac arrest in a Council building/school or external workplace, there may not be a defibrillator unit available on site which may lead to an unsuccessful outcome. Every minute without CPR and defibrillation reduces a person's chance of survival by 10%.

6 FINANCIAL CONSIDERATIONS

6.1 In addition to the £849 cost per unit, there are costs for the ongoing maintenance of each unit. It was agreed that Public Health would cover these costs for the previous units ordered, however maintenance costs could be reduced if the host organisation could cover their own costs as detailed below.

6.2 Ongoing costs per unit are as follows:

- New battery every 3-5 years = Approx £125 per unit
- Spare / replacement pads after each use (must be two sets at all times, and replaceable every 24-36 months) = Approx £100 per set
- Optional hygiene equipment (gloves, tough cut scissors, pocket mask, paper towels, razors) = Approx £30 per unit
- Additional costs in staff time – attending training, carrying out regular checks on equipment, maintaining records etc.
- Additional costs (£590) would be required if a unit was to be stored outdoors in a secure cabinet

- 6.3 Each unit comes with a minimum 5 year warranty. Staff training is currently provided free of charge by NEAS – initial training lasts 4hrs plus a 2hr refresher annually. Training may be chargeable in the future.
- 6.4 The total cost per unit would be £849 plus approximately £100 per year in maintenance, until warranties expire (minimum 5 years) i.e. £500 in total. For example, purchasing 6 units including 5 years of maintenance would therefore equate to £8094 + VAT in total, however the Defibs for Hartlepool group could also match fund up to 5 extra units. Further costs (£590 per unit) would be required to install an external storage cabinet for 24/7 access by the community.

7 RECOMMENDATIONS

- 7.1 It is recommended that members note the content of the report, and provide any comments regarding which sites should host a defibrillator unit.
- 7.2 It is recommended that resources are identified from the Public Health resources and host organisations to meet the costs of the defibrillator units and ongoing maintenance.

8 CONTACT OFFICERS

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FINANCE AND POLICY COMMITTEE

23 March 2015



Report of: Monitoring Officer

Subject: PAY POLICY 2015/16

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision

2. PURPOSE OF REPORT

2.1 To obtain Finance and Policy Committee endorsement, subject to Member comments, of the proposed changes to the Council's Pay Policy Statement 2014/15 in advance of Council approval being sought on 26 March 2015 and to determine the Council's policy on the use of zero hours contracts.

3. BACKGROUND

3.1 The current Pay Policy Statement 2014/15 (Appendix A) was agreed by Council and has regard to the Department for Communities and Local Government (DCLG) guidance on the content and application of senior pay statements.

3.2 The pay policy statement is intended to be a reflection of the Council's policies on pay and associated matters. It has to be agreed prior to 1 April each year for the forthcoming year at full Council.

3.3 The Local Government Transparency Code 2014 now requires that the pay multiple must:

- cover all elements of remuneration that can be valued (e.g. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind)
- use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year, and
- exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure.

- 3.4 Council considered the following Motion at Council on 5 February 2015:-
 “Putting Hartlepool First believe zero hours contracts are incompatible with building a loyal, skilled and productive workforce.

We propose that this council undertakes an immediate review of all HBC employees and all associated contractors, subcontractors and organisations successful in gaining council tenders or monies of any form, who currently use zero hour’s contracts.

Specifically, we would like our council to work towards and implement the 6 key principles outlined below within 6 months, should this motion be passed.

Employees and contractors on Zero hours contracts should, within 6 months;

- **not be obliged to be available outside contracted hours**
- **be free to work for other employers**
- **have a right to compensation if shifts are cancelled at short notice**
- **have "clarity" from their employer about their employment status, terms and conditions**
- **have the right to request a contract with a "minimum amount of work" after six months with an employer - this could only be refused if employers could prove their business could not operate any other way**
- **have an automatic right to a fixed-hours contract after 12 months with an employer**

We would welcome the support of all councillors regarding this motion.”

- 3.5 An amendment to that Motion was agreed as follows.

“That the motion be referred to the Monitoring Officer as part of his annual review of the Council’s Pay Policy Statement when a full and balanced appraisal can be presented to Members and a robust decision can be made.”

- 3.6 Hartlepool Council makes very limited use of zero hours contracts and there are currently 22 employees on zero hour’s contracts (5 also have other substantive contracts with the Council). In the main, zero hour contracts have previously been used to replace casual worker contracts where the requirement moved from ad hoc cover as and when required to where regular work was expected but not guaranteed. Changing the employment status from ‘casual worker’ status to ‘employee’ allows access to the more favourable terms and conditions of employment detailed in the Council’s Single Status Agreement such as recognition of continuity of service, increased annual leave entitlement, occupational sickness/maternity/adoption/fostering pay entitlements, incremental progression and pension rights. A review of the use of zero hours contracts has been ongoing for some time with the aim of ensuring that they are only used where there is a clear business case that this type of contract is the most appropriate. There have been no additional zero hours contracts

implemented over this period, in fact the number has reduced, and this approach is continuing.

- 3.7 The Department for Business, Innovation and Skills (BIS) consulted on zero hours employment contracts between December 2013 and March 2014. The Small Business, Enterprise and Employment Bill, currently at the report stage in the House of Lords, includes provisions which would enable the Secretary of State to make exclusivity clauses unenforceable. The Government recognised that it might be relatively simple for an employer to avoid an exclusivity ban in zero hours contracts (for example by offering contracts that guarantee just one hour of work) and is currently considering the response to separate consultation undertaken between August and November last year. It is anticipated that some, if not all, the main political party manifestos for the forthcoming General Election will include proposals in relation to zero hours contracts.
- 3.8 Employees on
- Chief Officer conditions of services whose annual earnings are less than £100,000 p.a. received a pay award of 2% for the period 1 January 2015 – 31 March 2016 (no pay award has been made to any Chief Executive/Chief Officers whose earnings are £100,000 p.a. or more)
 - Local Government Services conditions of service received a pay award of 2.2% (slightly more for the lower paid) for the period 1 January 2015 – 31 March 2016, plus a non consolidated payment to employees in post on 1 December 2015.
 - Soulbury conditions of service received a pay award of 2.2% for the period 1 March 2015 to 31 August 2016
 - Youth and Community conditions of service have been offered a pay award of 2.2% for the period 1 March 2015 to 31 August 2016
- 3.9 The employers contribution rates for the various pension schemes which apply to our employees are set out in Table 1

Table 1 – Employer Pension Contribution Rates

Pension Scheme	Up to 31 March 2015	From 1 April 2015 onwards	From 1 September 2015 onwards
Local Government Pension Scheme (LGPS)	14.2%	14.2%	14.2%
Teachers Pension Scheme (TPS)	14.1%	14.1%	16.48%
NHS Pension Scheme	14%	14.3%	14.3%

4. PROPOSED AMENDMENTS TO THE PAY POLICY

- 4.1 Paragraph 3.2 of the draft Pay Policy makes provision for TUPE transferred (or similar) employees who remain on their pre transfer terms and conditions to
- receive Council pay awards where their pay is below the appropriate Council pay band (as this ensures the gap is not increased) and
 - not receive Council pay awards where their pay is above the appropriate Council pay band (as this ensures the gap is narrowed)
 - not receive Council pay awards where they are entitled to increments within their TUPE pay band

However the current policy does not cover employees whose TUPE pay is within the appropriate Council pay band. The Council generally transfers TUPE employees onto Council conditions of service as soon as practicable and in accordance with legal requirements. Corporate Management Team have considered this issue and recommend that TUPE employees paid within the appropriate Council pay band should not be entitled to Council pay awards (the draft pay policy reflects the recommendation). If such employees wish to benefit from Council pay awards they should transfer from their (typically superior) TUPE conditions to Council conditions (rather than enabling them to ‘cherry pick’ their pay and conditions).

- 4.2 The pay arrangements when employees move from one job to another where the pay bands overlap (as detailed in paragraph 4.2 of the draft pay policy) have been removed as the Single Status Agreement details the way employees are assimilated to new pay bands.
- 4.3 Paragraph 9.5 of the draft 2015/16 Pay Policy (Appendix B) has been amended to reflect the requirements of the Local Government Transparency Code 2014 in relation to the pay multiple (see 3.3 above).
- 4.4 No other changes to policy have been made in the draft pay policy but it has been updated where appropriate e.g. to reflect pay awards, revised pension contributions etc (the pay policy will be automatically updated for similar changes during 2015/16).

5. MOTION TO COUNCIL IN RELATION TO ZERO HOURS CONTRACTS

- 5.1 As detailed in 3.4 above, Council recently considered a motion in relation to zero hours contracts. Paragraphs 5.2 – 5.11 below consider each of the specific proposals of the motion in relation to Council employees and paragraphs 5.12-5.15 address contractors. It should be noted that
- the current practices of the Council are, in the main, already in line with the motion proposed.
 - it is not necessarily the case that zero hours contracts “are incompatible with building a loyal, skilled and productive workforce” if they are utilised appropriately as this council does. The mechanisms outlined below support this approach.

- some members of staff, for a variety of reasons, may themselves prefer a zero hours contract.
- there may be economic reasons for the use of zero hours contracts e.g. where there is no regularity of work and it is necessary to avoid paying the employee for hours which are unlikely to be worked

- 5.2 **Employees and contractors on zero hours contracts should, within 6 months not be obliged to be available outside contracted hours** – The current arrangement is that no employee on a zero hours contract is compelled to work any hours offered, although the Council would expect them to honour any agreement to work the hours offered. It is recommended that the current Council arrangements be reflected in the 2015/16 Pay Policy.
- 5.3 **Employees and contractors on zero hours contracts should, within 6 months be free to work for other employers** – The Council does not include 'exclusivity clauses' in zero hours contracts. In accordance with their conditions of service, most employees (other than senior officers) are from the first day of employment, able to also work for other employers if they so wish. It is recommended that the current Council arrangements be reflected in the 2015/16 Pay Policy.
- 5.4 **Employees and contractors on zero hours contracts should, within 6 months have a right to compensation if shifts are cancelled at short notice** – Finance & Policy Committee on 30th January 2015 considered (as an exempt item) and agreed Workforce Arrangements proposals which address this issue. Negotiations are ongoing with the trade unions in this regard.
- 5.5 **Employees and contractors on zero hours contracts should, within 6 months have "clarity" from their employer about their employment status, terms and conditions** – As indicated in 3.6 above, all Council zero hours contracts reflect an employment status of 'employee' which means they are employed on the same basis (either on a permanent or fixed term basis) as all other Council employees (i.e. excluding casual workers). It is recommended that the current Council arrangements be reflected in the 2015/16 Pay Policy.
- 5.6 **Employees and contractors on zero hours contracts should, within 6 months have the right to request a contract with a "minimum amount of work" after six months with an employer - this could only be refused if employers could prove their business could not operate any other way** – Some Council employees (not on zero hours contracts) are currently contracted to work a relatively small number of hours per year. Some Council employees (on zero hour contracts) are currently working regularly a relatively small number of hours per year. This type of working pattern would enable employees to be offered a fixed term or permanent contracts ultimately further reducing the number of zero hour contracts across the Council.

- 5.7 Where the regularity of hours cannot be guaranteed (delivery of courses which only run dependant on enrolment figures) then zero hours contracts currently meet the needs of the service and Council. Other types of contracts available do not provide the same level of flexibility and cost effectiveness.
- 5.8 It is proposed that employees can request a review after six months and this will be considered. However the needs of the employee against the needs of the service need to be considered as the Council would not want to find itself in a position where an employee is receiving pay for unworked contracted hours.
- 5.9 It is not the intention to have employees on zero hours contracts at the completion of the review unless the use of zero hours contracts is the most effective and efficient way of meeting the Council's needs. The Council will aim to complete the review of the use of the current zero hours contracts, which will involve the employee, by the end of October 2015.
- 5.10 It is also necessary to recognise that circumstances may change over time and it would be appropriate to allow an employee and casual workers to request a review of their contracted hours at any time after six months in post. The arrangements whereby employees on zero hours contracts are not obliged to accept the offer of work also apply to other employees who do not have fixed working hours. There is a risk that employees without fixed working hours will unreasonably refuse offers of work resulting in them not fulfilling their contractual obligations by not working their full contractual hours. It is proposed that disciplinary action and/or recovery of overpayments be considered if employees unreasonably refuse work. It is recommended that the above arrangements be reflected in the 2015/16 Pay Policy.
- 5.11 **Employees and contractors on zero hours contracts should, within 6 months have an automatic right to a fixed-hours contract after 12 months with an employer** – The arrangements detailed in 5.8 above, if agreed, will address this concern as employees will be able to request a review of their contracted hours at any time after six months in post. .
- 5.12 The situation in relation to contractors is more complex. There appear to be two main approaches which may be summarised as either requiring or encouraging contractors to mirror the Council's zero hour contract arrangements.
- 5.13 The first option of 'requiring' would involve inserting clauses in contract terms and conditions which require contractors to mirror the Council's zero hour contract arrangements. Clearly the Council currently operates a significant number of contracts which will have a range of termination dates. Some of the contractors may be prepared to implement arrangements that mirror the Council's zero hour contract arrangements during the lifetime of the existing

arrangement, however, equally there may be those who will not.

- 5.14 If a mirror of the Council's zero hour contract arrangements is mandated it is highly likely that any such negotiations will result in an increase in costs to the Council as existing contractors are unlikely to voluntarily absorb the costs of such a change in their contract terms. It is not currently possible to report on the cost that such a change would have on the Council's cost base because of the uncertainty around which contractors would be amenable to the proposal, how many contractor staff would be affected, the possibility that suppliers will absorb costs and what costs would be involved as part of increasing an employees wage, i.e. would there be additional NI and superannuation costs to incorporate, and who would pay for these. Where contractors do not voluntarily agree to the proposal within existing contracts. Any potential cost base increases will be developed in a competitive environment where the Council has a strong bargaining position. Ultimately it will be commercial considerations which will determine individual contractor approaches to the use of zero hours contracts.
- 5.15 It is therefore suggested that the Council adopts an approach based on encouraging contractors, particularly those based in Hartlepool, to mirror the Council's zero hour contract arrangements as this avoids the above. Such an approach directly reflects that taken in respect of the Hartlepool Living Wage which has previously been considered and agreed by Finance and Policy Committee on 18 October 2013. Encouraging contractors would be done through contact on an individual basis.
- 5.16 If the proposals in 5.2-5.15 are agreed, it is recommended that the draft Pay Policy 2105/16 (Appendix B) be amended as follows (the amendments are shaded)

14 Use of Zero Hours Contracts

14.1 The Council does not generally support the use of zero hours contracts. However there may be circumstances where the use of zero hours contracts is the most effective and efficient way of meeting the Council's needs and the Assistant Chief Executive (or nominees) will determine when this applies. Where employees are employed on a zero hours contract they are employed on a permanent or fixed term basis, are entitled to request a review of their contracted hours at any time after six months in post and are not prevented from working for other employers.

15 14 Contractors pay

15.1 14.1 The Council requires that contractors comply with the national minimum wage legislation in all new and extended Council contracts and encourages all contractors to pay the Council's Living Wage (see 9.1 above) and avoid the use of zero hours contracts unless their business could not operate in any other way (see 14.1 above).

