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All Members of the Council

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Contact Karen Robson
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Date: 4 November 2015

NOTICE OF COUNCIL MEETING

You are summoned to attend a meeting of Gateshead Metropolitan Borough Council to be held in the Council Chamber - Civic Centre, at **2.30 pm** on **Thursday, 12 November 2015** to transact the following business:-

1. **To confirm the Minutes of the meeting held 24 September 2015** (Pages 1 - 8)
2. **Official Announcements**
(announcements may be made by the Mayor, Leader of the Council or the Chief Executive)
3. **Presentation by Abigail Pogson, Sage Gateshead Managing Director**
4. **Petitions**
(to receive petitions submitted under Council Procedure Rule 10)
5. **Questions from Members of the Public**
(to consider any questions submitted under Council Procedure Rule 7)

RECOMMENDATIONS FROM CABINET

6. **Digital Gateshead 2015 - 2020 Strategy** (Pages 9 - 26)
7. **Vision 2030 Refresh** (Pages 27 - 42)
8. **Routine Highways Inspection and Maintenance - Review of Policy** (Pages 43 - 54)
9. **Review of the Role of Director of Public Health and of Commissioning Services, Care, Wellbeing and Learning** (Pages 55 - 62)
10. **Review of the Council's Constitution** (Pages 63 - 82)

11. **Capital Programme and Prudential Indicators 2015/16 - Second Quarter Review** (Pages 83 - 100)
12. **Report from the Cabinet** (Pages 101 - 108)

MOTIONS AND QUESTIONS

13. **Notice of Motion**
(to consider any notices of motion submitted in accordance with Council Procedure Rule 9.1)
14. **Questions**
(to deal with any questions submitted in accordance with Council Procedure Rule 8.1)

A handwritten signature in black ink, appearing to read 'Jane Robinson', with a stylized flourish at the end.

Jane Robinson
Chief Executive



COUNCIL MEETING

12 NOVEMBER 2015

GATESHEAD METROPOLITAN BOROUGH COUNCIL

Jane Robinson, Chief Executive

MINUTES OF COUNCIL MEETING – 24 SEPTEMBER 2015

MEMBERS PRESENT:

THE MAYOR (COUNCILLOR A GEDDES) IN THE CHAIR

COUNCILLORS: J Adams, R Beadle, M Brain, L Caffrey, B Clelland, B Coates, P Craig, S Craig, D Davidson, W Dick, S Dickie, P Dillon, C Donovan, A Douglas, K Ferdinand, M Foy, P Foy, M Gannon, B Goldsworthy, J Graham, M Graham, T Graham, J Green, JS Green, L Green, G Haley, M Hall, J Hamilton, S Hawkins, M Henry, L Holmes, M Hood, J Lee, P Maughan, K McCartney, J McClurey, J McElroy, C McHugh, E McMaster, M McNestry, P Mole, B Oliphant, M Ord, S Ronchetti, C Simcox, J Simpson, A Thompson, L Twist, J Wallace, N Weatherley, A Wheeler and K Wood

APOLOGIES COUNCILLORS:

C Bradley, M Charlton, K Dodds, J Eagle, M Goldsworthy, F Hindle, H Hughes, C McHatton, P McNally, C Ord, D Robson, P Ronan and J Turnbull

Father Kevin Cummins from St Oswald's Roman Catholic Church, Wrekenton gave the opening address.

CL/36 MINUTES

COUNCIL RESOLVED - That the minutes of the Council Meeting held on 16 July 2015 be approved.

CL/37 2015 GREAT BRITAIN CARE AWARDS

The Mayor announced that Wendy Scope and Diane Ingham from the Council's Care, Wellbeing and Learning Service were successful in winning awards at the 2015 Great Britain Care Awards. Wendy was successful in winning the Front Line Leader of the Year Award and Diane was successful in winning the Pathfinders National Margaret Butterworth

Award.

In recognition of this achievement the Mayor presented the awards to both Wendy and Diane.

CL/38 RESTORATIVE JUSTICE QUALITY MARK

Council were informed that the Restorative Justice Council announced that the Youth Offending Team have attained the Restorative Justice Quality Mark and are the first team within the north east region to receive the award.

The Mayor presented the award to members of the Youth Offending Team.

CL/39 PETITIONS

Councillor Twist submitted a petition on behalf of residents regarding the speed limit on Woodside Lane.

CL/40 QUESTIONS FROM MEMBERS OF THE PUBLIC

Mr Mark Groves submitted the following question:-

“When was the Leader of the Council first made aware that the underspend on the 2014/15 budget was in excess of the £1.8 million predicted at the Cabinet meeting in January and what action did he take in response?”

Councillor M Henry, Leader of the Council, responded to the question and a supplementary question asked on Mr Groves behalf.

CL/41 EQUAL OPPORTUNITIES POLICY

Consideration was given to a report seeking approval of a new Equal Opportunities Policy.

COUNCIL RESOLVED – i) That the new Equal Opportunities Policy be approved.

ii) That annexing of the Equal Opportunities Policy to the Code of Conduct for Members of Gateshead Council be approved.

CL/42 ANNUAL YOUTH JUSTICE STRATEGIC PLAN 2015 - 2016

Consideration was given to a report seeking approval of the Annual Youth Justice Strategic Plan 2015-16.

COUNCIL RESOLVED - That the Annual Youth Justice Strategic Plan 2015-16 be approved.

**CL/43 CHANGES TO HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING
POLICY UNDER THE DEREGULATION ACT 2015**

Consideration was given to a report seeking approval of proposed changes to the hackney carriage and private hire policy and fees.

COUNCIL RESOLVED - That the changes to the hackney carriage and private hire policy and fees be approved with effect from 1 October 2015, as required by the Deregulation Act 2015.

**CL/44 ANNUAL REPORT OF THE AUDIT AND STANDARDS COMMITTEE
2014/15**

Consideration was given to the annual report of the Audit and Standards Committee.

COUNCIL RESOLVED - That the annual report of the Audit and Standards Committee for 2014/15 be endorsed.

**CL/45 ORGANISATION CHANGES – TRANSPORT STRATEGY, COMMUNITIES
AND ENVIRONMENT**

Consideration was given to a report seeking approval of proposals to change the operational service arrangements of the Transport Strategy Service within the Communities and Environment Group.

COUNCIL RESOLVED - i) That the deletion of the post of Service Director, Transport Strategy be approved.

ii) That the proposed interim management arrangements as set out in the report considered by Cabinet on 15 September 2015 be approved.

**CL/46 EXTENSION OF THE DISTRICT ENERGY SCHEME TO GATESHEAD
STADIUM AREA AND NEST ROAD, FELLING**

Consideration was given to a report seeking approval of an increase in the existing allocation for the District Energy Scheme within the Council's capital programme to fund the extension of the private wire network to the Gateshead Stadium area and Nest Road, Felling.

COUNCIL RESOLVED - That the addition of £2m to the capital programme to fund up to a 2.6km extension to the private wire network be approved.

CL/47 REPORT FROM THE CABINET

The Leader of the Council reported on a number of key issues currently affecting the Council.

COUNCIL RESOLVED - That the report be noted.

CL/48 NOTICE OF MOTION

Councillor C McHugh moved the following motion:

“This Council notes that:

- In February 2015 the United Nations agency, the International Labour Organisation (ILO), reaffirmed its belief that ‘without protecting a right to strike, Freedom of Association, in particular the right to organise activities for the purpose of promoting and protecting workers’ interests, cannot be fully realised.
- In July 2015, the Conservative Government announced its intention to change legislation affecting trade unions and their members to make it harder to win ballots for industrial action. This will only be lawful if there is a 50% turnout among trade union members entitled to vote in addition to a simple majority voting for industrial action.
- The Trade Union Bill currently before Parliament also seeks to introduce greater restrictions on picketing and the use of social media in relation to industrial action.
- The Conservative Government wants to remove the ban for employers to employ agency workers during a period of lawful industrial action.
- The Government was to grant ministers the power to reduce the amount of facilities time agreed by employers and the workforce, which is in place to ensure adequate workplace representation.