15.2 14.2 The Council will encourage all local employers employing 250 or more employees to publish their pay multiple.”

6. RECOMMENDATIONS

- 6.1 That the proposed arrangements in Section 5 and the draft 2015/16 Pay Policy (Appendix B) be approved subject to the 2015/16 Pay Policy being amended (the amendments are shaded) as follows

“14 Use of Zero Hours Contracts

14.1 The Council does not generally support the use of zero hours contracts. However there may be circumstances where the use of zero hours contracts is the most effective and efficient way of meeting the Council’s needs. Where employees are employed on a zero hours contract they are employed on a permanent or fixed term basis, are entitled to request a review of their contracted hours at any time after six months in post and are not prevented from working for other employers.

15 14 Contractors pay

15.1 14.1 The Council requires that contractors comply with the national minimum wage legislation in all new and extended Council contracts and encourages all contractors to pay the Council’s Living Wage (see 9.1 above) and avoid the use of zero hours contracts unless their business could not operate in any other way (see 14.1 above).

15.2 14.2 The Council will encourage all local employers employing 250 or more employees to publish their pay multiple.”

- 6.2 That the review of the use of zero hours contracts involve the employees and be completed by 31 October 2015
- 6.3 That, subject to any further comments from members, the 2015/16 Pay Policy (Appendix B) as amended by 6.1 above be recommended to Council

7. REASONS FOR RECOMMENDATIONS

To review the Council’s use of zero hours contracts and the Pay Policy 2015/16 prior to it being submitted to Council for approval.

8. BACKGROUND PAPERS

Finance & Policy Committee report - 30 January 2015
 Finance and Policy Committee report - 18 October 2013
 Council - 5 February 2015

9. CONTACT OFFICER(S)

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Hartlepool Borough Council Pay Policy Statement 2014/15

(Section 38, Localism Act 2011)

Agreed at Council on 7 August 2014

(Updated to reflect Chief Officer and Local Government Services Pay Awards)

1. Introduction

- 1.1 This document sets out the Council's pay policy in relation to the remuneration of its employees (excluding those employed by schools with delegated budgets) for the period 1 April 2013 to 31 March 2014 in accordance with Section 38 of the Localism Act 2011¹ and reflects the guidance issued by the Department for Communities and Local Government^{2,3} unless stated differently. This pay policy applies equally to all employees regardless of status and seniority unless stated differently. The policy is subject to annual review and must be approved by the Borough Council for each financial year. The policy will be published on the Council's website⁴ as soon as reasonably practicable after approval or amendment.
- 1.2 Hartlepool Borough Council is committed to transparency and fairness in its payment and remuneration of all of its employees and will comply with all relevant employment legislation.
- 1.3 In 2014/15, the Council has an overall pay budget of £54,329m (excluding school staff) including on-costs for its workforce. In order to deliver these services it will employ around 2,500 people excluding those who are employed directly by schools in Hartlepool, in a variety of diverse roles.
- 1.4 The Council's values give us a desire to increase the standard of living for everyone. Given that the Council is the largest employer in Hartlepool and that around 75% of employees live in the town, it has a major influence on the economic wellbeing of the town and a direct impact on levels of inequality. The Council wants to do all in its power to make Hartlepool a fairer town and is committed to reducing inequality by leading by example and doing so through the way it operates as an organisation.

1 Available at: <http://www.legislation.gov.uk/ukpga/2011/20/contents>

2 Available at: [Openness and accountability in local pay: guidance - Publications - GOV.UK](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/244848/Openness_and_accountability_in_local_pay_guidance_-_Publications_-_GOV.UK)

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4 Available at: http://www.hartlepool.gov.uk/info/100002/business/1837/hartlepool_council_pay_policies

2. National and other Conditions of Service

- 2.1 The appropriate National Conditions of Service (as detailed in Table 1) are automatically incorporated into employee contracts of employment.

Table 1 – National Conditions of Service in use in the Council

Condition of Service	Type of Employees
Joint Negotiating Committee (JNC) for Local Authority Chief Executives	Chief Executives
Joint Negotiating Committee (JNC) for Chief Officers in Local Authorities	Directors, Divisional Heads and some other senior managers
The Soulbury Committee	Educational Improvement Professionals, Educational Psychologists and Young People's/Community Service Managers
Conditions Of Service for School Teachers in England And Wales ⁵	Head Teachers, Deputy/Assistant Head Teachers, all Leadership, Teachers, Qualified and unqualified teachers
Joint Negotiating Committee for Youth and Community Workers	Youth and Community Workers
National Joint Council (NJC) for Local Government Services – Part 2 only	All other employees

For legal and other reasons, some employees are employed on other conditions of service, for example as a result of TUPE transfers.

- 2.2 The Council's Single Status Agreement is automatically incorporated into the employment contract of NJC for Local Government Services employees.
- 2.3 Sections 1 (paragraphs 1.1.3 and 1.1.4 only), 3 (sub section 3.5 only), 5-9 and 12-16 of Part 2 of the Council's Single Status Agreement apply to all employees where their national conditions of service are silent.

3. Pay Structure

- 3.1 The Council uses nationally negotiated pay rates included in the above national conditions of service as the basis for its local pay structure, which determines the pay bands of the large majority of its workforce. Locally determined pay bands apply for the remainder of the workforce.

⁵ The Conditions of Service for School Teachers In England And Wales August 2000 is supplemented by the statutory School Teachers' Pay and Conditions Document available at <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions-2014>

- 3.2 National pay awards are automatically applied to the national and local pay rates where employees are employed under the national conditions of service detailed in Table 1. Employees who continue to be employed under their pre transfer conditions of service following their TUPE (or similar) transfer to the Council are
- not entitled to receive pay awards (equivalent to the appropriate Council condition of service national pay awards) where the value of the maximum of the employees pre transfer pay band is greater than the pay they would receive at the maximum of the pay band if they were employed under the appropriate Council conditions of service and/or if the employees are entitled to increments within their TUPE pay band as they are not at the maximum of their TUPE (or similar) pay band.
 - entitled to receive national pay awards in all other circumstances.
- 3.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
- 3.4 In determining its grading structure and setting remuneration levels for any posts which fall outside the scope of nationally set pay grades, the Council takes account of the need to ensure value for money in respect of the use of public expenditure. This is balanced against the need to recruit and retain employees who are able to deliver high quality services to the community and the need to comply with pay related legislation e.g. in relation to equal pay, national minimum wage etc
- 3.5 In line with good employment practice JNC for Local Authority Chief Executives and JNC for Chief Officers in Local Authorities jobs have been evaluated using the LGA Senior Managers job evaluation scheme and NJC for Local Government Services jobs have been evaluated using the bespoke NJC job evaluation scheme. This is to ensure that the majority of jobs are graded fairly and equitably. Both job evaluation schemes used are substantial schemes. The associated grading structures are attached as Annex A. For legal and other reasons, some employees pay is not consistent with the current grading structures for example as a result of TUPE transfers.
- 3.6 No job evaluation process exists for the remainder of jobs i.e. those on Teachers, Youth and Community workers and Soulbury conditions of service but employees are placed within nationally defined grading structures.
- 3.7 The number of increments in pay bands generally increases from the bottom to the top of pay structures.
- 3.8 As part of its overall and ongoing monitoring of alignment with external pay markets both within and outside the sector, the Council will use available benchmark information as appropriate.

- 3.9 Periodic equal pay audits will be undertaken and pay structures and allowances will be reviewed as necessary.

4 Remuneration on Appointment

- 4.1 Appointments to the posts of Chief Executive, Directors and other Chief Officer posts are subject to the Council's Officer Employment Procedure Rules⁶ and the salary package (including basic pay, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind) for each post is determined by full Council. Appointments to posts where the salary package is £100,000 or more per annum will be approved by full Council in the case of the appointment of the Chief Executive/Head of Paid Service or by the Appointments Panel in the case of other appointments. Appointment of all other officers is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by members.
- 4.2 New appointments are subject to the Council's Recruitment and Selection Policy and will generally be made to the agreed pay structures at the bottom spinal column point of all pay bands unless there are special circumstances and payment at a higher level can be objectively justified. However, in the event of any employee securing a higher-graded post via internal promotion/recruitment and there being an overlap of salary points between their current post and bottom point of the newly secured position, then the Council will generally pay at a minimum point in the new grade which provides a reasonable increase.
- 4.3 Where employees are redeployed into a lower graded post because of ill health (where this is supported by the Council's Occupational Health Advisor) or as an alternative to redundancy they will generally be appointed to the highest spinal column point within the lower grade so as to minimise financial loss.
- 4.4 From time to time, it may be necessary to take account of external pay levels in the labour market in determining starting salary levels and the use of market forces supplements in order to attract and retain employees with particular experience, skills and capacity.
- 4.5 The Council does not make any "golden hello" payment or any other incentive payments at recruitment other than market forces supplements where these are determined in accordance with the provisions in Table 3.
- 4.6 Where appropriate, the Council pays removal and relocation allowances, as detailed in the Council's Recruitment and Selection Policy upon the presentation of approved receipts.

⁶ Available at http://www.hartlepool.gov.uk/downloads/file/10862/hartlepool_borough_councils_constitution_2013-14_part_4

5. Senior Management Remuneration

5.1 The definition of ‘Senior Management’ in this statement mirrors the definition of ‘Chief Officer’ as detailed in Section 42(2) of the Localism Act 2011 i.e.

- the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- its monitoring officer designated under section 5(1) of that Act;
- a statutory chief officer mentioned in section 2(6) of that Act;
- a non-statutory chief officer mentioned in section 2(7) of that Act;
- a deputy chief officer mentioned in section 2(8) of that Act.

Within Hartlepool, the above definition includes employees on JNC for Local Authority Chief Executives, JNC for Chief Officers in Local Authorities and NJC for Local Government conditions of service plus employees employed on NHS conditions of service as a result of TUPE (or similar) transfers.

5.2 The ‘Senior Management’ salary bands as at 1 January 2015 are set out in Table 2.

Table 2 – Salary bands of ‘Senior Management’

Role	Annual Salary Band as at 1 January 2015	No of Points in Pay Band
Chief Executive	£140,000 – £150,000	6
Director of Child and Adults	£100,000 - £110,000	6
Director of Regeneration and Neighbourhoods	£100,000 - £110,000	6
Director of Public Health ⁸	£66,147-£82,683	5
Chief Officers ⁹	£66,147-£82,683	5
Band 15 ¹⁰	£45,092 - £49,282	5
Band 14	£40,217 - £43,990	5

5.3 There has been no annual “cost of living” pay award for the Chief Executive, Director of Child and Adults and Director of Regeneration and Neighbourhoods since April 2008 and this will continue to apply until 31 March 2015. A 2% pay award has been agreed for the post of Director of Public Health and other Chief Officers earning less than £100,000 per annum which covers the period 1 January 2015 to 31 March 2016. This is their first pay award since April 2008. A 2.20% pay award has been agreed for Bands 13-15 employees which covers the period 1 January 2015 to 31 March 2016. This is their second pay award since April 2013.

8 The current employee is paid their TUPE pay

9 Includes 2 employees paid on Chief Officer C which is no longer used for new appointments

10 Includes one employee who is paid their TUPE pay

- 5.4 Since 1 April 2012 the Council have reduced the pay bands of the Chief Executive, the Director of Regeneration and Neighbourhoods and the Director of Child and Adults when vacant posts have been filled. In addition the roles of all Chief Officers have been reviewed with the pay bands of Chief Officer A and B being merged and it being agreed that Chief Officer C will not be used for any new appointments.
- 5.5 The increments for the Chief Executive, Director of Regeneration and Neighbourhoods and Director of Child and Adults are implemented automatically on an annual basis, subject to the Council Plan, Annual Governance Statement and the conclusion of the Budget and Policy Framework being agreed by the Finance and Policy Committee and Council.
- 5.6 Information on ‘Senior Management’ responsibilities and remuneration will be published on the Council’s website¹¹ in line with The Code of Recommended Practice for Local Authorities on Data Transparency¹² and the Accounts and Audit (England) Regulations 2011¹³.

6. Additional Benefits

- 6.1 Employees receive/have access to additional benefits (in addition to basic salary) as outlined in the Table 3.

Table 3 – Additional Benefits

Employees	Additional Benefit
All officers involved in delivering local, Parliamentary and/or European elections and/or referenda	Duty payments in connection with elections as determined locally in consultation with the other Tees Valley Councils and/or by statute depending on the duties concerned.
Employees in Development Scheme posts	Progression through pay bands where pre-determined progression criteria are met.
All employees whose pay reduces as a consequence of organisational change, job evaluation or redeployment	The pay protection arrangements detailed in the Council’s Single Status Agreement apply to all employees as a means of assisting employees to adjust, over a 3 year period, to a reduction in pay arising from organisational change, job evaluation or redeployment. At the end of the 3 year protection period the standard pay arrangements apply.

11 Available at:

http://www.hartlepool.gov.uk/info/200110/council_budgets_and_spending/1650/senior_management_team_salary_information/1

12 Available at: www.communities.gov.uk/publications/localgovernment/transparencycode

13 Available at: <http://www.legislation.gov.uk/ukksi/2011/817/contents/made>

Table 3 (cont) – Additional Benefits

Posts/Employees	Additional Payment
All employees who are members of public sector pension schemes	<p>The Council operates the Local Government Pension Scheme (LGPS), the Teachers Pension Scheme (TPS) and the NHS Pension Scheme (PHPS) and makes employer pension contributions, as required, for all employees who elect to participate in one of the above schemes.</p> <p>The current employer pension contributions are as follows</p> <p>Local Government Pension Scheme -14.2% of pensionable pay</p> <p>Teachers Pension Scheme - 14.1% of pensionable pay</p> <p>NHS Pension Scheme - 14% of pensionable pay</p> <p>The contribution rates are regularly reviewed and set by actuaries advising the various Pension Funds.</p>
All employees in posts where there are particular recruitment and/or retention difficulties	<p>As a general rule, the pay bands provide relevant and adequate compensation to attract and retain employees for the vast majority of posts and the necessity to apply a salary supplement should not exist. There may be specific circumstances, however, where an additional market forces supplement may be required to either attract hard to recruit categories of employees or to retain such employees within the employment of the Council.</p> <p>In all circumstances a business case will need to be developed (and reviewed regularly) to support the payment of market supplements which will be approved by members in relation to posts subject to the Council's Officer Employment Procedure Rules⁶ and by the relevant Assistant Director in relation to all other posts. The market forces supplement arrangements detailed in the Council's Single Status Agreement apply to all employees</p>

6 Available at http://www.hartlepool.gov.uk/downloads/file/10862/hartlepool_borough_councils_constitution_2013-14_part_4

Table 3 (cont) – Additional Benefits

Posts/Employees	Additional Payment
Chief Solicitor	Payment of £3,432 per annum for acting as Monitoring Officer to Cleveland Fire Authority. This cost is paid for by the Fire Authority and has not changed since 1 April 2010.
All permanent employees	Able to access the Council's Lease Car scheme through a salary sacrifice arrangement.
All employees	Able to access the Council's Childcare Voucher scheme through a salary sacrifice arrangement.
All employees	Able to access the Council's Cycle to Work scheme through a salary sacrifice arrangement.
All employees	The Council pay a range of allowances/premium payments as detailed in National Conditions of Service (see Table 1 above)
All employees employed under the National Joint Council (NJC) for Local Government Services conditions of service	The Council pay a range of allowances/premium payments as detailed in the Council's Single Status Agreement subject to employees meeting the criteria for payment.