This Council believes that:

- The right to strike and protest are fundamental rights, which should be respected in a free and democratic society.
- The Conservative Government’s Bill will undermine constructive employment relations and that harmonious industrial relations are achieved by meaningful engagement and not additional legal restrictions to trade union members.
- Workplace representation ensures access to justice and has benefits across whole organisations.
- The Government’s Trade Union Bill is part of a disturbing trend to erode civil liberties and inhibit the right to speak out or protest against the Government.
- The Conservative Government’s Trade Union Bill is a politically-motivated attack on trade unions and could have negative consequences for wider civil society.

This Council resolves to:

- Write to the Secretary of State for Business, Innovation and Skills, stating the Council’s opposition to their Trade Union Bill and to participate in any consultations.
- Support the Northern TUC and civil liberties groups in campaigning to defend the right to strike and oppose the Trade Union Bill
- Continue to value the importance of meaningful workforce engagement and representation.”

The following amendment was submitted:

“Add: at end of third bullet under Council notes: ‘For industrial action by some public sector workers a further condition requires an affirmative vote by 40% of the eligible membership’.

Delete: at end of fourth bullet under Council believes: ‘against the Government.’

Add: At new final bullet point under Council resolves: ‘Support the TUC’s call for an amendment to the 1992 Trade Union and Labour Relations Act to allow online balloting.’

The amendment was accepted by the mover of the original motion and therefore put as the substantive motion and duly carried.

COUNCIL RESOLVED – “This Council notes that:

- In February 2015 the United Nations agency, the International Labour Organisation (ILO), reaffirmed its belief that ‘without protecting a right to strike, Freedom of Association, in particular the right to organise activities for the purpose of promoting and protecting workers’ interests, cannot be fully realised.
- In July 2015, the Conservative Government announced its intention to change legislation affecting trade unions and their members to make it harder to win ballots for industrial action. This will only be lawful if there is a 50% turnout among trade union members entitled to vote in addition to a simple majority voting for industrial action.
- The Trade Union Bill currently before Parliament also seeks to introduce greater restrictions on picketing and the use of social media in relation to industrial action. For industrial action by some public sector workers a further condition requires an affirmative vote by 40% of the eligible membership
- The Conservative Government wants to remove the ban for employers to employ agency workers during a period of lawful industrial action.
- The Government wants to grant ministers the power to reduce the amount of facilities time agreed by employers and the workforce, which is in place to ensure adequate workplace representation.

This Council believes that:

- The right to strike and protest are fundamental rights, which should be respected in a free and democratic society.
- The Conservative Government’s Bill will undermine constructive employment relations and that harmonious industrial relations are achieved by meaningful engagement and not additional legal restrictions to trade union members.
- Workplace representation ensures access to justice and has benefits across whole organisations.
- The Government’s Trade Union Bill is part of a disturbing trend to erode civil liberties and inhibit the right to speak out or protest.
- The Conservative Government’s Trade Union Bill is a politically-motivated attack on trade unions and could have negative consequences for wider civil society.

This Council resolves to:

- Write to the Secretary of State for Business, Innovation and Skills, stating the Council’s opposition to their Trade Union Bill and to participate in any consultations.

- Support the Northern TUC and civil liberties groups in campaigning to defend the right to strike and oppose the Trade Union Bill.
- Continue to value the importance of meaningful workforce engagement and representation.
- Support the TUC's call for an amendment to the 1992 Trade Union and Labour Relations Act to allow online balloting".

CL/49 NOTICE OF MOTION

Councillor M Henry moved the following motion:

"This Council has a long standing commitment to supporting refugees and asylum seekers. We are deeply concerned by the plight of those suffering as a result of the Syrian crisis and we are working proactively with the relevant agencies to do all we can to provide support. We will place maximum effort into helping those in need and call upon the Government to ensure that the necessary resources are made available to support this vulnerable group."

On the motion being put it was declared to be carried

CL/50 NOTICE OF MOTION

Councillor J Wallace moved the following motion:

"This Council welcomes the decision of the previous Government to transfer responsibility for public health to local councils and believes that Gateshead Council is in a better position than Government to address local public health issues.

This Council expresses deep concern that the decision of the new Government to impose a cut of £200 million to the current year's public health budget in England is damaging to service provision and long term planning.

This Council notes that the Government are consulting on how to achieve the £200 million savings and notes with concern that one option is the return of public health money unspent from the previous financial year.

This Council notes with concern the £1 million underspend on public health in Gateshead in 2014/15 and that this money may have to be returned to Government.

This Council calls on the Government to retain previously agreed budgets for public health and to cancel the £200 million in year cut."

Councillor M Gannon moved the following amendment:

Delete from first paragraph 'the decision of the previous Government to'

Insert 'the' before transfer

After transfer add 'of the'

In the third paragraph, after '£200 million savings', delete the remaining sentence. Then add 'The Council is still unclear on its share of the in-year funding cut well into the financial year. The proposed cut and the lack of clarity on the amount militates against effective financial planning'.

Remove paragraph four and add the following paragraphs:

'The Council notes the Government's commitment to protecting the NHS. However, the Council is concerned that the Government hasn't recognised that Public Health budgets are used to fund a range of NHS services and therefore this in-year cut will affect front line NHS services.'

'The NHS Five Year Forward View outlines *'that the future of health of millions of children, the sustainability of the NHS and the economic prosperity of Britain will now depend of a radical upgrade in prevention and public health'*. The Council acknowledges the challenges set out in this document but notes, with concern, that cuts to Public Health budgets significantly affect the Council's ability to take on this shift towards prevention.'

'The consequences of the cut will be to affect frontline NHS Services as a result of reduced spend on prevention'.

On the amendment being put it was declared to be carried.

The amendment was put as the substantive motion and duly carried.

COUNCIL RESOLVED -

"This Council welcomes the transfer of the responsibility for public health to local councils and believes that Gateshead Council is in a better position than Government to address local public health issues.

This Council expresses deep concern that the decision of the new Government to impose a cut of £200 million to the current year's public health budget in England is damaging to service provision and long term planning.

This Council notes that the Government are consulting on how to achieve the £200 million savings. The Council is still unclear on its share of the in-year funding cut well into the financial year. The proposed cut and the lack of clarity on the amount militates against effective financial planning.

The Council notes the Government's commitment to protecting the NHS. However, the Council is concerned that the Government hasn't recognised that Public Health budgets are used to fund a range of NHS services and therefore this in-year cut will affect front line NHS services.'

The NHS Five Year Forward View outlines *'that the future of health of millions of children, the sustainability of the NHS and the economic prosperity of Britain will now depend of a radical upgrade in prevention and public health'*. The Council acknowledges the

challenges set out in this document but notes, with concern, that cuts to Public Health budgets significantly affect the Council's ability to take on this shift towards prevention.

The consequences of the cut will be to affect frontline NHS Services as a result of reduced spend on prevention.

This Council calls on the Government to retain previously agreed budgets for public health and to cancel the £200 million in year cut.”

CL/51 QUESTIONS

There were no questions received.