7. Changes to Salaries

7.1 Changes in salary for employees will occur only as a result of

- the application of the provisions in Table 3 above
- promotion
- significant changes to an employees role which results in a different pay band being appropriate (as confirmed by the outcome of an appropriate job evaluation process, where appropriate)
- an honorarium or ex-gratia being appropriate to recognise circumstances or events not covered by conditions of service
- progression of a maximum of one increment each year within previously agreed pay bands based on service, other than as detailed in 5.5 of this policy
- changes in the working arrangements of employees

7.2 The Council does not currently award any performance related pay or bonuses to any of its employees or require them to have an element of their basic pay 'at risk' to be 'earned back' through meeting pre agreed objectives.

8. Payments to all Employees upon Termination of Employment

- 8.1 Employees who cease to hold office or be employed by the Council will receive payments based on entitlement within their contract of employment, their general terms and conditions and existing policies¹⁴ in relation to the Local Government Pension Scheme¹⁵, Termination of Employment (Discretionary Compensation) (England and Wales)¹⁶ and Local Government (Discretionary Payments) (Injury Allowances) Regulations¹⁶.
- 8.2 In accordance with the Council's Constitution, the determination of early retirement applications which do not generate sufficient savings to ensure that the costs of the application (including salary paid in lieu, redundancy compensation, strain on the pension fund, holiday pay and any bonuses, fees or allowances paid) are recovered within a pay back period of 3.05 years or less are considered by members of the Personnel Sub Committee. Officers determine all other early retirement applications. Whilst this arrangement does not reflect the Department of Communities and Local Government supplementary guidance³ it complies with previous Audit Commission guidance, has worked very well for a number of years and is an effective and efficient way of dealing with early retirement applications.

9. Lowest Paid Employees

- 9.1 The lowest paid employees will be remunerated at JNC for Government Services spinal column point 10 (equivalent to £14,338 per annum, £7.43 per hour) as a consequence of the Council introducing its own Living Wage for its employees with effect from 1 September 2013.
- 9.2 The Council introduced its Single Status Agreement on 1st April 2007. The lowest paid employees within the Council are appointed to jobs which have been evaluated using the NJC Job Evaluation Scheme and are remunerated accordingly.
- 9.3 The relationship between the rates of pay for the lowest paid and for senior management is determined by the processes used for determining pay and grading structures as set out earlier in this Policy Statement.

3 Available at: [Openness and accountability in local pay: supplementary guidance - Publications - GOV.UK](https://www.gov.uk/government/publications/openness-and-accountability-in-local-pay-supplementary-guidance)

14 Available at: <http://www.legislation.gov.uk/uksi/2013/2356/contents/made>
http://www.hartlepool.gov.uk/meetings/meeting/3119/finance_and_policy_committee (see Appendix A of item 6.6)

15 Available at: <http://www.lgpsregs.org/>

16 Available at: <http://timeline.lge.gov.uk/regidx.html>

- 9.4 The basic pay ‘median pay multiple’ for the Council is determined by comparing the basic pay of the highest paid full time equivalent employee against that of the median basic pay for the Council at 31 December 2013.
- 9.5 The 2013 ‘median basic pay multiple’ with comparative data is detailed in Table 4

Table 4 – ‘ Basic Pay Multiple’

Year	Pay multiple based on actual basic pay of the highest paid employee as at 31 December	Pay multiple based on maximum basic pay of the highest paid employee as at 31 December
2011	9.21	9.79
2012	8.16	8.74
2013	8.19	8.65

- 9.6 The Council will generally aim to ensure that the basic pay ‘pay multiple’ does not exceed ten.

10. Employment of Individuals already in receipt of a public sector pension

- 10.1 The Council does not generally support the employment of individuals already in receipt of public sector pensions in respect of posts subject to the Officer Employment Procedure Rules⁶ as doing so potentially restricts the recruitment of younger workers who may be disadvantaged in the labour market. However there may be circumstances where the employment of an individual with a public sector pension is the most effective and efficient way of meeting the Council’s needs. Members will approve any appointments in respect of posts subject to the Officer Employment Procedure Rules⁶.
- 10.2 In respect of posts not subject to the Officer Employment Procedure Rules⁶ the Council does not generally support the employment of former Hartlepool Council employees who have accessed their pensions when they left the employment of the Council as doing so potentially restricts the recruitment of younger workers who may be disadvantaged in the labour market. However there may be circumstances where the employment of former Council employees who have accessed their pensions when they left the employment of the Council in posts not subject to the Officer Employment Procedure Rules⁶ is the most effective and efficient way of meeting the Council’s needs. In these circumstances the Chief Executive (in his role as head of the paid service) will formally approve any appointments.

6 Available at http://www.hartlepool.gov.uk/downloads/file/10862/hartlepool_borough_councils_constitution_2013-14_part_4

11. Employment Of Individuals under a Contract For Services

11.1 The Council does not generally support engaging individuals under a 'contract for services' where the Council is not required to make either pension or national insurance contributions for such individuals as it supports the Government's commitment to tackling all forms of tax avoidance and recognises that public appointments that involve arrangements whereby savings in tax and National Insurance contributions are made may be at the expense of other taxpayers or other parts of the public sector. However there may be exceptional circumstances where engaging an individual under these terms is the most effective and efficient way of meeting the Council's needs. If this situation applies formal approval will be sought from members in relation to posts subject to the Officer Employment Procedure Rules⁶ and from the Chief Executive (in his role as head of the paid service) in respect of other posts and individuals will be sourced through an appropriate procurement process in accordance with the Council's Contract Procedure Rules (which ensure the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service).

12. Income Tax and National Insurance

12.1 The Council does not enter into arrangements with individual employees to minimise their tax and national insurance contributions other than via salary sacrifice schemes.

13. Use of Agency Workers

13.1 The Council does not generally support using agency workers. However there may be circumstances where engaging agency workers is the most efficient and effective way of meeting the Council's needs. If this situation applies formal approval will be sought from the relevant Assistant Director. Agency workers operating in the Council receive at least the national minimum wage initially and at least the pay of comparable employees after 12 weeks of qualifying service.

14. Apprentices

14.1 The Council has entered into a partnership with Hartlepool College of Further Education whereby the Council fund the College to employ apprentices and place them with the Council. The apprentices are paid the appropriate national minimum wage (depending upon individual circumstances).

⁶ Available at

http://www.hartlepool.gov.uk/downloads/file/10862/hartlepool_borough_councils_constitution_2013-14_part_4

14.2 Employees with substantive jobs who undertake apprenticeships via the Council's Adult Education service within their current duties and responsibilities will continue to be paid in accordance with their contract of employment.

15 Contractors pay

15.1 The Council requires that contractors comply with the national minimum wage legislation in all new and extended Council contracts and encourages all contractors to pay the Council's Living Wage (see 9.1 above).

15.2 The Council will encourage all local employers employing 250 or more employees to publish their pay multiple.

Grading Structures based on Job Evaluation Schemes

LGA Senior Managers Job Evaluation Scheme

Pay Band	Job Evaluation Points*		Spinal Column Points	
	JE Points Minimum	JE Points Maximum	SCP Minimum	SCP Maximum
Chief Executive	1990		1	6
Directors	1710	1940	1	6
Chief Officer	1150	1700	1	5
To be assessed under the Local Government Services Job Evaluation Scheme – see below	0	1140	N/A	N/A

* JE point scores increase in tens

Local Government Services Job Evaluation Scheme

Pay Band	Job Evaluation Points		Spinal Column Points	
	JE Points Minimum	JE Points Maximum	SCP Minimum	SCP Maximum
Band 1 - 3	0	289	10	10
Band 4	290	299	11	12
Band 5	300	327	13	15
Band 6	328	355	16	18
Band 7	356	383	19	21
Band 8	384	411	22	24
Band 9	412	446	25	28
Band 10	447	481	29	32
Band 11	482	516	33	36
Band 12	517	551	37	40
Band 13	552	606	41	45
Band 14	607	661	46	50
Band 15	662	1000	51	55

Hartlepool Borough Council Pay Policy Statement 2015/16

(Section 38, Localism Act 2011)

To be agreed at Council on 26 March 2015

1. Introduction

- 1.1 This document sets out the Council's pay policy in relation to the remuneration of its employees (excluding those employed by schools with delegated budgets) for the period 1 April 2014 to 31 March 2015 in accordance with Section 38 of the Localism Act 2011¹ and reflects the guidance issued by the Department for Communities and Local Government^{2,3} unless stated differently. This pay policy applies equally to all employees (excluding school employees) regardless of status and seniority unless stated differently. The policy is subject to annual review and must be approved by the Borough Council for each financial year. The policy will be published on the Council's website⁴ as soon as reasonably practicable after approval or amendment.
- 1.2 Hartlepool Borough Council is committed to transparency and fairness in its payment and remuneration of all of its employees and will comply with all relevant employment legislation.
- 1.3 In 2015/16, the Council has an overall pay budget of around £55m (excluding school staff) including on-costs for its workforce. In order to deliver these services it will employ around 2,500 people excluding those who are employed directly by schools in Hartlepool, in a variety of diverse roles.
- 1.4 The Council's values give us a desire to increase the standard of living for everyone. Given that the Council is the largest employer in Hartlepool and that around 75% of employees live in the town, it has a major influence on the economic wellbeing of the town and a direct impact on levels of inequality. The Council wants to do all in its power to make Hartlepool a fairer town and is committed to reducing inequality by leading by example and doing so through the way it operates as an organisation.

1 Available at: <http://www.legislation.gov.uk/ukpga/2011/20/contents>

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Conditions Of Service for School Teachers in England And Wales ⁵	Head Teachers, Deputy/Assistant Head Teachers, all Leadership, Teachers, Qualified and Unqualified Teachers
Joint Negotiating Committee for Youth and Community Workers	Youth and Community Workers
National Joint Council (NJC) for Local Government Services – Part 2 only	All other employees

For legal and other reasons, some employees are employed on other conditions of service, for example as a result of TUPE transfers.

- 2.2 The Council's Single Status Agreement is automatically incorporated into the employment contract of NJC for Local Government Services employees.
- 2.3 Sections 1 (paragraphs 1.1.3 and 1.1.4 only), 3 (sub section 3.5 only), 5-9 and 12-16 of Part 2 of the Council's Single Status Agreement apply to all employees where their national conditions of service are silent.

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- 3.1 The Council uses nationally negotiated pay rates included in the above national conditions of service as the basis for its local pay structure, which determines the pay bands of the large majority of its workforce. Locally determined pay rates apply for the remainder of the workforce.

⁵ The Conditions of Service for School Teachers In England And Wales August 2000 is supplemented by the statutory School Teachers' Pay and Conditions Document available at <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions-2014>

- 3.2 National pay awards are automatically applied to the national and local pay rates where employees are employed under the national conditions of service detailed in Table 1. Employees who continue to be employed under their pre transfer conditions of service following their TUPE (or similar) transfer to the Council are
- not entitled to receive pay awards (equivalent to the appropriate Council condition of service national pay awards) where the value of the maximum of the employees pre transfer pay band is greater than the pay they would receive at the minimum of the pay band if they were employed under the appropriate Council conditions of service and/or if the employees are entitled to increments within their TUPE pay band as they are not at the maximum of their TUPE (or similar) pay band.
 - entitled to receive national pay awards in all other circumstances subject to the employees pay plus any pay award not exceeding the minimum of the appropriate pay band if they were employed under the appropriate Council conditions of service.
- 3.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
- 3.4 In determining its grading structure and setting remuneration levels for any posts which fall outside the scope of nationally set pay grades, the Council takes account of the need to ensure value for money in respect of the use of public expenditure. This is balanced against the need to recruit and retain employees who are able to deliver high quality services to the community and the need to comply with pay related legislation e.g. in relation to equal pay, national minimum wage etc
- 3.5 In line with good employment practice JNC for Local Authority Chief Executives and JNC for Chief Officers in Local Authorities jobs have been evaluated using the LGA Senior Managers job evaluation scheme and NJC for Local Government Services jobs have been evaluated using the bespoke NJC job evaluation scheme. This is to ensure that the majority of jobs are graded fairly and equitably. Both job evaluation schemes used are substantial schemes. The associated grading structures are attached as Annex A. For legal and other reasons, some employees pay is not consistent with the current grading structures for example as a result of TUPE transfers.
- 3.6 No job evaluation process exists for the remainder of jobs i.e. those on Teachers, Youth and Community workers and Soulbury conditions of service but employees are placed within nationally defined grading structures.
- 3.7 The number of increments in pay bands increases from the bottom to the top of pay structures.

- 3.8 As part of its overall and ongoing monitoring of alignment with external pay markets both within and outside the sector, the Council will use available benchmark information as appropriate.
- 3.9 Periodic equal pay audits will be undertaken and pay structures and allowances will be reviewed as necessary.

4 Remuneration on Appointment

- 4.1 Appointments to the posts of Chief Executive, Directors and other Chief Officer posts are subject to the Council's Officer Employment Procedure Rules⁶ and the salary package (including basic pay, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind) for each post is determined by full Council. Appointments to posts where the salary package is £100,000 or more per annum will be approved by full Council in the case of the appointment of the Chief Executive/Head of Paid Service or by the Appointments Panel in the case of other appointments. Appointment of all other officers is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by members.
- 4.2 New appointments are subject to the Council's Recruitment and Selection Policy and will generally be made to the agreed pay structures at the bottom spinal column point of all pay bands unless there are special circumstances and payment at a higher level can be objectively justified.
- 4.3 Where employees are redeployed into a lower graded post because of ill health (where this is supported by the Council's Occupational Health Advisor) or as an alternative to redundancy they will generally be appointed to the highest spinal column point within the lower grade so as to minimise financial loss.
- 4.4 From time to time, it may be necessary to take account of external pay levels in the labour market in determining starting salary levels and the use of market forces supplements in order to attract and retain employees with particular experience, skills and capacity.
- 4.5 The Council does not make any "golden hello" payment or any other incentive payments at recruitment other than market forces supplements where these are determined in accordance with the provisions in Table 3.
- 4.6 Where appropriate, the Council pays removal and relocation allowances, as detailed in the Council's Recruitment and Selection Policy upon the presentation of approved receipts.

⁶ Available at

http://www.hartlepool.gov.uk/downloads/download/180/hartlepool_borough_councils_constitution_2014-2015

5. Senior Management Remuneration

5.1 The definition of ‘Senior Management’ in this statement mirrors the definition of ‘Chief Officer’ as detailed in Section 42(2) of the Localism Act 2011 i.e.

- the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- its monitoring officer designated under section 5(1) of that Act;
- a statutory chief officer mentioned in section 2(6) of that Act;
- a non-statutory chief officer mentioned in section 2(7) of that Act;
- a deputy chief officer mentioned in section 2(8) of that Act.

Within Hartlepool, the above definition includes employees on JNC for Local Authority Chief Executives, JNC for Chief Officers in Local Authorities and NJC for Local Government conditions of service plus employees employed on NHS conditions of service as a result of TUPE (or similar) transfers.

5.2 The ‘Senior Management’ salary bands as at 1 April 2015 are set out in Table 2.

Table 2 – Salary bands of ‘Senior Management’

Role	Annual Salary Band as at 1 April 2015	No of Points in Pay Band
Chief Executive	£140,000 – £150,000	6
Director of Child and Adults	£100,000 - £110,000	6
Director of Regeneration and Neighbourhoods	£100,000 - £110,000	6
Director of Public Health ⁷	£66,147-£82,683	5
Chief Officers ⁸	£66,147-£82,683	5
Band 15 ⁹	£45,092 - £49,282	5
Band 14	£40,217 - £43,990	5
Band 13	£35,662 - £39,267	5

5.3 There has been no annual “cost of living” pay award for the Chief Executive, Director of Child and Adults and Director of Regeneration and Neighbourhoods since April 2008 and this will continue to apply until 31 March 2016. A 2% pay award has been agreed for the post of Director of Public Health and other Chief Officers earning less than £100,000 per annum which covers the period 1 January 2015 to 31 March 2016. This is their first pay award since April 2008. A 2.20% pay award has been agreed for Bands 13-15 employees which covers the period 1 January 2015 to 31 March 2016. This is their second pay award since April 2013.

7 The current employee is paid their TUPE pay

8 Includes 2 employees paid on Chief Officer C which is no longer used for new appointments

9 Includes one employee who is paid their TUPE pay

- 5.4 Reduced pay bands were introduced for the Chief Executive and Director of Regeneration and Neighbourhoods in 2012 and the Director of Child and Adults in 2013. The pay bands for Chief Officers were last reviewed in 2013 (the number of increments within the pay band was reduced in 2014) and the pay band for the Director of Public Health was determined in 2014.
- 5.5 The increments for the Chief Executive, Director of Regeneration and Neighbourhoods and Director of Child and Adults are implemented automatically on an annual basis, subject to the Council Plan, Annual Governance Statement and the conclusion of the Budget and Policy Framework being agreed by the Finance and Policy Committee and Council.
- 5.6 Information on ‘Senior Management’ responsibilities and remuneration will be published on the Council’s website¹⁰ in line with Local Government Transparency Code 2014¹¹ and the Accounts and Audit Regulations 2015¹².

6. Additional Benefits

- 6.1 Employees receive/have access to additional benefits (in addition to basic salary) as outlined in the Table 3.

Table 3 – Additional Benefits

Employees	Additional Benefit
All officers involved in delivering local, Parliamentary and/or European elections and/or referenda	Duty payments in connection with elections as determined locally in consultation with the other Tees Valley Councils and/or by statute depending on the duties concerned.
Employees in Development Scheme posts	Progression through pay bands where pre-determined progression criteria are met.
All employees whose pay reduces as a consequence of organisational change, job evaluation or redeployment	The pay protection arrangements detailed in the Council’s Single Status Agreement apply to all employees as a means of assisting employees to adjust, over a 3 year period, to a reduction in pay arising from organisational change, job evaluation or redeployment. At the end of the 3 year protection period the standard pay arrangements apply.

¹⁰ Available at:

http://www.hartlepool.gov.uk/info/200110/council_budgets_and_spending/1650/senior_management_team_salary_information/1

¹¹ Available at: <https://www.gov.uk/government/publications/local-government-transparency-code-2014>

¹² Available at: <http://www.legislation.gov.uk/ukxi/2015/234/contents/made>

Table 3 (cont) – Additional Benefits

Posts/Employees	Additional Payment
All employees who are members of public sector pension schemes	<p>The Council operates the Local Government Pension Scheme (LGPS), the Teachers Pension Scheme (TPS) and the NHS Pension Scheme (PHPS) and makes employer pension contributions, as required, for all employees who elect to participate in one of the above schemes.</p> <p>The employer pension contributions from 1 April 2015 are as follows</p> <p>Local Government Pension Scheme -14.2% of pensionable pay</p> <p>Teachers Pension Scheme - 14.1% (16.48% from 1 September 2015) of pensionable pay</p> <p>NHS Pension Scheme – 14.3% of pensionable pay</p> <p>The contribution rates are regularly reviewed and set by actuaries advising the various Pension Funds.</p>
All employees in posts where there are particular recruitment and/or retention difficulties	<p>As a general rule, the pay bands provide relevant and adequate compensation to attract and retain employees for the vast majority of posts and the necessity to apply a salary supplement should not exist.</p> <p>There may be specific circumstances, however, where an additional market forces supplement may be required to either attract hard to recruit categories of employees or to retain such employees within the employment of the Council.</p> <p>In all circumstances a business case will need to be developed (and reviewed regularly) to support the payment of market supplements which will be approved by members in relation to posts subject to the Council's Officer Employment Procedure Rules⁶ and by the relevant Assistant Director in relation to all other posts.</p> <p>The market forces supplement arrangements detailed in the Council's Single Status Agreement apply to all employees</p>

6 Available at http://www.hartlepool.gov.uk/downloads/file/11961/hartlepool_borough_councils_constitution_2014-15_part_4

Table 3 (cont) – Additional Benefits

Posts/Employees	Additional Payment
Chief Solicitor	Payment of £3,432 per annum for acting as Monitoring Officer to Cleveland Fire Authority. This cost is paid for by the Fire Authority and has not changed since 1 April 2010.
All permanent employees	Able to access the Council's Lease Car scheme through a salary sacrifice arrangement in accordance with Her Majesty's Revenues and Customs (HMRC) rules and at no cost to the Council.
All employees	Able to access the Council's Childcare Voucher scheme through a salary sacrifice arrangement in accordance with Her Majesty's Revenues and Customs (HMRC) rules and at no cost to the Council..
All employees	Able to access the Council's Cycle to Work scheme through a salary sacrifice arrangement in accordance with Her Majesty's Revenues and Customs (HMRC) rules and at no cost to the Council..
All employees	The Council pay a range of allowances/premium payments as detailed in National Conditions of Service (see Table 1 above)
All employees employed under the National Joint Council (NJC) for Local Government Services conditions of service	The Council pay a range of allowances/premium payments as detailed in the Council's Single Status Agreement subject to employees meeting the criteria for payment.

7. Changes to Salaries

7.1 Changes in salary for employees will occur only as a result of

- the application of the provisions in Table 3 above
- promotion
- significant changes to an employees role which results in a different pay band being appropriate (as confirmed by the outcome of an appropriate job evaluation process, where appropriate)
- an honorarium or ex-gratia payment being appropriate to recognise circumstances or events not covered by conditions of service
- progression of a maximum of one increment each year within previously agreed pay bands based on service, other than as detailed in 5.5 of this policy
- changes in the working arrangements of employees

7.2 The Council does not currently award any performance related pay or bonuses to any of its employees or require them to have an element of their basic pay 'at risk' to be 'earned back' through meeting pre agreed objectives.

8. Payments to all Employees upon Termination of Employment

- 8.1 Employees who cease to hold office or be employed by the Council will receive payments based on entitlement within their contract of employment, their general terms and conditions and existing policies¹³ in relation to the Local Government Pension Scheme¹⁴, Termination of Employment (Discretionary Compensation) (England and Wales)¹⁵ and Local Government (Discretionary Payments) (Injury Allowances) Regulations¹⁵.
- 8.2 In accordance with the Council's Constitution, the determination of early retirement applications which do not generate sufficient savings to ensure that the costs of the application (including salary paid in lieu, redundancy compensation, strain on the pension fund, holiday pay and any bonuses, fees or allowances paid) are recovered within a pay back period of 3.05 years or less are considered by members of the Personnel Sub Committee. Officers determine all other early retirement applications. Whilst this arrangement does not reflect the Department of Communities and Local Government supplementary guidance³ it complies with previous Audit Commission guidance, has worked very well for a number of years and is an effective and efficient way of dealing with early retirement applications.

9. Lowest Paid Employees

- 9.1 The lowest paid employees will be remunerated at JNC for Government Services spinal column point 10 (equivalent to £14,338 per annum, £7.43 per hour) as a consequence of the Council introducing its own Living Wage for its employees with effect from 1 September 2013.
- 9.2 The Council introduced its Single Status Agreement on 1 April 2007. The lowest paid employees within the Council are appointed to jobs which have been evaluated using the NJC Job Evaluation Scheme and are remunerated accordingly.
- 9.3 The relationship between the rates of pay for the lowest paid and for senior management is determined by the processes used for determining pay and grading structures as set out earlier in this Policy Statement.

3 Available at: [Openness and accountability in local pay: supplementary guidance - Publications - GOV.UK](#)

13 Available at: http://www.hartlepool.gov.uk/meetings/meeting/3119/finance_and_policy_committee (see Appendix A of item 6.6)

14 Available at: <http://www.lgpsregs.org/>

15 Available at: <http://timeline.lge.gov.uk/regidx.html>

9.4 The Council's 'median pay multiple', which complies with the Local Government Transparency Code 2014¹¹, is the ratio between the taxable earnings of the highest paid employee and the median taxable earnings of the whole of the Council's workforce. The Chief Executive with a pay band of £140,000 – £150,000 is the highest paid employee.

9.5 The 2015 'pay multiple' with comparative data is detailed in Table 4

Table 4 – 'Pay Multiple'

Date	Taxable earnings of the highest paid employee	Median taxable earnings of the whole of the Council's workforce	Pay multiple based upon the taxable earnings of the highest paid employee
31 March 2013	£134,167 ¹⁶	£17,130	7.83
31 March 2014	£140,833	£17,051	8.26
31 March 2015	£142,833	£16,494	8.66 (estimate) ¹⁷

N.B. The pay multiple has increased each year as a consequence of a combination of the taxable earnings of the highest paid employee increasing due to incremental progression within the pay band of £140,000 – £150,000 (reduced from £158,000 - £168,000 in 2012) and the median taxable earnings of the whole of the Council's workforce reducing.

9.6 The Council will generally aim to ensure that the basic pay 'pay multiple' does not exceed ten.

10. Employment of Individuals already in receipt of a public sector pension

10.1 The Council does not generally support the employment of individuals already in receipt of public sector pensions in respect of posts subject to the Officer Employment Procedure Rules⁶ as doing so potentially restricts the recruitment of younger workers who may be disadvantaged in the labour market. However there may be circumstances where the employment of an individual with a public sector pension is the most effective and efficient way of meeting the Council's needs. Members will approve any appointments in respect of posts subject to the Officer Employment Procedure Rules⁶.

6 Available at http://www.hartlepool.gov.uk/downloads/file/11961/hartlepool_borough_councils_constitution_2014-15_part_4

11 Available at <https://www.gov.uk/government/publications/local-government-transparency-code-2014>

16 The Chief Executive was appointed part way through 2012/13

17 To be updated once the final figure is available

10.2 In respect of posts not subject to the Officer Employment Procedure Rules⁶ the Council does not generally support the employment of former Hartlepool Council employees who have accessed their pensions when they left the employment of the Council as doing so potentially restricts the recruitment of younger workers who may be disadvantaged in the labour market. However there may be circumstances where the employment of former Council employees who have accessed their pensions when they left the employment of the Council in posts not subject to the Officer Employment Procedure Rules⁶ is the most effective and efficient way of meeting the Council's needs. In these circumstances the Chief Executive (in his/her role as head of the paid service) will formally approve any appointments.

11. Employment Of Individuals under a Contract For Services

11.1 The Council does not generally support engaging individuals under a 'contract for services' where the Council is not required to make either pension or national insurance contributions for such individuals as it supports the Government's commitment to tackling all forms of tax avoidance and recognises that public appointments that involve arrangements whereby savings in tax and National Insurance contributions are made may be at the expense of other taxpayers or other parts of the public sector. However there may be exceptional circumstances where engaging an individual under these terms is the most effective and efficient way of meeting the Council's needs. If this situation applies formal approval will be sought from members in relation to posts subject to the Officer Employment Procedure Rules⁶ and from the Chief Executive (in his/her role as head of the paid service) in respect of other posts and individuals will be sourced through an appropriate procurement process in accordance with the Council's Contract Procedure Rules (which ensure the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service).

12. Income Tax and National Insurance

12.1 The Council does not enter into arrangements with individual employees to minimise their tax and national insurance contributions other than via salary sacrifice schemes in accordance with Her Majesty's Revenues and Customs (HMRC) rules.

⁶ Available at

http://www.hartlepool.gov.uk/downloads/file/10862/hartlepool_borough_councils_constitution_2013-14_part_4

13. Use of Agency Workers

- 13.1 The Council does not generally support using agency workers. However there may be circumstances where engaging agency workers is the most efficient and effective way of meeting the Council's needs. If this situation applies formal approval will be sought from the relevant Assistant Director. Agency workers operating in the Council receive at least the national minimum wage initially and at least the pay of comparable employees after 12 weeks of qualifying service.

14. Apprentices

- 14.1 The Council has entered into a partnership with Hartlepool College of Further Education whereby the Council fund the College to employ apprentices and place them with the Council. The apprentices are paid the appropriate national minimum wage (depending upon individual circumstances).
- 14.2 Employees with substantive jobs who undertake apprenticeships via the Council's Adult Education service within their current duties and responsibilities will continue to be paid in accordance with their contract of employment.

15 Contractors pay

- 15.1 The Council requires that contractors comply with the national minimum wage legislation in all new and extended Council contracts and encourages all contractors to pay the Council's Living Wage (see 9.1 above).
- 15.2 The Council will encourage all local employers employing 250 or more employees to publish their pay multiple.

Grading Structures based on Job Evaluation Schemes

LGA Senior Managers Job Evaluation Scheme

Pay Band	Job Evaluation Points*		Spinal Column Points	
	JE Points Minimum	JE Points Maximum	SCP Minimum	SCP Maximum
Chief Executive	1990		1	6
Directors	1710	1940	1	6
Chief Officer	1150	1700	1	5
To be assessed under the Local Government Services Job Evaluation Scheme – see below	0	1140	N/A	N/A

* JE point scores increase in tens

Local Government Services Job Evaluation Scheme

Pay Band	Job Evaluation Points		Spinal Column Points	
	JE Points Minimum	JE Points Maximum	SCP Minimum	SCP Maximum
Band 1 - 3	0	289	10	10
Band 4	290	299	11	12
Band 5	300	327	13	15
Band 6	328	355	16	18
Band 7	356	383	19	21
Band 8	384	411	22	24
Band 9	412	446	25	28
Band 10	447	481	29	32
Band 11	482	516	33	36
Band 12	517	551	37	40
Band 13	552	606	41	45
Band 14	607	661	46	50
Band 15	662	1000	51	55

FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – COUNCIL TAX
AND BUSINESS RATES

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision.

2. PURPOSE OF REPORT

2.1 To seek members approval to write-out a number of Council Tax and Business Rates debts which are now considered to be irrecoverable.

3. BACKGROUND

3.1 The Council's financial procedure rules provide that any debt due to the Council of £1000 or more can only be written-out with the express permission of Members.

4. RECOMMENDED WRITE OUT

4.1 The following sections provide historic collection performance and recommended write out's for Council Tax and Business Rates.