(NB: Copies of all reports referred to in these Minutes are available from the Minute File)

Mayor



COUNCIL MEETING

12 November 2015

DIGITAL GATESHEAD 2015 – 2020 STRATEGY

Jane Robinson, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of Digital Gateshead 2015 – 2020, the Council's five year strategy to develop and implement digital public services.
2. Digital Gateshead 2015 – 2020 has been developed through the Council's Change Programme and is one of the key enabling strategies that will underpin the delivery of the Council Plan.
3. Digital Gateshead 2015 – 2020 identifies six key areas of work for the Council to progress around the development and implementation of digital public services and each area of work will have a lead officer. This will include the Digital Gateshead Lead Officer, a new post that is being established for a two year period to provide leadership and pace to the entire Digital Gateshead project.
4. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATIONS

5. It is recommended that Council approves the Digital Gateshead 2015 – 2020 Strategy

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TITLE OF REPORT: Digital Gateshead 2015-2020 Strategy

REPORT OF: Darren Collins, Strategic Director, Corporate Resources

Purpose of the Report

1. Cabinet is requested to recommend the Council to approve Digital Gateshead 2015-2020, which is the Council's five year strategy to develop and implement digital public services that will support the delivery of the Council Plan 2015 - 2020 and contribute to the overarching council strategy of
 - Maximising growth
 - Reducing costs
 - Increasing collective responsibility

Background

2. Digital Gateshead 2015 -2020 has been developed through the Council's Change Programme and it is one of the key enabling strategies that will underpin the delivery of the Council Plan.
3. The strategy recognises the growing importance of technology in all aspects of daily life and it will incorporate existing technology projects such as Agile Working and Channel Shift.

Proposal

4. Digital Gateshead 2015-2020 identifies six key areas of work for the Council to progress around the development and implementation of digital public services. The six areas are:

Digital Customers

- Developing consistent, convenient and easy to use online and mobile services that are the first choice for the majority of council service users
- Using all digital channels to promote our services and communicate with our residents and customers

Digital Council

- Technology to help Councillors and employees work more productively and differently in a broad range of environments (including mobile and remotely)
- Simplified and streamlined business processes and working practices throughout the organisation, supported by fewer and more integrated ICT systems

Digital Inclusion

- All Gateshead residents and service users will have the access, skills, motivation and confidence to use online and digital services. Assisted Digital Services will be provided for those who need them

Digital Partners

- Digital technologies and shared data will support enhanced collaboration, planning, service delivery and communication with partners locally, regionally and across sectors

Digital Business

- Ensuring Gateshead businesses are able complete in a digital world

Digital Place

- Upgrading the borough and building-wide digital infrastructure (including WiFi) to meet the future requirements of the council, residents, public, business, partners and other agencies

5. Of the six areas of work, Digital Customer and Digital Council will have the greatest impact on the way that council services are delivered and the way that the Council operates. The work on Digital Inclusion is fundamental to ensuring that all Gateshead residents and service users can use and benefit from the digital and online services offered by the Council (and throughout society in general), and that appropriate alternatives are established where these are required.
6. There will be a lead officer for each of the six areas. This will include the Digital Gateshead Lead Officer, a new post that is being established for a two year period to provide leadership and pace to the entire Digital Gateshead project and specifically to assist in leading the work around Digital Council, Digital Inclusion and Digital Partners.

Recommendations

7. Cabinet is asked to recommend the Council to approve the Digital Gateshead 2015-2020 Strategy as set out in appendix 2.

For the following reasons:

- (i) To support the delivery of the Council Plan 2015-2020.
- (ii) To extend and enhance the Council's use of digital technologies to deliver services, communicate with residents and service users, simplify business processes and deliver savings and efficiencies.
- (iii) To ensure all Gateshead residents and service users have the necessary access and skills to take full advantage of digital services and technology, and to ensure that the appropriate alternatives are available when required.

Policy Context

1. The Digital Gateshead 2015-2020 Strategy will develop and implement digital public services that will support the delivery of the Council Plan and contribute to the overarching council strategy of
 - Maximising growth
 - Reducing costs
 - Increasing collective responsibility
2. Digital Gateshead will contribute to all of the policy directions set out within the Council Plan but it is particularly relevant to 'Increasing community, individual and council resilience' and 'working differently', recognising that digital technologies and solutions offer a significant opportunity to develop new services, improve access to existing resources and services, introduce more efficient and effective ways of working and reduce costs.

Background

3. Digital Gateshead 2015-2020 has been developed through the Ways of Working project within the Fit For the Future Change Project. It builds on and incorporates a number of existing projects that are using digital and mobile technologies to improve service delivery and release savings and efficiencies e.g. Agile Working and Channel Shift.
4. The development of Digital Gateshead has also been informed by the increasing importance of digital technologies in all aspects of life and society. The 2012 Gateshead Council Residents Survey confirmed that many of our customers are willing to use digital services and in the last 12 months there has been a 26% increase in traffic to the council website (rising to around 3 million visits per year). Research across the public sector indicates that this trend will continue, with significant growth expected in digital self-service over the next 3 years.
5. The strategy acknowledges the importance of ensuring that all Gateshead residents and service users have the right access, skills and confidence to use online and digital services, and it recognises the importance of providing appropriate alternatives for those who cannot. In 2012 around 80% of Gateshead residents had access to the internet, with around 71% having a broadband connection at home, while current usage data from the website shows that use of smartphones and tablets to access the council website is increasing. Digital Gateshead 2015-2020 will ensure that our digital and online services can be easily accessed via the technologies that our residents and service users want to use and are able to access.

Consultation

6. The Cabinet Member for Resources, Management and Reputation has been consulted on this report.

Alternative Options

7. The alternative option of not implementing a digital strategy has been discounted as this will have a significant negative impact on the delivery of the Council Plan. Continuing with the implementation of technology projects on an individual basis will reduce the benefits that the Council, residents and service users can achieve from digital technologies and limit the potential to deliver savings and efficiencies.

Implications of Recommended Option

8. Resources

- a) **Financial Implications** - The Strategic Director, Corporate Resources, confirms that there are no direct financial implications arising directly from this report. Business cases will be developed on an 'Invest to Save' basis to secure the resources for individual projects to be delivered as part of Digital Gateshead.
- b) **Human Resource Implications** - There are no human resource implications arising directly from this report. Any implications arising from individual projects within Digital Gateshead 2015-2020 will be managed in line with the Workforce Strategy.
- c) **Property Implications** - There are no property implications arising directly from this report. Any implications arising from individual Digital Gateshead 2015-2020 projects will be managed in line with the Corporate Asset Strategy and Management Plan.

9. **Risk Management Implications** - There are no risk management implications arising directly from this report. Risk logs will be maintained for each area of work within Digital Gateshead to monitor and manage the impact of projects as they are progressed.
10. **Equality and Diversity Implications** – One of the key areas of work within Digital Gateshead is Digital Inclusion which will reduce and remove inequalities around digital and online services. Equality Impact Assessments will be completed as required for individual Digital Gateshead Projects, and this will be particularly important for Digital Customer projects.
11. **Crime and Disorder Implications** - There are no crime and disorder implications arising directly from this report.
12. **Health Implications** - There are no health implications arising directly as a result of this report.
13. **Sustainability Implications** - the MTFS provides a framework for ensuring a sustainable financial position over the medium term and Digital Gateshead 2015-2020 will help contribute to this.
14. **Human Rights Implications** - There are no human rights implications arising directly as a result of this report.
15. **Area and Ward implications** - There are no area and ward implications arising directly as a result of this report.

Digital Gateshead

2015 -2020

(Front cover to reflect the same format used for the Council Plan / MTFS/ Workforce Strategy)

Contents

- 1.0 Introduction and Context
- 2.0 Digital Gateshead Workstreams
 - 2.3 Digital Customers
 - 2.4 Digital Council
 - 2.5 Digital Inclusion
 - 2.6 Digital Partners
 - 2.7 Digital Business
 - 2.8 Digital Place
- 3.0 Resources and Savings

1.0 **Introduction and context**

1.1 Digital Gateshead 2015 -2020 is Gateshead Council's five year strategy to develop and implement digital public services that will support the delivery of the Council Plan 2015 – 2020 and contribute to the overarching Council strategy of

- Maximising growth
- Reducing costs
- Increasing collective responsibility

1.2 Digital Gateshead incorporates a number of existing projects (such as Channel Shift and Agile Working) and is structured around six key areas of work and outcomes that will contribute directly to the delivery of the ambition and challenge set out in the Council Plan. The six areas are

- Digital Customers
- Digital Council
- Digital Inclusion
- Digital Partners
- Digital Business
- Digital Place

The first 3 workstreams will deliver the key outcomes for the Strategy.

1.3 The implementation of Digital Gateshead 2015 – 2020 will be a significant project within the Council's Fit For the Future (FFtF) Change Programme. It will help to transform how, where and when services are delivered and it will provide new opportunities for our residents, service users and customers to help themselves and others, and contribute to better outcomes for Gateshead. Digital technologies will also change the way that our councillors and employees work and it will help to facilitate new ways of working with partners.

1.4 The development of Digital Gateshead has been informed by the following

1.5 **The Council Plan 2015 – 2020** which sets out how the Council will achieve the best possible outcomes for local people within a context of increasing demands for services, reducing resources and changing roles and responsibilities. Within the plan there are four interdependent Policy Directions that ensure that all decisions support the overall council strategy of maximising growth, reducing costs and increasing collective responsibility. The four Policy Directions are

- Increasing community, individual and council resilience
- Promoting early help and prevention
- Targeting our effort, with partners, to those in greatest need and in areas where greatest impact can be achieved
- Working differently

Digital Gateshead will contribute to each Policy Direction but it is particularly relevant to 'Increasing community, individual and council resilience' and 'working differently', recognising that digital technologies and solutions offer a significant opportunity to develop new services, improve access to existing resources and services, introduce more efficient and effective ways of working and reduce costs.

1.6 **The growing impact and importance of technology in daily life.** In early 2015 86% of adults reported that they were recent users of the internet (i.e. within the last 3 months) while the number of adults who said that they had never used the internet reduced to 11%. The figures for the younger generations (our service users of the future) are even more

compelling with 99% of all adults between 16 – 24 years stating that they were recent internet users, while children aged between 12 – 15 years use text based services (such as instant messaging and social media) for 94% of their communications.

(<https://www.gov.uk/government/publications/digital-efficiency-report>)

- 1.7 **The acknowledgement that the concept of digital and the digitisation of public services now extends beyond the implementation of technology** (still a key enabler and tool) into organisational values and practices and the implementation of services that are focused around the customer, mobile, responsive and adaptable.
- 1.8 **The adoption of the ‘Digital by Default’ approach** i.e. *“Digital Services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who can’t are not excluded”*.
- 1.9 **The decision to adopt, by default, the Government Digital Service standard as the template for delivering exemplar services.** This will ensure that services are developed and implemented around the needs of the customer and service user and that take-up, usage and performance is actively monitored and managed. (<https://www.gov.uk/service-manual/digital-by-default>)
- 1.10 **The understanding that with Digital “The Strategy is Delivery”.** This recognises the pace at which digital technology, requirements and expectations are changing and evolving, challenging the traditional approach to delivering technology projects and highlighting the need to deliver often, responsively and iteratively and always with a clear focus on the needs of the user. This will be reflected in the governance and performance arrangements that are established to deliver Digital Gateshead.
- 1.11 **The opportunity to implement SMART Working across the organisation.** SMART Working is a recognised approach to organising work that delivers improved efficiency and effectiveness in job outcomes through the building blocks of ‘Bytes, Buildings and Behaviours’ (Head of Engagement, Civil Service Transforming The Way We Work). Digital Gateshead will help to deliver the ‘Bytes’ element of SMART working, providing one of the key foundations for the implementation of new ways of working.
- 1.12 **The recognition that Digital Gateshead will impact on all of our customers, service users, residents, businesses, visitors, partner organisations, councillors and workforce.** Ensuring that this is a positive and beneficial experience, and that no one is disadvantaged will require active consultation and communication and appropriate and targeted support and assistance.

2.0 Digital Gateshead Workstreams

2.1 Digital Gateshead is structured around six linked workstreams that will provide a focus on the key areas of work and change. These are

- Digital Customer
- Digital Council
- Digital Inclusion
- Digital Partners
- Digital Business
- Digital Place

2.2 The outcomes for each workstream are presented below along with the approach to developing more detailed plans and the timeframe. Governance arrangements are described in section 4.

2.3 Digital Customer

- Consistent, convenient and easy to use online and mobile services that are the first choice for the majority of council service users
- Promoting services and communicating with our customers through all digital channels

2.3.1 Digital Customer will deliver customer-facing digital services that are so straightforward, consistent and convenient that all those who can use them will choose to do so with confidence, and they will achieve high customer satisfaction ratings. People will find and understand all of the information and services they need online and they will recommend our digital services to others who do not currently use them. Avoidable contact (i.e. contact because the service user cannot locate, use or understand the information and services provided online) will be significantly reduced, saving council resources.

2.3.2 The case for moving as many council services as is appropriate and practical to online digital delivery is strong. Research undertaken as part of the Government Digital Efficiency Report showed that online service delivery can be 20 times cheaper than services provided by phone, 30 times cheaper than postal services and up to 50 times cheaper than services provided face to face. There is also evidence that customers want to use online services, citing reasons such as saving time; sites being clear and easy to use; availability of the service outside of normal office hours. (<https://www.gov.uk/government/publications/digital-efficiency-report>)

2.3.3 In 2012 the Gateshead Council Residents Survey confirmed that many of our customers were willing to use digital services with 39% willing to request a service this way, 44% willing to make a payment and 56% willing to check information online. In the last 12 months there was a 26% increase in traffic to the council website (rising to around 3 million visits per year) and it is expected that this will continue to increase.

2.3.4 Over the next 3 years it is expected that digital self-service will grow by 310% across the Public Sector, 89% of councils are planning to increase and improve their digital services to help meet the financial challenges and by 2018 the majority of councils will provide over 50% of their services through self-service (<http://www.gossinteractive.com/digital-self-service-survey-2105>). When the move to online self-service is underpinned by a fundamental service redesign based on user needs the expectation is that 80% online self-service can be achieved within five years.