Council Tax

4.2 After the award of relevant discounts, exemptions and Local Council Tax Support awards, the Council collects annually about £38.6m of Council Tax covering over 42,000 properties. The Council's performance in collection of Council Tax continues to be positive, despite the difficult economic climate and the impacts of the abolition of Council Tax Benefit and the introduction of Local Council Tax Support.

4.3 In 2013/14, the Council collected 96.1% of the Council Tax due, second highest in the Tees Valley and slightly higher than the national Metropolitan and Unitary average of 96.05%. After 5 years, in Hartlepool in excess of 99.2% of Council Tax will have been collected

and the Council continues to vigorously pursue recovery of the remaining amounts.

- 4.4. However, the Council recognises that those facing hardship or who may be in a temporary difficult financial position may require additional time to pay their Council Tax. During the recovery process efforts are made to distinguish between those that “can’t pay” and to provide appropriate advice and support, from those that “can pay but won’t pay”.

Business Rates

- 4.5 The Council currently bills and collects about £33 million of business rates per annum and with the introduction of the retained business rates system on 1st April 2013, it is even more important that the Council has effective arrangements for recovery of these sums. In addition, the Council is responsible for continuing to pursue collection of outstanding business rates arrears relating to the former National Non Domestic Rates (NNDR) Pool that operated until 31st March 2013.
- 4.6 The Council’s performance in collection of NNDR is positive. In 2013/14, 98.5% of business rates were collected within the financial year it was billed, which is higher than the national average for Metropolitan and Unitary Councils of 97.25%. In terms of long term collection of business rates, after 5 years in Hartlepool, in excess of 99.5% of business rates due will have been collected.
- 4.7 Most of the Business Rates recommended for write out relate to a company insolvency where the Council is limited to submitting a claim in insolvency proceedings. The Council is unlikely to receive any settlement from these proceedings, as the Council ranks below other creditors notably HM Revenue and Customs, therefore the debt is being prudently written out of the accounting system.

Recovery Actions Council Tax and Business Rates

- 4.8 A range of recovery actions are deployed to secure Council Tax and Business Rates recovery including court action, Enforcement Agents (Bailiffs), Attachment of Earnings Orders, Attachment of Benefits Orders, bankruptcy / liquidation proceedings and charging orders. For absconded debtors, extensive tracing is undertaken over a period of time and should any forwarding address become apparent, the relevant Council Tax / Business Rate debt would be reinstated onto the system, and enforcement action would recommence.
- 4.9 If any payment is subsequently received in respect of any of the individual debts referred to in this report, the relevant debt will also be reinstated onto the council’s accounting systems. Whilst every effort is made to collect debts due to the Council, certain debts become irrecoverable, and this report seeks agreement for their write-out.

5. FINANCIAL IMPLICATIONS

- 5.1 In terms of the annual Council Tax debit to be collected, the amount proposed for write out continues to be very low. National benchmarking puts Hartlepool in the lowest quartile for Council Tax write outs (no comparative data is available for business rates) and the proposed Council Tax write outs in this report are well within the financial planning assumptions underpinning the Council's budget. The total amount of Council Tax recommended for write out is £2,427.12.
- 5.2 For Business Rates, all of the debts recommended for write out relate to a period after 1st April 2013. Under the Business Rates Retention system introduced in April 2013, 50% of these write outs will be borne by central government. The total amount of Business Rates recommended for write out is £16,304.97, of which Hartlepool's share is £8,152.48. The proposed Business Rates write outs are within the financial planning assumptions underpinning the Council's budget.
- 5.3 The appendices attached to this report detail the individual Council Tax and Business Rates debts over £1000, and the reasons why each debt remains unrecovered. The amounts recommended for write out are the net debt outstanding and the net amounts involved sometimes span more than one financial year:

Appendix A – Company Liquidated / Dissolved - £16,313.25
(This information is disclosed as it would be in the public domain via Companies House.)

Appendices B and C - contain exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para3), information relating to the financial or business affairs of any particular person (including the authority holding that information)

Appendix B – Deceased / No Estate - £1,378.61
Appendix C – Bankrupt - £1,040.23

- 5.4 All debts submitted for write-out from the accounting records have been comprehensively scrutinised by officers.

6. RECOMMENDATION

- 6.1 It is recommended that Members:
- i) approve the write-out of irrecoverable Council Tax of £2,427.12 and Business Rates debts of £16,304.97;
 - ii) note that £8,152.49 of the proposed Business Rates write out's will be borne by Central Government.

7. REASONS FOR RECOMMENDATION

- 7.1 To ensure the appropriate accounting treatment of debtors within the council's financial systems and financial accounts.

8. BACKGROUND PAPERS

- 8.1 No background papers.

9. CONTACT OFFICER

John Morton
Assistant Chief Finance Officer
Email: john.morton@hartlepool.gov.uk
Contact: 01429 523093

Companies in Liquidation or Dissolved

Business Rates Accounts over £1000

Account Ref	Name	Address	O/S BALANCE	From	To	Reason for write off
9050325270	Parsons Paint Shop Ltd	Unit A, North House, Brenda Rd	£6,658.83	01/04/13	22/10/13	Company Dissolved
905033525X	L & C Hotels Ltd	The Windmill, Dalton Piercy (business portion)	£8,605.91	10/05/13	15/06/14	Liquidation
	SUBMITTED 02.02.15					
		TOTALS	<u>£15,264.74</u>			

Council Tax Accounts over £1000

Account Ref	Name	Address	O/S BALANCE	From	To	Reason for write off
187009730248	L & C Hotels Ltd	The Windmill, Dalton Piercy (domestic portion)	£1,048.51	10/05/13	15/06/14	Liquidation
	SUBMITTED 02.02.15					
			<u>£1,048.51</u>			

FINANCE AND POLICY COMMITTEE

23 March 2015



Report of: Director of Child and Adult Services

Subject: CHILDREN AND YOUNG PEOPLE'S DEMOCRACY

1. TYPE OF DECISION

1.1 Non key decision.

2. PURPOSE OF REPORT

2.1 To propose a new framework for children and young people's engagement in the local democratic process that will enhance their involvement and voice and ensure that children and young people work more closely with key strategic decision-makers to find joint solutions to shared concerns and problems.

3. BACKGROUND

3.1 Hartlepool has a proud heritage of involving children and young people in key-decision making that leads to meaningful change. Hartlepool Youth Support Services currently facilitate a number of successful participation groups that are developing the skills and confidence of young people and ensuring their opinions / voices are heard in matters that concern them (see below):

Group	Function
Hartlepool Grant Givers (Responsible for the distribution of the Youth Opportunities Fund)	The grant givers are a panel of young people aged between 13 and 19 who are supported to determine the funding of local youth projects and activities through the distribution of the Youth Opportunity Fund by assessing applications against robust criteria.
Hartlepool Youth Parliament	The UK Youth Parliament (UKYP) aims to give the young people of the UK between the ages of 11 and 18 a voice, which will be heard and listened to by local and national government, and providers of services. The group are ambassadors for the young people

	of the town, having a voice and having a say in decisions that affect them.
Secondary School Council Forum	<p>The secondary school council forum brings together all the secondary school councils who represent the voice of the student body of the secondary school.</p> <p>Support is offered to each individual school regarding the development of the school council and training needs.</p>
Salaam Girls group	The Salaam Girls Group is aimed at Young Women from black, minority, ethnic cultures to engage them in positive activities and integrate within the community. The aim is to engage the young women further into town wide participation opportunities.
Primary School Council Forum	<p>Primary school council forum brings together all primary school councils to have their voice heard and represent the student body.</p> <p>Support is offered to each individual school regarding the development of the school council and training needs.</p>
Support to neighbourhood forums	Involvement of young people to develop services and improve their neighbourhoods and surrounding areas. The young people have a voice to express concerns, opinions and needs within their local communities, develop and support new initiative and local events with an ultimate aim of improving their neighborhoods and local areas within the town.
Junior Inspectors	Junior inspectors have been developed to allow children to inspect local services to improve services that children access. The junior inspectors look at areas of the service, look at how the service currently operates what could the service do to improve for children accessing it and then provide a report of their findings and recommendations to continue to improve services for children.
Young Inspectors	The Young Inspectors are a group of young people who inspect local services that young people access. They want to improve places for children and young people to go. When inspecting services the young people look at all aspects of the services including accessibility of the service, how welcoming the service is etc and then present findings in a report providing recommendations for the service to improve.

Children in Care Council	The children in care care council are young people aged between 13-21 representing the voice of children and young people in care and leaving care. The council's role and aim is to consult with all age groups within this cohort to provide a representative view of what young people in care want including changes and access to services, any concerns they may have or views they would like to express. The council are ambassadors for children and young people in care and have a say on decisions that affect young people in care.
Children's Policy Committee Group	The aim of the Children's Policy Committee Group is to ensure young people's voices and opinions are heard and taken into consideration around issues that affect them across the town when the council are making decisions. The young people represent local young people and groups across the town and they provide the voice of such young people to inform in the decision making process.
Recruitment and Selection Group	The recruitment and selection group trains and accredits young people in interview skills and techniques to allow more young people to fully participate in decision making and the recruitment and selection process. It allows the young people who are users of the children's services staff to provide valid opinion and requirements of what they would like a worker to be as they will deliver a service the young people access.
Children's Strategic Partnership Group	The group works with a number of partners to work together to inform the health and wellbeing board of what they believe will improve outcomes for children, young people and families.

- 3.2 The above activities represent a comprehensive array of participation activities. It is essential that we build upon this to bring participation activities directly in line with broader democratic processes to secure greater partnership work between local children, young people, Elected Members and local authority officers in order to ensure the voice of children and young people is heard and acted upon at strategic levels of local authority decision-making.

4. PROPOSALS

4.1 This paper proposes that a new framework (**see Appendix 1**) for children and young people's democracy could be developed within existing funding arrangements through building upon the above activities and the partnership work already underway with the Children's Services Committee, Children's Strategic Partnership and the Corporate Parent Forum. This would be achieved through:

- The election of a Hartlepool Youth Council which will supersede the current Hartlepool Youth Parliament. The Youth Council will meet in the Council Chambers every six weeks. *(Each school and College will vote for 3 representatives from different year groups. Four additional places will be reserved and filled by under-represented groups. The Member of Youth Parliament (MYP) and Deputy will be elected from within the Youth Council and will maintain links to regional and national developments and campaigns).*
- The development of four themed task and finish groups to ensure children and young people's voices and feedback permeates all key policy areas of the Local Authority. Each task group will undertake one inspection, one investigation/consultation and one young person's residential training weekend per annum.
- The facilitation of a quarterly participation conference in which Committee Chairs plus their supporting Directors and Assistant Directors meet with the task groups to identify, develop and update on tasks and priorities and agree future work programmes for the task groups.

5. RISK IMPLICATIONS

5.1 The key risk relating to the above proposal is the need to hold elections prior to April to enable Hartlepool to continue to operate within the national framework for the elections of Youth Parliament Members.

6. RECOMMENDATIONS

6.1 It is recommended that the Children's Services Committee agree the proposed framework for the children and young people's democracy in Hartlepool and support the recruitment and retention of children and young people by agreeing to meet, discuss and listen to children and young people's ideas and concerns about what affects them and their community through the opportunities that this framework will provide.

- 6.2 It is further recommended that Children’s Services Committee, if it accepts recommendation 6.1 above, refers this report to Finance and Policy Committee for ratification of the proposed framework to embed the new arrangements across the Council’s democratic structure.

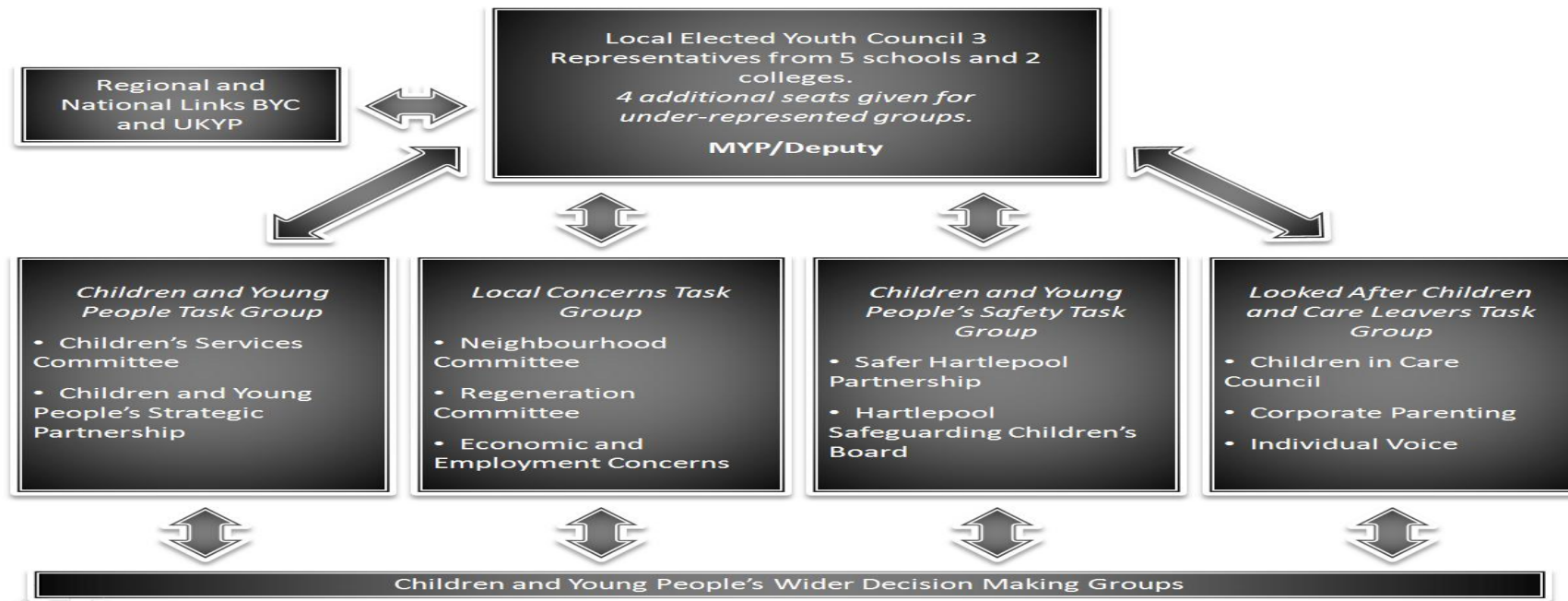
7. REASONS FOR RECOMMENDATIONS

- 7.1 The proposed framework for children and young people’s democracy will support the Local Authority to comply with the United Nations Convention on the Rights of the Child Article 12 which identifies the fundamental right of children and young people to influence key decisions affecting their lives.

8. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Director of Regeneration and Neighbourhoods

Subject: PURCHASE OF MANOR HOUSE, OWTON MANOR LANE

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non-key decision.

2. PURPOSE OF REPORT

2.1 To seek approval for the purchase and onward sale of Manor House Owton Manor Lane.

3. BACKGROUND

3.1 The Manor House, Owton Manor Lane, was originally a large house in its own grounds. However some years ago the house and grounds were separated into different ownerships. The house is now in a derelict state and the grounds disused except for a cottage at the front of the site. The Manor House is currently in the ownership of a Teesside based investor/developer, and the grounds and cottage are owned by another developer based in the North East. In addition, there is an owner-occupied house known as Manor House West, which adjoins the Manor House. The ownership layout is shown on the plan at **Appendix 1**. There is also a recent photograph taken from Owton Manor Lane of the properties at **Appendix 1**.