(<https://www.gov.uk/government/publications/digital-efficiency-report>)

- 2.3.5 Recognising the opportunity this presents to help deliver the Council Plan, and in particular reduce costs and increase collective responsibility, the target for the Digital Customers workstream has been agreed as
“By 2020, 80% of transactions will be carried out online, via a digital service offer that is consistent with user expectations, becoming their channel of choice”.
The definition of a transaction will vary within each service but typically includes high volume, low complexity service requests and in some cases the transaction will extend into the fulfilment of the service request.
- 2.3.6 It is acknowledged that this is a challenging target and that services will need to work at pace, fundamentally review the way that they work, and move to a position where it is the needs of the customer that drives how the service is delivered, rather than the requirements of the council. However the scale of the financial challenge facing the council is equally challenging. Streamlining and digitising transactional services will enable resources to be redirected to areas of greater need and for many of our customers and service users it will deliver services that are more convenient and easy to use. Some work has already taken place through the Channel Shift project and this project will be absorbed into the Digital Customer workstream to ensure all resources are directed towards the agreed corporate priorities.
- 2.3.7 Taking into consideration the scale and scope of the work that needs to be progressed, and the commitment to the principle of “the strategy is delivery”, the immediate action for the Digital Customer workstream is to implement a digital platform that will
- manage all of the council websites (including the intranet) and customer-facing digital services. At present there are around 40 separate websites providing council information and services
 - meet the requirements of new and emerging ‘self-service’ initiatives such as the e-marketplace within Social Care
 - support a customer interface that is accessible, usable, flexible and not determined by the back-office ICT systems used within the council. Current usage statistics show that many visitors to the council website struggle to find the information they want or leave the website without having completed a transaction. This partly reflects the complexity and proliferation of unmanaged web content across the many different websites and the 6,000+ pages that deliver council services
 - deliver digital services that function seamlessly on all devices (current usage data shows that at present 43% of our users access the website using a PC or laptop, 40% use a smartphone and 17% use a tablet)
 - deliver true end-to-end solutions from point of entry by the customer to the employee who deliver the service thus reducing the requirement for administrative and managerial input
 - deliver consistent design, branding and customer experience across all of the council’s digital services
 - offer “My Account” functionality that will allow residents to easily and securely sign in and track the progress with all of their service requests
 - utilise cloud/ hosted technology solutions wherever possible to ensure the maximum level of availability, support, security and maintenance of the latest software
 - Provide an opportunity to work in partnership with the supplier, sharing skills and knowledge and getting maximum benefit from the investment in the solutions

- 2.3.8 The digital platform is a set of common components, assembly methods and technologies that serve as building blocks for a portfolio of digital products and services. Some of the technologies may already exist within the council and work is already being progressed to
- Agree the specification for the digital platform
 - Assess whether any of the existing tools can be utilised, taking into consideration the need to move rapidly to implementation and to use solutions that will meet future requirements
 - Determine the costs and funding approach
 - Procure any elements that are required and commence implementation immediately
- 2.3.9 The timescale for the implementation of the digital platform will be determined once the requirements and approach have been confirmed. However the intention is to have the digital platform operational by April 2016 at the latest.
- 2.3.10 While the procurement is being progressed information on current usage, uptake and other data about our customers and services will help identify priorities and inform the development the plan to achieve the 80% target by 2020. Similar data will be used to inform the development and design of the most effective digital self-service options. This process will continue throughout the life of Digital Gateshead and beyond as our digital services will never be finished and will require constant iteration and improvement to fulfil the changing requirements of our customers and technological developments. One of the outcomes of Digital Customer will be that all Service Directors and Managers will know why and how people transact with their service and how much each transaction costs and will constantly manage this to achieve optimum service delivery at the most efficient cost.
- 2.3.11 Digital Customer will also deliver improved digital communications. We will expand our use of Social Media and digital technologies as a means of communicating and engaging with our residents, services users, customers and businesses and it will be a key resource in developing collective responsibility and strengthening community and individual council resilience. As of June 2015 over 6,000 people 'liked' Gateshead Council Facebook Page and there were over 11,000 followers on Twitter (mainly businesses). The opportunities to increase the usage of these communication and engagement tools will be explored further through other parts of the Change Programme and in conjunction with the Digital Inclusion workstream.

2.4 Digital Council

- Fewer, more integrated ICT Systems
 - Simplified business processes and working practices
 - Councillors and employees working with a range of technologies
 - Mobile / remote / collaborative / SMART working
- 2.4.1 The Digital Council workstream will make a significant contribution to the 'Working Differently' Policy Direction, providing our councillors and workforce with the digital technologies, tools and skills to work in the most effective and efficient way; helping groups and services to develop and implement new service models and simplify and streamline working practices; facilitating new ways of working with partners.
- 2.4.2 The key challenges for this workstream will include
- scoping and prioritising the projects that are to be progressed and grouping them into phases that can be delivered and resourced
 - ensuring that there is a comprehensive review and challenge of all working practices (i.e. business process re-engineering) as part of each digital project, to ensure that

every opportunity to remove and streamline activities is taken and that all potential savings and efficiencies are delivered.

- 2.4.3 Many Digital Council projects will contribute to the delivery of other parts of the FFtF Change Programme and there will be requests from services to implement other technology and business process projects that will make a significant contribution to the delivery of the budget proposals and service improvement. Another likely source of projects will be corporate initiatives to remove and reduce business process that are now of limited value, opportunities to improve the intranet so that staff can find all of the information they need without having to email or phone colleagues, opportunities to change how employees use information and work collaboratively and projects that will look at how employees could work differently to reduce accommodation and travel requirements. There will also be opportunities linked to technology projects e.g. the current implementation of the new HR and Payroll system; implementation of the new corporate telephone system which could support 'SMART' working through features such as 'follow-me' telephony and presence management; the potential to implement cloud-based office productivity tools such as Office 365 and Google Apps and other opportunities presented by cloud based technologies.
- 2.4.4 Scoping the full range of projects to be progressed, and agreeing how they will be prioritised and resourced will be the key task for this workstream until October 2015. The focus will be on identifying and progressing those digital projects that will make the greatest contribution to the delivery of the Council Plan, FFtF Change Programme and budget proposals, and ensuring that they deliver all of the savings, efficiencies and other outcomes in the required timescale. All existing projects and plans to deploy mobile and agile working solutions and implement the corporate EDM and Workflow system will also be incorporated into this workstream to ensure that they are progressed in line with the new approach.
- 2.4.5 This workstream will also ensure that all councillors and employees have the right tools, skills and confidence to work differently with digital tools and systems. This will include the employees who are developing and implementing digital solutions, as well as the employees who are using those solutions to deliver services. This will be progressed in conjunction with the Workforce Plan and it will be an important part of each individual project, with councillors and employees playing a key role in assessing their needs and requirements in terms of tools, systems, skills and training.

2.5 Digital Inclusion

- All Gateshead residents and service users have the right access, skills, motivation and confidence to easily use online and digital services
- Assisted Digital Services are provided for those who cannot use the services on their own

2.5.1 Digital Inclusion is typically defined in terms of

- Connectivity i.e. access to the internet through a range of devices, at an appropriate data / broadband speed and in suitable locations. The 2012 Resident's Survey showed that at that time around 80% of Gateshead residents had access to the internet with around 71% using a broadband connection at home
- Accessibility i.e. ensuring online and digital services are designed to work with all devices (current usage data shows that at present 43% of our users access the website using a PC or laptop, 40% use a smartphone and 17% use a tablet) and to meet the needs of all our users, including those who require additional support and assistance or use different languages
- Skills i.e. the knowledge and confidence to be able to use online and digital services successfully

The Digital Inclusion workstream (working alongside Digital Customer, Digital Place and Digital Business) will address all of these challenges and consider how we can motivate as many of our residents and service users as possible to use the online and digital services so that they become “their channel of choice”.

2.5.2 Helping our residents and service users to develop digital skills and confidence, and ensuring that Gateshead as a place has the best digital infrastructure (i.e. high speed broadband services for residential and business use; public access Wi-Fi in council, community and partner buildings and key external locations; public access devices) will enable our residents to engage digitally with a broad range of service providers, agencies, businesses and social media and experience all of the benefits that this can offer. It will also help to deliver the increased collective responsibility that the Council Plan is aiming to achieve, providing an easy way for people to come together to share information, views and experience and help themselves and each other.

2.5.3 The Council (working with partners such as The Gateshead Housing Company) is already involved in a number of projects and initiatives that are contributing to digital inclusion, including the LearningSkills service. Work will take place over the next 3 months to understand what is already being delivered and to obtain the most up to date statistics on connectivity, access and the areas of greatest need. A work programme will then be developed that will consider

- Connectivity through broadband, WiFi and public access devices. This will include regional projects and opportunities through the Combined Authority and North East Local Enterprise Partnership
- Digital skills for all sectors of the community and opportunities to work with partners and regional and national initiatives
- Targeted campaigns and assistance to support the successful transition of specific services to online and digital as part of the Digital Customer workstream. This will include engagement with the service users (and their families and carers where appropriate) and consider all issues linked to their use of the digital services (such as ensuring everyone has access to suitable online payment methods) as well the marketing and promotion of the new services.
- The best way to providing digital assistance to our residents and service users who require additional support

2.6 Digital Partners

- Enhanced collaboration, service delivery and communication with all partners through digital technologies and shared data
- Regional and sector opportunities

2.6.1 The Digital Partners workstream will focus specifically on developing opportunities to work better and differently with partners through digital and cloud technology, and on resolving some of the technology based challenges that have prevented joint working and service delivery in the past. Much of the work will be driven by other projects in the Council Plan and FFtF Change Programme and the workstream will also consider the opportunities to work differently with data at both a local and regional level. This will contribute to the development of early help and prevention models, and assist with the identification of service users and communities with the greatest need, two of the Policy Directions identified in the Council Plan.

2.6.2 The work programme for Digital Partners will be developed as the requirements of the other Change Programme projects become clearer. Discussions will also take place with partner organisations and the NE ICT Partnership (of which Gateshead is a member) to identify any existing opportunities or requirements to develop collaborative digital solutions, even on a pilot basis.

2.7 Digital Business

- Ensuring Gateshead businesses are able complete in a digital world

2.7.1 Digital Business will address similar issues to the Digital Inclusion workstream, but with a clear focus on the needs of all Gateshead businesses, ensuring that they can fully exploit and respond to the opportunities offered by digital technologies and they can use digital to grow and remain competitive. The workstream will contribute directly to the strategy of 'maximising growth' and it will be developed and delivered in conjunction with the Economic and Housing Growth Service.

2.8 Digital Place

- Borough and building-wide digital infrastructure (including WiFi) to meet the current and future requirements of the council, residents, public, business, partners and other agencies

2.8.1 Digital Place will ensure that Gateshead, as a place, has the best digital infrastructure in terms of broadband and wireless technologies. It is a fundamental requirement for the successful delivery of all of Digital Gateshead.

2.8.2 The Council is currently re-letting its Voice and Data Contract and is using this opportunity to develop plans for a single, secure, high-speed, network infrastructure that meets the requirements of Gateshead as a place and is accessible across the borough and in a wide range of council, community and partner buildings. Previously, older technologies and different security regimes from central Government prevented other organisations (and the public) from using the council's corporate network infrastructure. This situation is changing and the council is looking for a partner who will help design and implement a new network infrastructure that will have the potential to offer secure and flexible access to a wide range of organisations and the public. This will make a significant contribution to the delivery of Digital Inclusion and Digital Business.

2.8.3 The procurement of the new contract and partner will be completed in March 2016. Work will then begin on the redesign and reprovision of the network infrastructure (while existing connectivity is maintained) and it is anticipated that the roll-out of the new infrastructure will begin in 2017/18.

3.0 Resources and Savings

- 3.1 Delivering Digital Gateshead will require significant investment and resources. Although the projects will contribute directly the delivery of the Council Plan, deliver significant transformation and service improvement, and deliver many other benefits for Gateshead as a place and as an organisation, the current challenging financial environment will require that all investment is fully evaluated to ensure that each individual project makes sufficient contribution to the required outcomes, which are likely to include cashable savings as part of budget proposals.
- 3.2 Further work will take place over the next 2 months to develop the investment plan for Digital Gateshead and consider how the costs could be funded (i.e. existing budgets, opportunities to reallocate existing employee resources etc). Work to date has identified that funding will be required for
- the procurement, implementation and support of the Digital Platform
 - the transition of specific services and transactions to online delivery (requiring interfaces into supporting back office systems)
 - promotion and marketing of digital and online services
 - digital solutions and devices for councillors and employees to use (including the more advanced functionality offered by the new telephony system)
 - development and maintenance of a borough-wide network infrastructure.
- 3.3 Additional employee resources will be required to work on web content and ICT system development, to support the broader deployment and use of digital devices and to assist services and teams with the redesign of business processes. However Groups and Services will also be expected to release some resource on a short-term basis to assist with their projects, providing access to relevant expertise and experience and securing full engagement and buy-in from the relevant teams and services.
- 3.4 It is expected that any requirement for new or additional budget will only be considered for Digital Gateshead projects that are essential to the delivery of the Council Plan or the FFtF Change Programme, or those projects that will release an appropriate level of savings.
- 3.5 Potential sources of savings from Digital Gateshead projects will include
- The opportunity to implement new services within Gateshead and with partners
 - Reducing the usage of more expensive service delivery methods such as phone (up to 20 times more expensive than online), postal (up to 30 times more expensive than online) and face to face (potentially 50 times more expensive than online)
 - Removing and streamlining business processes through business process re-engineering
 - Reducing the number of back office ICT systems used within the council
 - Reducing employee travel requirements
 - Reducing office accommodation
- The scale of savings that can be achieved will be determined by how far the council is prepared to change the services it provides and the way it works through technology. Determining how and when savings will be delivered from individual projects will be an essential part of the business case and these will be developed in conjunction with the relevant service.

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COUNCIL MEETING

12 November 2015

VISION 2030 REFRESH

Jane Robinson, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of the refreshed Vision 2030, Gateshead's Sustainable Community Strategy.
2. Vision 2030 has been reviewed in light of the significant challenges facing all partners, organisations and networks involved in its delivery. The review was designed to enable the Gateshead Strategic Partnership to be better placed to achieve positive outcomes for the people of Gateshead and deliver the ambition of Vision 2030.
4. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATIONS

5. It is recommended that Council approves the refreshed Vision 2030 document as outlined in Appendix 2 of the attached report.

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TITLE OF REPORT: Vision 2030 refresh

REPORT OF: Jane Robinson, Chief Executive

Purpose of the Report

1. Cabinet is asked to endorse and recommend to Council the refreshed Vision 2030, Gateshead's Sustainable Community Strategy, which has been revisited in response to the significant challenges facing all partners involved in delivering it.

Background

2. The Council is a key partner of the Gateshead Strategic Partnership (GSP) and has adopted the Sustainable Community Strategy as part of the Council's Policy Framework.
3. The development of a Sustainable Community Strategy is no longer a statutory requirement however the Gateshead Strategic Partnership has agreed that there is still a need for a strategic plan to inform its priorities and to monitor progress.
4. Vision 2030 sets out the framework and direction of travel for the Gateshead Strategic Partnership to deliver the vision for the Borough. It aims to drive forward the economic, social and physical improvements in Gateshead in the future.

Refreshing the strategy

5. It was agreed that Vision 2030 needed to be looked at again in light of the changes to the GSP partners, organisations and networks involved. Most importantly in the context of less resource due to sustained government reductions in funding. This review was designed to enable the GSP to be better placed to achieve positive outcomes for the people of Gateshead and deliver the ambition of Vision 2030.
6. The ambitious and aspirational **vision** for Gateshead remains the same:

“Local people realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead.”
7. The realisation of the Vision will make a difference to local people in Gateshead by improving the wellbeing of all residents and proactively ensuring that there is equality of opportunity.
8. The 6 **big ideas** have been retained and the long-term **outcomes** against each big idea were tested against the challenges and evidence revealed from analysis of the Joint Strategic Needs Assessment, Economic Assessment, Community Safety Assessment, recent consultations and the Residents' Surveys .