3.2 The condition of the Manor House has been a concern for some years. The current owner bought it in 2011 and applied for planning permission for conversion to flats. This application was eventually withdrawn as the requirements for parking and other matters could not be satisfied due to the lack of any external areas to the property. There is also no clear right of access to the Manor House from the adopted highway. Since the withdrawal of the planning application, the owner has not made any further applications and the building, which had already been stripped out internally, has gradually become more dilapidated. The condition of the property has had a

serious impact on the owners of Manor House West, due to intruders breaking into their property from Manor House and the generally derelict state of the neighbouring properties.

- 3.3 The two developers involved have held discussions in the past with a view to one purchasing the other's land in order to create a viable residential development site. Unfortunately these have proved unsuccessful. The owner of Manor House is now in serious financial difficulties and is likely to be made bankrupt in the near future. The Manor House is mortgaged and the mortgagee, whilst not having formally taken possession of the property, has had it on the market for some time with the acquiescence of the owner. Terms have now been provisionally agreed between the Council and the mortgagee to purchase the property on the terms set out in **Confidential Appendix 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 3.4 The purpose of the purchase is to facilitate the redevelopment of the whole site comprising Manor House, Manor House West, the grounds and cottage, and it is therefore proposed to sell the property on. Terms have also been provisionally agreed therefore for the onward sale of the property, and these are also set out in **Confidential Appendix 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 3.5 It has also been provisionally agreed with the onward purchaser that the Council will attempt to agree suitable terms for the purchase of Manor House West with a view again to an onward sale, on a cost neutral basis in relation to capital outlay and receipt. The disparity between the purchase and sale terms in relation to Manor House has been agreed in order to facilitate the redevelopment of the site and the regeneration of the area in general. There is potential to recoup the entire purchase price from the onward purchaser but this is not guaranteed, as it depends on the sale prices of the new houses. However, the construction of new homes will mean the payment of the New Homes Bonus to the Council; this is equivalent to £6,000 per property over 6 years. Approximately 19 homes are planned to be built (on the basis of all 3 ownerships being included in the site). Council Tax income will also be a minimum of £946 per property (subject to any reliefs or discounts).

4. PROPOSAL

- 4.1 It is proposed to proceed with the purchase and onward sale of Manor House on the terms set out in **Confidential Appendix 2. This item**

contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.

- 4.2 It is also proposed to attempt to facilitate the inclusion of Manor House West into the site by agreeing terms for the purchase and onward sale of that property on a capital cost neutral basis.

5. ASSET MANAGEMENT CONSIDERATIONS

- 5.1 The decision to adopt a commercial approach to asset management requires the Council to realise the full value of any properties or property rights that it disposes of. In this instance it is proposed to acquire Manor House and dispose of it on terms reflecting the development value of the site in order to facilitate the regeneration of the area.

6. FINANCIAL CONSIDERATIONS

- 6.1 **Confidential Appendix 2** indicated that only part of the acquisition cost will be secured, due to the development value of the site as compared to its value as a house (albeit currently derelict). To address the potential shortfall it has been recommended by the Chief Finance Officer that this risk is cashed backed from the 2014/15 uncommitted revenue budget outturn. This proposal does not impact on the previously approved outturn strategy. **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 6.2 However, there is some prospect of recouping the remainder of the cost dependent on the success of the redevelopment and the legal agreement will detailed measures for achieving this objective. In which case the resources earmarked from the 2014/15 outturn will be released and reported as part of the normal in year financial management reports.
- 6.3 The potential cost of the Council not recovering the full acquisition costs needs to be considered in the context of the social, environmental and regeneration benefits detailed in the report. In addition, the development will provide New Homes Bonus and increased Council Tax income from the construction of new properties, which will help achieve the increased income targets for these areas already built into the Medium Term Financial Strategy.

7. EQUALITY AND DIVERSITY CONSIDERATIONS

- 7.1 There are no equality or diversity implications relating to this item.

8. STAFF CONSIDERATIONS

- 8.1 There are no staff considerations relating to this item.

9. RECOMMENDATIONS

- 9.1 Committee is recommended to approve the proposed acquisition and disposal on the terms set out in **Confidential Appendix 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.**

- 9.2 Committee is also recommended to note that if it is not possible to achieve the acquisition and disposal of Manor House West on a capital cost neutral basis that provision is made from the uncommitted 2014/15 to fund a potential shortfall as detailed in **Appendix 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.** To note that this proposal does not impact on proposal already approved by Council for using the 2014/15 outturn.

10. REASONS FOR RECOMMENDATIONS

- 10.1 The derelict state of Manor House and also the disused state of the surrounding site has been a cause for concern for the Council for some years and unfortunately without the intervention of the Council it appears unlikely that the parties involved directly will be able to resolve the situation themselves.
- 10.2 The successful redevelopment of the site will effect regeneration of the area through social, economic and environmental improvement.
- 10.3 The owner occupiers of Manor House West are in a difficult situation due to the situation of their property. The proposed purchase and onward sale of their property would enable them to obtain more suitable accommodation.
- 10.4 The financial outlay is relatively modest for a regeneration project and should be more than re-couped through the New Homes Bonus payments.

11. BACKGROUND PAPERS

11.1 There are no background papers in this instance.

12. CONTACT OFFICERS

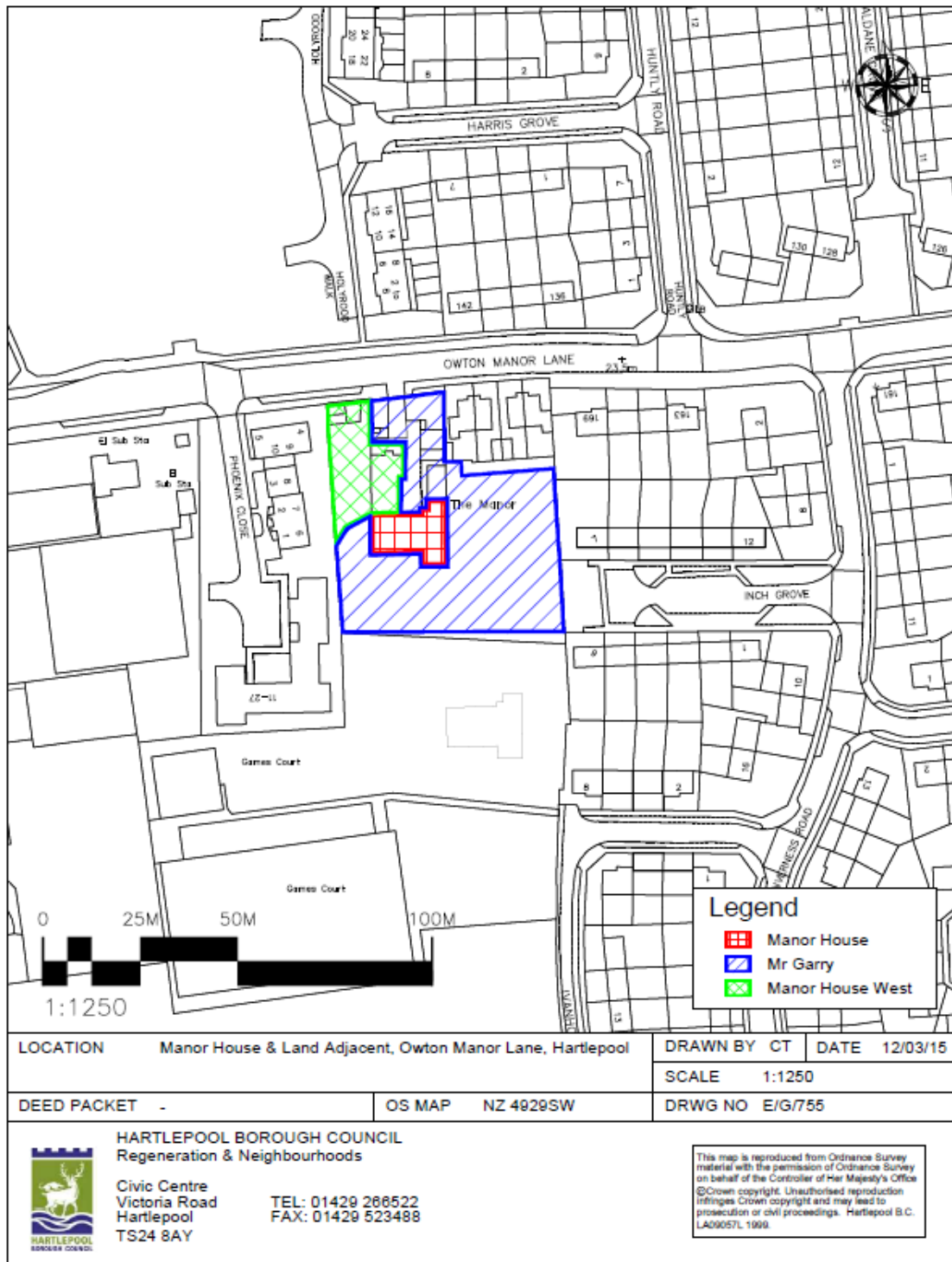
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SITE PLAN



Site Photograph



FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Director of Regeneration and Neighbourhoods

Subject: THE FRIARAGE MANOR HOUSE DEVELOPMENT

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 The content of this report is for information purposes only.

2. PURPOSE OF REPORT

2.1 To inform the Committee that the Council have successfully facilitated a joint working arrangement between the Henry Smiths Trusts to enable the redevelopment of the Friarage Manor House and adjacent land.

3. BACKGROUND

3.1 The Friarage Manor House is a Grade II listed building occupying part of a wider 0.8ha site in separate ownerships of the Henry Smith Educational Trust (HSET) and the Henry Smith Non-Educational Trust (HSNET). Both Trusts have been working together with Hartlepool Borough Council in furtherance of the objectives of the Charities to identify solutions to restore the Friarage Manor House and redevelop the wider site with a bespoke affordable housing development.

3.2 The HSNET are the Trustees of the Friarage Manor House. This is located adjacent to land also held under the terms of a separate charitable Trust by the HSET (**See Appendix 1**). The two sites are therefore considered to be interdependent and an opportunity exists to undertake a comprehensive redevelopment of both sites, which provides enough overall development value when combined with Homes and Communities Agency (HCA) grant to cross subsidise the refurbishment of the Friarage Manor House.

3.3 The interdependency of the respective Trust ownerships is reflected in the Planning Condition for the proposed development which states that none of the residential units shall be occupied until the works to the Friarage Manor House have been completed. This is to ensure the works to the listed

building are not delayed. It is therefore necessary for the Trusts to work collaboratively together in order to fulfill their Charitable Trust requirements.

- 3.4 The Manor House is on the site of a former Franciscan Friarage originally established in about 1240 and dissolved in 1538. Part of the monastic buildings are believed to have been incorporated in the mid 16th Century into a manorial residence of which only the present building remains. Later the Manor House became a wing of the Friarage Hospital (later known as St Hilda's Hospital) which was built in the mid-19th Century and demolished in 1987. Since then the Manor House has been derelict and unused.
- 3.5 The site is in a prominent position within the Headland Conservation Area between the historic St. Hilda's Church and the Heugh Gun Battery (a scheduled ancient monument) both of which have been enhanced in recent years as part of the ongoing regeneration of the Headland area.
- 3.6 In recent years major investment has been undertaken upgrading the environment of the Headland, to include refurbishment of the promenade and public squares, improvements to the shopping parade and wider tourism focused activities. Amongst these tourism features are interpretation facilities at St Hilda's Church and the restoration of the Heugh Gun Battery and visitor centre. The Headland Regeneration programme has also included the construction of a new sports centre and community facilities and extensive grant investment in private buildings.
- 3.7 Investment in the Friarage site is seen as important within the overall context of regeneration of the Headland. The key objective is to secure the restoration and active re-use of the Friarage Manor House. The Friarage Field is protected and will not be developed **(See Appendix 2)**.
- 3.8 The Friarage Manor House is a liability for the HSNET as they do not have the funds to maintain the building. The condition of the building is deteriorating rapidly and it has been open to the elements for a number of years. It also represents a liability to the HSET given the impact on their adjacent land. The deteriorating condition of the building and the associated liability is therefore a key risk to both sets of Trustees and could impact on the viability of both Charities.
- 3.9 Over the years a number of schemes have been proposed for the Friarage Manor House building, however the high costs of refurbishment and non viable end uses have undermined progress. The sale of the building to Thirteen is now considered to be the only option to save it and remove the liability from the Trusts.
- 3.10 The two Trusts facilitated by the Council agreed to work in partnership to sell their joint interests in order to increase the potential of a sale and refurbishment of the Manor House.

- 3.11 The Council produced a Planning Development Brief to guide the marketing process and provide planning advice and guidance on the restoration of the Friarage Manor House and the development of the adjacent land.
- 3.12 The two Charities have collaborated to jointly market their land for the benefit of their respective charities in accordance with Charity Commission guidance around the disposal of land. Both Charities entered into a Memorandum of Understanding to work collaboratively in this respect.
- 3.13 The land was marketed extensively by the Council on behalf of the Trustees on a national basis and the closing date for tender offers was 7th June 2013.
- 3.14 Upon completion of the tendering process it was decided by both trusts that preferred bidder for the site was Housing Hartlepool (now part of the Thirteen Group). The Thirteen Group being the umbrella company for Housing Hartlepool and also a Registered Provider of social housing and a charitable organisation which operates on a not-for-profit basis. Housing Hartlepool is the organisation that will purchase the land.
- 3.15 The proposed scheme involves the construction of thirty eight residential units which are a mixture of two-bedroom bungalows, one and two bedroom flats and two-bedroom houses. The Friarage Manor House will be converted into four self contained flat units. The total cost of the scheme is £4.5m which represents substantial investment into the Headland.
- 3.16 Due to the historic nature of the site and the significant costs of development, substantial work has been undertaken by the partners to value engineer the scheme and identify additional funding to fund abnormal costs.
- 3.17 The Council has assisted both Trusts through the Charities Commission process required to dispose of their land interests. Solicitors have now been instructed to progress the sale transactions on behalf of the Two Trusts. It is anticipated that construction will start on site by the 31st March 2015 to meet the grant funding deadlines from the HCA.
- 3.18 Thirteen Group takes corporate social responsibility seriously, and this includes training people for future employability and job creation. The funding from the HCA also comes with training requirements attached . The 2011-15 Affordable Housing programme required developments to assist with local employment and training through the application of its Benchmarks for Development Schemes – Employment and Skills. Contractors bidding for the work are required to demonstrate what they will achieve under the benchmarks and these are built into the contract. Although full details are not yet forthcoming, HCA advises that similar provisions will be required under the 2015-18 programme, through which funding for the Friarage is sought.
- 3.19 A calculation has been made under the 2011-15 provisions. The calculations are based on the value of the contract. It is envisaged that development of

the Friarage would generate the following minimum employment and skills outputs:

Table 1: Friarage development minimum employment and skills outputs

	<i>New Entrants</i>	<i>Requirement</i>
1.	School/college/university site visits – no. of students	21
2.	School/college workshops – no. of students	20
3.	Research projects – no.	1
4.	Work experience 14-16 years – no. of people	1
5.	Work experience 16+ years – no. of people	3
6.	Apprentices – existing (safeguarded) – no. of people	4
7.	Apprentices – project initiated – starts (created) – no. of people	1
	<i>Existing Workforce</i>	
8.	Health & Safety training – no. of people	8
9.	Vocational qualifications – no.	3
10.	Construction Skills Certification Scheme (CSCS) skills card – no.	3
	<i>Skills Culture</i>	
11.	Short courses – no. of people	13
12a.	Progression into employment (under six months) – no. of people	1
12b.	Progression into employment (over six months) – no. of people	1

3.20 The Friarage has also been identified as a potential project under the Heritage Skills Apprenticeship project. This initiative has identified the ‘severity of the regional skills gap within trades’ needed to support the conservation sector. Across the Tees Valley there are inadequate numbers of skilled workers who can effectively stem this shortage. This suggests there are employment opportunities to be had for local workers skilled in the conservation of listed buildings such as the Friarage.