9. Whilst progress has been made towards these outcomes, the majority are still relevant and no new issues are emerging. These long term outcomes ensure, together as partners, we are directing resources to the things that matter to local people and have the most impact over the next 15 years.

What has changed?

10. Overall, this version is more strategic with new branding and now streamlined with the language changed to appeal to a wider audience.

Medium to long term focus

11. The outcomes listed under each of the 6 big ideas have been brought together and rationalised by removing duplication to clarify the focus. Info-graphics (pictures/icons) for each of the 6 big ideas have been introduced to help with communicating achievements in these areas.
12. Whilst undertaking the review, it became apparent that the partners would need to reconsider how best to realistically deliver the ambition and outcomes. Therefore the pathways which contained the operational detail up to 2030 have been removed.

Delivery

13. Given the situation that all partners find themselves in, delivery will primarily focus on the next 5 years. The way partners work differently together and the operational detail will be made manifest in the aligned medium term strategies and plans of the partnership boards.
14. This will strengthen the link to the themed partnership board plans and help to be more realistic, flexible and respond to changes quicker.

Council Delivery

15. The Council is one of the key partners of the Gateshead Strategic Partnership and therefore has a significant role in delivering Vision 2030.
16. In July 2015, the Council Plan 2015-2020 (the Council's medium term plan) was approved (Minute No C37 and CL/27). This ensures the Council is better placed to achieve positive outcomes for the people of Gateshead and deliver the ambition of Vision 2030 over the next 5 years.
17. The Council Plan focuses on what the Council needs to do to achieve the collective ambitions and sets out clear policy directions under the themes of:
- Increasing community, individual and council resilience
 - Promoting early help and prevention
 - Targeting our effort, with partners, to those in greatest need and in areas where greatest impact can be achieved
 - Working differently.
18. Council services are working within the policy and planning framework to ensure the actions within their business plans are aligned to these policy directions. Delivery of these business plan actions will be managed and monitored through the

corporate performance management framework to ensure the Council is achieving the best possible outcome for local people.

Proposal

19. Cabinet is asked to endorse Vision 2030 as outlined at appendix 2 to this report.

Recommendations

20. It is recommended that Cabinet endorse and recommend to Council the refreshed Vision 2030 document as outlined in appendix 2.

for the following reason

- (i) To ensure the Council, as a key partner of the Gateshead Strategic Partnership, contributes to working towards our shared vision – Vision 2030.

CONTACT: Charlotte Wainwright, extension: 2061

Policy Context

1. The proposals in this report sets out the framework and direction of travel for the Gateshead Strategic Partnership to deliver the vision for the Borough of Gateshead; “Local people realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead.”

Background

2. The development of a Sustainable Community Strategy is no longer a statutory requirement, but the Gateshead Strategic Partnership has agreed that there is still a need for a strategic plan to inform its priorities and to monitor progress.
3. Vision 2030 is a Gateshead Strategic Partnership document which was launched in 2007 and then refreshed in 2010.

Consultation

4. Consultation has taken place with the Leader and Deputy Leader and with the Gateshead Strategic Partnership.
5. Local people have been consulted on their ‘need’ in the collation of the evidence base, Joint Strategic Needs Assessment, economic, community safety assessments and residents surveys.

Alternative Options

6. No alternative option has been proposed. The purpose of refreshing Vision 2030 is to ensure the GSP has an appropriate framework in place to deliver the vision for Gateshead.

Implications of Recommended Option

7. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Corporate Resources confirms there are no direct financial implications associated with this report.
 - b) **Human Resources Implications** – there are no direct human resource implications associated with this report.
 - c) **Property Implications** - there are no direct property implications associated with this report.
8. **Risk Management Implication** - significant risk in not having a Community Strategy to agree priorities and align resources to need.
9. **Equality and Diversity Implications** - Vision 2030 aims to improve the equality of opportunity for everyone and is working to eradicate discrimination and harassment by tackling inequalities.

10. **Crime and Disorder Implications** – This strategy aims to make Gateshead a safe place to live, work and visit.
11. **Health Implications** – The Vision and all 6 big ideas contribute to improving residents' quality of life.
12. **Sustainability Implications** - Sustainable Gateshead is one of the 6 Big Ideas to improve the economy, wellbeing and equality of opportunity for everyone in Gateshead.
13. **Human Rights Implications** - There are no human rights implications associated with this report.
14. **Area and Ward Implications** - This strategy aims to improve the whole borough of Gateshead and address inequalities across the borough.

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Vision2030

OUR VISION FOR GATESHEAD



**GATESHEAD
STRATEGIC
PARTNERSHIP**



Hello.

I'm Councillor Mick Henry and I'm Chair of the Gateshead Strategic Partnership. Since 2007, the Partnership's aim has been to improve the quality of life for everyone in Gateshead through our strategy, Vision 2030.

Vision 2030 is based around six Big Ideas to improve the economy, wellbeing and equality of opportunity for everyone in Gateshead, so that all residents and businesses can fulfil their potential. Turning these 'Big Ideas' into reality has already had a positive impact on the lives of people in Gateshead:

- Residents are living longer
- Gateshead is one of the safest places to live in Tyne and Wear
- Town centres throughout the borough have been reinvigorated
- Developing world class facilities and hosting local, regional and international events

However, there is still more to do and since 2007 a lot has changed, globally, nationally and locally. So how we now make these real and tangible differences for local people also has to change. But one thing remains constant... people and communities are still at the heart of Vision 2030. Our route of travel may change but our destination remains the same. Given the challenges that we've faced over the past few years, I'm very proud of what we have achieved by working together, as partners, organisations or individuals.

I believe the future of Gateshead is very positive. As a Partnership, we remain ambitious and confident of achieving our goals in Vision 2030. With everyone's help, I know we can.



One Vision - Six Big Ideas.

We want to realise our vision: "Local people realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead".

We have six big ideas to get us there:



City of Gateshead

A city in all but name: creating the qualities and vibrancy to be found in great cities around the world here in Gateshead.



Global Gateshead

Maximise global opportunities that will benefit all, attract international talent and raise our reputation.



Creative Gateshead

Invest in our heritage and our people, to nurture a borough of high achievers, as well as providing a variety of creative experiences and opportunities.



Sustainable Gateshead

Improve how we live, travel and use our resources and energy as well as working towards a sound economic future.



Active and Healthy Gateshead

Create healthy communities by providing the support to encourage people to improve their health and lifestyle.



Gateshead Volunteers

Encourage more of us to volunteer and contribute to our communities, marking us out as national leader when it comes to volunteering.



We have a big challenge.

The biggest challenge we face is that of inequality. The most significant issues we need to address are:

- Poverty and deprivation
- The quality of the physical and natural environment
- The quality and number of jobs
- Health
- Levels of ambition and aspiration

We've made progress in these areas, but more work needs to be done.

Vision 2030 sets out to do this by making sure decisions we make and the actions we take offers equality of opportunity for all - irrespective of the area they live in, their culture, if they are disabled, their age, religion or belief, ethnicity, gender or gender identity or sexual orientation.

Together we are tackling the deep rooted challenges inherited due to long term underlying deprivation to make Gateshead a better place to live, work and visit.