3.21 Substantial demand exists for affordable accommodation on the Headland specifically smaller two bedroom properties and bungalows. The scheme proposals will help assist to meet this shortfall. In addition the scheme provides disabled adapted units which meet an important identified Borough wide need. The scheme not only contributes to the regeneration of the area through the conversion of a long term empty property but also contributes to delivery of the priorities within the Hartlepool Housing Strategy including provision of good quality affordable accommodation.

4. FINANCIAL CONSIDERATIONS

4.1 There are no financial implications as a result of this report.

5. LEGAL CONSIDERATIONS

5.1 The Council's Chief Solicitor has advised that all the proper procedures and requirements of the Charities Act 2011 in relation to the proposed disposals have been complied with and the trusts have fully met with their legal obligations as trustees of the land.

6. EQUALITY AND DIVERSITY CONSIDERATIONS

6.1 There are no equality and diversity considerations as part of this report.

7. STAFF CONSIDERATIONS

7.1 There are no staffing considerations as part of this report.

8. ASSET MANAGEMENT CONSIDERATIONS

8.1 There are no asset management considerations to take into account as part of this report as there are no Council assets involved in the redevelopment proposals. The Friarage Manor House and adjoining land are assets held under to the terms of charitable trusts and they are not in Council ownership.

9. SECTION 17 OF THE CRIME & DISORDER ACT 1998 CONSIDERATIONS

9.1 There are no Section 17 considerations as part of this report.

10. RECOMMENDATION

10.1 That the content of this report is noted by the Committee.

11. BACKGROUND PAPERS

11.1 There are no background papers to this report.

12. CONTACT OFFICER

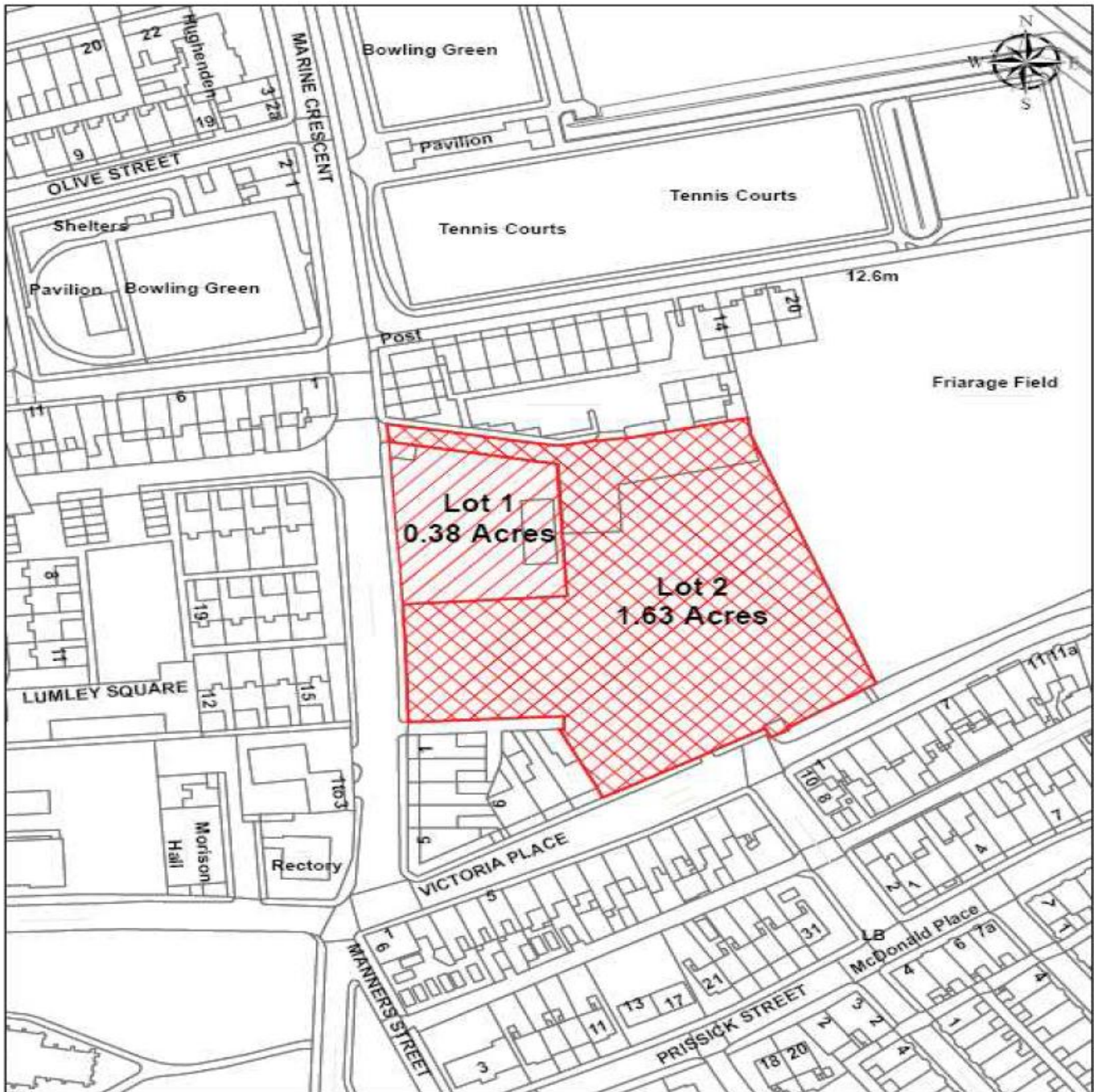
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APPENDIX 1

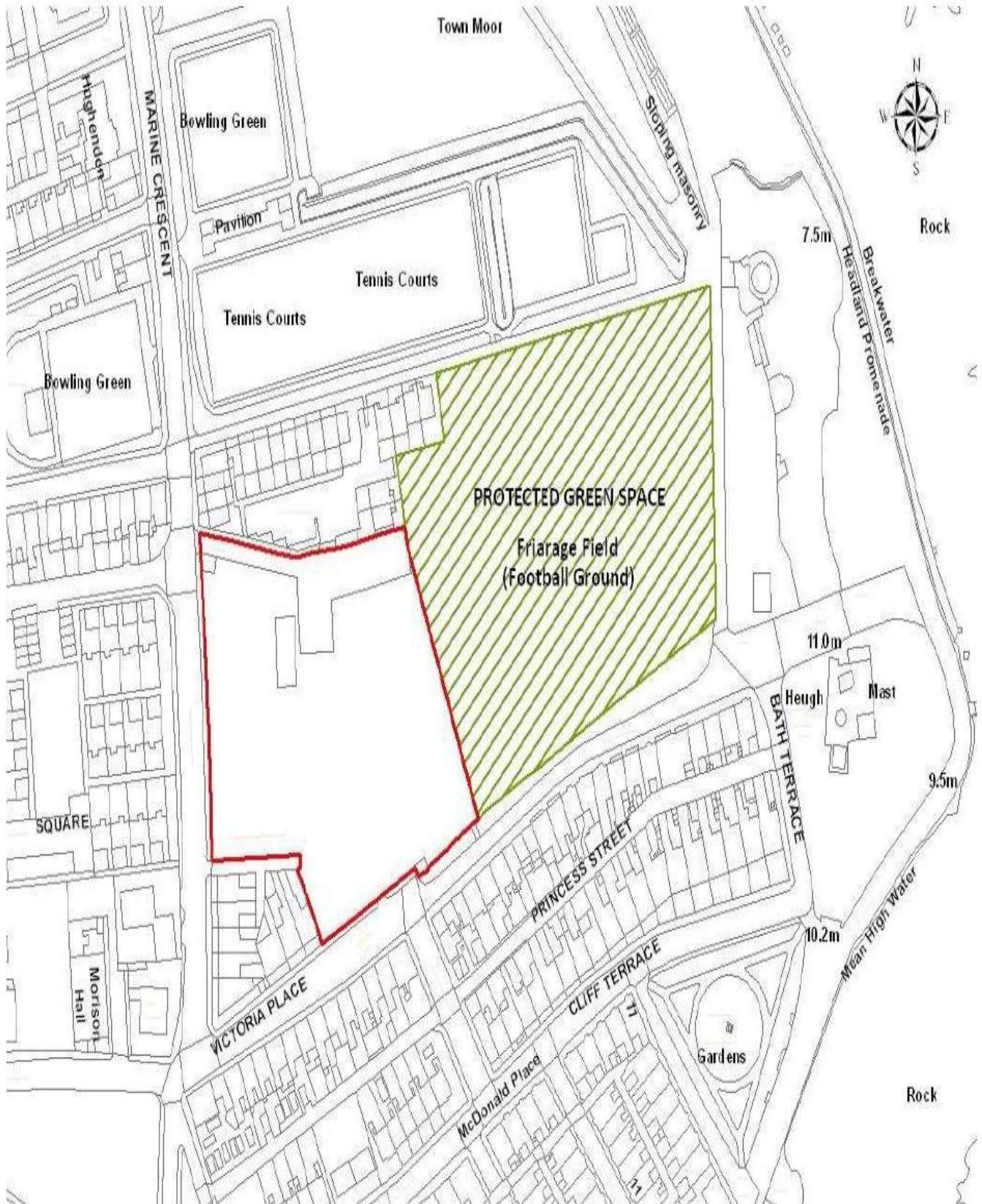
**Lot 1: HSNET land ownership,
Lot 2: HSET land ownership**



LOCATION		Land at Friar Street/ Moor Terrace, The HeadlandHartlepool	DRAWN BY	CT	DATE	10/08/11
DEED PACKET		-	SCALE	1:1250		
		OS MAP NZ 5233NE/ 5333NW	DRWG No	E/S/705		
 Hartlepool Borough Council Regeneration & Neighbourhoods Procurement, Property & Public Protection Graham Frankland B.Eng(HONS) Assistant Director (Procurement and Asset Management) Leachfield Buildings Station Street Hartlepool, TS24 7NU		C.Eng M.I.C.E. TEL: 01429 388522 FAX: 01429 523599		This map is based upon Ordnance Survey material with the permission of Ordnance Survey on Behalf of the Controller of Her Majesty's Office © Crown Copyright. Unauthorized reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Hartlepool Borough Council 10002390 1999.		

APPENDIX 2

Friarage Field Protected Green Space



FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Director of Regeneration and Neighbourhoods

Subject: SEATON CAREW REGENERATION: LONGSCAR HALL

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 The content of this report is for information purposes only.

2. PURPOSE OF REPORT

2.1 The purpose of the report is to provide an update to Members on negotiations to acquire the Longscar building to incorporate in the wider redevelopment proposals for The Front, which are detailed in the Seaton Carew Masterplan.

2.2 The report also includes details of the preparatory work that is being undertaken to facilitate the Council's exercise of its compulsory purchase powers (CPO) in the event that the acquisition of the Longscar Building is not achieved by agreement.

3. BACKGROUND

3.1 At the Finance and Policy Committee on the 30th January 2015 Members requested that an offer of sale should be made to the owners of Longscar Hall by the end of February 2015 with an update report being submitted to the March Committee.

3.2 Members also approved the preparatory work for the use of compulsory purchase powers under Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the Longscar site, subject to negotiation with the owners to resolve the matter without the need for the Council to invoke its CPO powers..

- 3.3 Members approved the acquisition of the Longscar Building acknowledging its importance for the implementation of the Masterplan and the regeneration of Seaton Carew. The building has been vacant for a number of years and the dereliction is having a negative impact on the attractiveness of the resort and the wellbeing of the local residents.
- 3.4 The Council is working in conjunction with its development partner Esh to produce a viable, deliverable and attractive scheme that will increase the number of visitors to Seaton Carew thereby helping to support the local economy and existing businesses. The inclusion of Longscar Hall is key to the success of any regeneration scheme for The Front.
- 3.5 Esh have now developed draft regeneration proposals for The Front that include the clearance of the Longscar building, the provision of new play facilities and improvements to the public realm tie in with the newly developed promenade and sea wall. These works will form the first phase of proposals to improve The Front and will be funded by the phased release of the residential sites in Seaton Carew.

4. UPDATE ON NEGOTIATIONS

- 4.1 The Estates and Regeneration Team have been in negotiations with the owners of Longscar Hall with a view to securing the acquisition of the building by agreement.
- 4.2 The Esh Group were also granted a period of 6 months under the Terms of the Development Agreement to see if they could negotiate a successful purchase on the Council's behalf. Unfortunately all attempts to acquire the building by agreement have been unsuccessful to date.
- 4.3 Negotiations are continuing but it is important to ensure the delivery of the regeneration initiatives and the option to pursue the preparation of a CPO in parallel with negotiations is deemed both necessary and prudent.
- 4.4 Where an acquiring authority acquires land compulsorily or on a deemed compulsory purchase basis it is obliged to pay compensation in accordance with the body of statute and case law usually referred to as "the Compensation Code" This means that the Council are obliged to pay open market value for the property on the basis of its current condition and also value associated with potential redevelopment proposals that could be appropriate in planning terms and for which market demand exists.
- 4.5 In order to assess such potential market value GVA have been commissioned as independent experts by the Council to consider all the potential redevelopment options and provide residual valuations. An offer reflecting the highest potential value that can be sustained and for which demand exists is considered to be the appropriate level that should be paid to compensate the owners for their loss.

- 4.6 The Market assessment will be used in the negotiations and could form part of the evidence base at a potential future Public Inquiry.
- 4.7 GVA have provided an overview of the market demand for a number of scenarios comprising residential, commercial, leisure and retail schemes, together with a residual land value for each use based on densities that would be acceptable in Planning terms. GVA have recommended an offer which they consider reflects the maximum value that can reasonably be derived from the site considering the range of viable and deliverable development options that are available.
- 4.8 The open offer made is contained in the confidential **Appendix 2. This appendix 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, 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

5. COMPULSORY PURCHASE PROGRESS

- 5.1 On the 30th January 2015, the Finance and Policy Committee approved the preparatory work for the use of compulsory purchase powers under Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the Longscar site, subject to negotiation with the owners to resolve the matter without the need for the Council to invoke its CPO powers.
- 5.3 External advisers (who were also engaged in the work to secure a Development Agreement with Esh) have been appointed through the North East Legal Framework to undertake the necessary work should it be necessary to proceed with a CPO.
- 5.4 The Committee should note that the timeframe for promotion of a CPO through to taking possession of land will be at least 12 months, and more likely 18 months. The summary timetable and next steps can be found in **Appendix 1.**
- 5.5 If negotiations continue to be unsuccessful it is anticipated a resolution to make the CPO will be considered by the Finance and Policy Committee in June or July, when ideally the planning application for the proposals on the Front together with the community facilities in the Park will have been submitted.
- 5.6 Of note, the Seaton Carew Masterplan will be incorporated into the Local Development Framework as a Supplementary Planning Document.

6. FINANCIAL CONSIDERATIONS

- 6.1 All costs will be met from the funds from the sale of land at Elizabeth Way as outlined in the Seaton Carew Development Agreement. The costs have been broken down into discreet stages and will be reviewed depending upon progress with the negotiations and any CPO.
- 6.2 GVA's fees for the Market Assessment will also be funded from the sale of the Elizabeth Way site.
- 6.3 Any variation to the purchase price of Longscar Hall can be accommodated within the overall Seaton Carew Masterplan budget as other elements of the scheme will be adjusted accordingly.

7. LEGAL CONSIDERATIONS

- 7.1 The Council's Chief Solicitor and external advisers are providing advice on the negotiations and, should it be necessary, a CPO.

8. EQUALITY AND DIVERSITY CONSIDERATIONS

- 8.1 There are no equality and diversity considerations as part of this report.

9. STAFF CONSIDERATIONS

- 9.1 There are no staffing considerations as part of this report.

10. ASSET MANAGEMENT CONSIDERATIONS

- 10.1 The acquisition of the Longscar Building either by agreement on a deemed compulsory purchase basis or by way of the implementation of a confirmed CPO will result in the payment of compensation pursuant to the Compensation Code including open market value of the property and any additional statutory payments to which the affected landowners may be entitled in respect of or arising from their loss of the property.

11. SECTION 17 OF THE CRIME & DISORDER ACT 1998 CONSIDERATIONS

- 11.1 There are no Section 17 considerations as part of this report.

12. RECOMMENDATION

- 12.1 That the content of this report is noted by the Committee.

13. BACKGROUND PAPERS

13.1 There are no background papers to this report.

14. CONTACT OFFICER

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APPENDIX 1**Summary timetable of next steps and a CPO process**

Timeframe	Action
End of January 2015	Commence works on Planning Application
	Undertake statutory undertaker searches of the Site
	Continue negotiations with landowners
	Prepare the report to Finance and Policy Committee for the first resolution to consider using compulsory acquisition powers
March 2015	First resolution to be approved by Finance and Policy Committee
	Offers to be sent to landowners
April/May 2015	Requisitions to be sent to landowners
May/June 2015	Final Decision on compulsory purchase powers by Finance and Policy Committee
June 2015	CPO to be made
July 2015	Objection period expires
November/December 2015	Anticipated timeframe by which CPO public enquiry would be held if needed
March 2016	Anticipated timeframe for Secretary of State decision on CPO if an Inquiry is required
May 2016	Expiry of statutory challenge period (6 weeks post confirmation)
	Earliest anticipated possession date if land acquired by Notice to Treat
June 2016	OR Vesting date if land acquired by a General Vesting Declaration

FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Assistant Chief Executive

Subject: VACANT POSTS

1. TYPE OF DECISION/APPLICABLE CATEGORY

For Information

2. PURPOSE OF REPORT

2.1 To provide a list of vacant posts within the Council.

3. BACKGROUND

3.1 Following approval of the Compulsory Redundancy Report Members requested a report on vacant posts within the Council. This list is attached at Appendix 1. Members will understand that the matter of vacancies changes regularly so the information is at a fixed point in time.

3.2 Vacancies are actively managed throughout the year by officers as part of their responsibilities. This active management, as part of the operational responsibilities of officers, balances the needs of services (and the resources and skills required to effectively deliver such services) alongside considerations in respect of the ongoing financial and budgetary challenges the Council faces. On this basis, and previously reported to members as part of the ongoing monitoring of budgets, decisions are taken through the year to potentially hold posts vacant in preparation for budget reductions. This minimises the compulsory redundancies as part of the budget process and has proven to be a highly effective strategy over a number of years.

3.3 The base budget includes an annual saving in the overall salary budget of £0.25m, which is achieved through a combination of the active management of vacancies and saving accruing in employers pensions costs from those employees who have opted out of the pension scheme. Once this annual target has been achieved the additional temporary in-year savings from managing vacancies is allocated to underpin the overall outturn strategy which underpins the Council's MTFS.

4. RECOMMENDATIONS

4.1 This report is noted.

5. REASONS FOR RECOMMENDATIONS

5.1 This report is for information only.

6. BACKGROUND PAPERS

None.

7. CONTACT OFFICER

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Report - Vacant Posts as at 23rd February 2015

Department	Service	Job Title	Salary Band	Hours	Comments
Child & Adults	Adult Operations	Social Worker x 5	10-12	37	Vacant to be advertised
	Adult Operations	Occupational Therapist Assistant x2(FT) X4 (18.5 Hours)	7-9		Vacant to be advertised
	Mental Health Community Resource Team	Approved MH Professional	13	37	Vacant to be advertised
	Mental Health Community Resource Team	social care officer	up to 9	37	Vacant to be advertised
	LD Day Services	Community Worker	6	20	Currently out to advert, closing date 27th FEB
	LD Day Services	LD Day Services	6	29	Vacant to be advertised
	LD Day Services	LD Day Services	6	20	Currently out to advert, closing date 27th FEB
	LD Day Services	Kitchen assistant x2 20 Hours	3	20	shortlisted for interview 6th March
	Direct Care and Support Team	Homecare Worker	5	7x20	4 posts appointed waiting for DBS and references
	User Property Finance	Principal Visiting Officer	Band 11	37	Vacant to be advertised
	Specialist Services 0-25 Team	Social Work	Band 10-12	37	Vacant to be advertised
	Family Placement Team	Social Worker	Band 10-12	37	Fixed Term 12 months to be advertised
	Youth Offending Service	Case Manager	Band 10-12	37	maternity cover 12 months to be advertised
	Exmoor Grove	Social Care Officer x2	Band 7-9	24	Fixed term contract 12 months to be advertised
	YOS	YOS Case Manager	11 to 13	37	Vacant to be advertised
	Youth Services	Youth Worker x4 (4 Hours)	JNC 9 TO 12	4	Fixed term to 31 March 2016 to be advertised
	Youth Services	Mobile Driver	JNC 3 TO 6	5	Fixed term to 31 March 2016 to be advertised
	Safeguarding & Review	Case Review Assistant	Band 6	37	Recruitment due to commence to be advertised
	SAS	Social worker	10 to 12	37	Vacant to be advertised
	SAS	Social worker fixed term	10 to 12	37	Vacant to be advertised
	Access and Strategic Planning	Independent Supporter	Band 7	25	Fixed term contract 1 year to be advertised
Chief Executives	Corporate Finance	Group Accountant	Band 13	37	Vacant pending re-structure.
	Corporate Finance	Accounting & Finance Assistant	Band 7	37	Fixed term 1 year post to be advertised.
	Revenues	Revenues Officer	Band 7	37	Fixed Term. Vacant post to be advertised.
	Benefits	Benefits Officer x2 (FT) x1 (18.5 Hours)	Band 7		Resignation. To be advertised.
	Customer Services	Customer Service Assistant x2 (18.5 Hours)(PT)	Band 5-6	18.5	Notice received by postholder on 20/2/2015 last working day 31/03/2015. To be advertised.
Public Health	Public Health	Childhood Injury Prevention Co-ordinator	7	25	To be advertised 16.03.15
	Carlton	Carlton Manager	12	37	Currently recruiting
	Sport & Recreation	E Marketing & Promotions Assistant	7	37	Currently recruiting (fixed term for 1 year)
	MHLC	Receptionist	6	37	Currently recruiting
	Brierton Sports Centre	Leisure Supervisor	6	33.25	Currently recruiting

FINANCE AND POLICY COMMITTEE

23rd March 2015



Report of: Director of Regeneration and Neighbourhoods

Subject: LOCAL DEVELOPMENT ORDERS FOR
OAKESWAY, THE PORT AND QUEEN'S MEADOW
ENTERPRISE ZONES – EXTENSION TO
TIMESCALE

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework.

2. PURPOSE OF REPORT

2.1 To seek approval of Members to extend the timescale of the existing Local Development Orders on the Enterprise Zone sites at Oakesway, The Port and Queen's Meadow Business Park beyond their current expiry date of 31st March 2015 for a further three years until 31st March 2018.

3. BACKGROUND

3.1 Agreement to establish a number of Enterprise Zones in the Tees Valley was reached between the Government and Tees Valley Unlimited in 2011. To implement a simplified planning regime within the Enterprise Zones, the Borough Council adopted Local Development Orders (LDOs) for Oakesway, The Port, and Queen's Meadow Business Park on 22nd March 2012 which came into force on 1st April 2012.

3.2 The Local Development Orders allow certain types of development to be undertaken without the need to obtain planning permission, subject to the development being carried out in accordance with a number of specified requirements and conditions. The LDOs provide a degree of certainty for developers and investors, and remove a number of financial and procedural burdens associated with the need to obtain planning consent.

3.3 When the LDOs were adopted they had a timescale of 3 years from 1st April 2012 to 31st March 2015, which aligned with the financial incentives on offer

by the Government at that time. The Government has since confirmed that the financial incentives will remain in place for businesses locating to the Enterprise Zone sites by 31st March 2018.

- 3.4 Monitoring of the Enterprise Zones has indicated that up to six businesses on Queen's Meadow Business Park have used the Local Development Order procedure for their developments.

4. PROPOSALS

- 4.1 By providing a simplified planning regime on the Enterprise Zones sites, the LDOs help to remove a number of potential barriers to and speed up investment decisions. This in turn supports the wider economic growth and job creation ambitions of the Borough Council, which provide benefits to the Council and local residents.
- 4.2 The LDOs along with the wider Enterprise Zone incentives, support the economic growth ambitions for Hartlepool set out in the Economic Regeneration Strategy and the Hartlepool Vision and Regeneration Master Plan.
- 4.3 In order to continue to support the three Enterprise Zone sites in Hartlepool, it is considered appropriate to extend the timescale of the LDOs for a further 3 years to 31st March 2018. All other criteria and conditions set out in the April 2012 Local Development Orders remain unaltered.

5. RISK IMPLICATIONS

- 5.1 If the timescale of the LDOs are not extended they will expire on 1st April 2015 and there will be no LDO in place to assist inward investment on the Enterprise Zone sites. If the LDOs expire there will be a requirement to go through the whole process of adopting the LDOs again, including consultation, which will result in a significant time gap during which time interested businesses would be unable to benefit from a simplified planning system.

6. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS

- 6.1 Issues such as crime and anti-social behaviour were considered as part of the original LDO preparation and consultation process.

7. FINANCIAL CONSIDERATIONS

- 7.1 Any costs associated with extending the timescale of the existing LDOs will be met through existing budgets.
- 7.2 A consequence of implementing the LDOs is the loss of planning fees income that would normally be payable for developments on these sites if they were subject to the normal planning process.

8. LEGAL CONSIDERATIONS

- 8.1 The implementation of a simplified planning regime is a requirement of Government support for Enterprise Zone incentives. However the LDOs remove the requirement for certain types of development to apply for formal planning permission.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 It is considered that there will be no impact on equality and diversity.

10. RECOMMENDATION

- 10.1 That members approve the extension to the timescale of the Local Development Orders covering Oakesway, The Port, and Queen's Meadow Business Park, with a revised expiry date of 31st March 2018.

11. REASONS FOR RECOMMENDATIONS

- 11.1 To keep the Local Development Orders valid for a further three years.

12. BACKGROUND PAPERS

- 12.1 There are no further background papers.

13. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ONLINE

- 13.1 Copies of the Local Development Orders incorporating the revised expiry date of 31st March 2018 have been placed in the Members Library and will be available for downloading on the Council's website.

14. CONTACT OFFICERS

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	Sport & Physical Activity Team	Assistant Sport & Physical Activity Officer	6	30	Postholder has just resigned (23.02.15)
	Sport & Physical Activity Team	Level 1 casual coach	6	Casual contract	Currently recruiting
	Sport & Physical Activity Team	level 2 casual coach	8	Casual contract	Currently recruiting
	Sport & Physical Activity Team	Level 2 Swimming coach	8	Casual contract	Currently recruiting
	MHLC	Leisure Attendant (Lifeguard)	6	8.75	advertising
Regeneration & Neighbourhoods	Technical Services	Technical Support Officer (Road Safety)	Band 7	15 Term Time Only	Vacant post to be advertised.
	Technical Services	Sustainable Travel and Road Safety Officer	Band 10	37	Currently out to advert. Fixed Term to 31st March 2016
	Technical Services	Senior Engineer (Environmental Engineering)	Band 12	37	Held as vacant
	Technical Services	Structural/Civil Engineer	Band 10	37	Held as vacant
	Support Services	Support Assistant (Fixed term)	Band 6	18.5	Vacant post
	Emergency Planning Unit	Senior Administrative Clerk	Band 9	37	Vacant pending re-structure.
	Emergency Planning Unit	Emergency Planning Officer	Band 9	37	Vacant pending re-structure.
	Waste and Environmental	Refuse Officer	Band 6	37	Vacant post to be advertised.
	Waste and Environmental Services	Waste and Environmental Services Refuse officer	Band 6	37	Vacant post to be advertised.
	Building Design and Management	CND Co-Ordinator (going to Job Evaluation)	Band 11	37	New post - to be advertised.
	Building Design and Management	Graduate Landscape Architect (going to Job Evaluation)		37	New post following re-structure - to be advertised.
	Building Design and Management	Construction Team Leader	Band 13	37	New post following re-structure - to be advertised.
	Building Design and Management	Senior Mechanical Engineer	Band 12	37	Resignation. To be advertised.
	Building Design and Management	Heating Engineer	Band 9	37	Resignation. To be advertised.
	Comm. Safety and Engagement	Offender Accommodation Officer	Band 10	37	Fixed term 1 year post to be advertised.
	Comm. Safety and Engagement	Community Regeneration and Team Leader	Band 12	37	Vacant pending re-structure.
	Comm. Safety and Engagement	Community Regeneration Officer	Band 10	37	Vacant pending re-structure.
	Facilities Management	Inspirations - 20 hour Catering Assistant	Band 3	20	Currently out to advert.
	Facilities Management	School Catering	Band 3	10	2 vacant posts to be advertised
	Arts & Events	Technical Caretaker	7	37	New post following re-structure - to be advertised.
	Economic Regeneration Team	Tees Valley Works Project Assistant	7	37	Externally funded until 31st March 2016 - Vacant to be advertised.
	Housing Services	Housing Assistant	7	37	Fixed Term - 2 year post. To be advertised
	Housing Services	Technical Assistant	7	37	Fixed Term - 1 year post. To be advertised.
	Estates & Regeneration	Senior Regeneration Officer	11	37	Currently out to advert.
	Estates & Regeneration	Principal Estates Surveyor	12	37	Currently out to advert.