Let's focus - our five year plan

The future is likely to be exceptionally challenging with continued public sector austerity - therefore it's absolutely essential we keep our focus. So our plan for the next five years as part of Vision 2030 has been developed with three goals in mind. These are:

1

Prosperous Gateshead - *A thriving economy for all*

- more and better paid jobs and more people in work
- fewer people with low level skills and more with higher level skills
- more private, public and social investment
- an increase in the working age population

2

Live Love Gateshead - *A sense of pride and ownership by all*

- a confident and more aspirational population
- people who care and look after their local area
- people who are proud of Gateshead and what it offers

3

Live Well Gateshead - *A healthy, inclusive and nurturing place for all*

- a destination of choice for families with excellent, affordable housing
- where children have the best start in life
- where older people are independent and part of community life
- where people lead healthy lifestyles, with more people living longer
- where those who need help can get it easily with agencies working together
- a welcoming place where people feel safe

These things matter the most and achieving them will have the most impact on people's lives now and in the future. This is the starting point for the next five years of our Vision 2030 strategy.



Vision accomplished.

What we want to see in 15 years time:



- A robust and sustainable economic base which leads to economic performance exceeding national average
- A culture that nurtures communities and voluntary sector organisations to deliver local services
- Healthy communities in which to live where health and inequality gaps have been eradicated
- Vulnerable and older residents leading fulfilling lives with support of their choice
- Residents who have improved physical, mental health and emotional wellbeing
- A place that attracts and retains talent - where people want to live and work
- Sustainable communities where everyone makes a recognised contribution
- Residents and businesses who are environmentally aware and responsible
- Well educated communities that make the best use of lifelong learning
- Local businesses supporting volunteers and embedding social responsibility
- Children, young people and vulnerable adults are safe and supported
- Affordable transport options across Gateshead for work and leisure
- A borough of high achievers, driven by aspiration and creativity
- Revitalised heritage and more local people taking part in cultural activities
- An attractive and protected local environment
- A variety of housing, retail and leisure options
- A confident, diverse and growing population
- Improved use of digital technology





Play your part.

Seeing our vision turn from words on the page to actions on the ground is all about working together and contributing to Vision 2030.

So how can we make Vision 2030 as inclusive and representative as possible? That's easy, join us and give us your ideas, support and enthusiasm so we can make Gateshead a great place, to live, work and enjoy.

Join Us

If you are an organisation or voluntary group working towards improving your local community join The Gateshead Strategic Partnership and work with us.

If you are an individual who wants to find out more about how YOU can help contact us and we'll give you advice and support on how you can do this.

Contact the Gateshead Strategic Partnership by:

Phone: 0191 433 2061

Email: gsp@gateshead.gov.uk

For more information on the GSP and Vision 2030 visit: www.gateshead.gov.uk/GSP





Vision2030

OUR VISION FOR GATESHEAD



GATESHEAD
STRATEGIC
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COUNCIL MEETING

12 November 2015

**ROUTINE HIGHWAYS INSPECTION AND MAINTENANCE –
REVIEW OF POLICY**

Jane Robinson, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of a revised policy for routine highway inspections and maintenance.
2. The effective maintenance of highways underpins the social and economic life of the borough. The carrying out of routine highways inspection and maintenance work is also important in minimising the cost to the Council of highway liability claims and associated insurance.
3. The current policy for routine highways inspection and maintenance was last reviewed in 2008 and to undertake a review now will ensure that the policy remains up to date and fit for purpose.
4. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATIONS

5. It is recommended that Council approves the revised policy for routine highway inspection and repair, at Appendix 2 of the attached report.

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TITLE OF REPORT: **Routine Highways Inspection and Maintenance – Review of Policy**

REPORT OF: **Paul Dowling, Strategic Director, Communities and Environment**

Purpose of the Report

1. To bring forward a proposed revised policy for routine highways inspection and maintenance.

Background

2. The effective maintenance of highways underpins the social and economic life of the borough. The whole community relies upon the network of roads and footways to enable the safe movement of people and goods. Routine maintenance and inspection of highways is an essential element in the overall maintenance regime, enabling the timely identification of defects and their repair.
3. The carrying out of routine highways inspection and maintenance work is also important in minimising the cost to the Council of highway liability claims and associated insurance.
4. The current Council policy for routine highways inspection and maintenance was last reviewed in 2008. It is important that the policy remains up to date and fit for purpose and so a review now is timely.

Proposal

5. The proposed revised policy is attached as appendix 2. This is similar to that approved in 2008, although a number of changes are proposed:
 - Additional flexibility is provided to reduce inspection frequencies for monthly carriageway inspections to six weekly over the period August to October. This reflects the clear peak in pothole detection for this type of road during the first 6 months of the year;
 - Additional flexibility in inspection frequency and repair times to deal with unforeseen events and severe weather;
 - The inclusion of two cycleways built to adoptable standards but not currently adopted within the inspection regime. These are the Teams and East Gateshead cycleways;
 - Changing the regime for the repair of defects. Those defects considered to pose an immediate danger will continue to be repaired within 24 hours. However most defects not considered immediately dangerous but in excess of defined intervention levels currently have a target repair time of 10 working days. It is proposed to change this so that repairs are carried out:
 - within 10 working days on the busiest routes or where identified through specific complaints/enquiries rather than routine inspection;

- within 40 working days for other non-urgent defects.

Recommendations

6. Cabinet is asked to recommend the Council to approve the revised policy for routine highway inspection and repair attached as appendix 2.

For the following reason:

To continue to support effective and appropriate maintenance of the Council's highway network.

CONTACT: Andrew Haysey extension: 3124

Policy Context

1. The proposals support all the main elements of Vision 2030, with the future aspiration for Gateshead of:
'local people realising their full potential enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead'
relying fundamentally on effective maintenance of the highway. The proposals are similarly important in supporting the priorities identified in Planning for the Future - Core Strategy and Urban Core Plan for Newcastle and Gateshead 2010-2030, and are consistent with the Tyne and Wear Local Transport Plan (LTP).

Background

2. The effective maintenance of highways underpins the social and economic life of the borough. The network of roads and footways maintained by the Council is one of the most fundamental services it delivers, and is relied upon by the whole community to enable the safe movement of people and goods. Routine maintenance and inspection of highways is an essential element in the overall maintenance regime, enabling the timely identification of defects and their repair.
3. The carrying out of routine highways inspection and maintenance work is also important in minimising the cost to the Council of highway liability claims and associated insurance.
4. The current Council policy for routine highways inspection and maintenance was last reviewed in 2008. It is important that the policy remains up to date and fit for purpose and so a review now is timely.
5. National codes of practice for highway maintenance are currently under review. When these have been published some further changes to the policy may be needed.

Consultation

6. The Cabinet Members for Environment and Transport have been consulted and support the proposed changes to the policy.

Alternative Options

7. The alternative of not reviewing the policy would increase the risk of it not being fit for purpose. The review of policy does not alter the underlying principles of highway inspection and maintenance. The amendments reflect a response to particular issues without affecting policy aims.

Implications of Recommended Options

8. Resources

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that the costs of the proposed review will be accommodated from within existing resources.

b) Human Resources Implications – There are no human resources implications.

c) Property Implications – There are no property implications.

9. **Risk Management Implications** – Failure to undertake the review would increase the risk that a poorer, less cost-effective service will be provided, and that claims against the Council would be more difficult to defend.
10. **Equality and Diversity Implications** – implementation of an effective system of highways inspections will support the entire community.
11. **Crime and Disorder Implications** – None.
12. **Sustainability Implications** – None.
13. **Human Rights Implications** – None.
14. **Area and Ward Implications** – all wards.

GATESHEAD COUNCIL

Policy and Procedures for Routine Highway Maintenance

1. Introduction

To comply with its statutory duty to maintain adopted highways in accordance with Section 41 of the Highways Act 1980, the Council undertakes regular inspections of all such highways in the Borough.

This document specifies the Council's approach towards the routine inspection of highways within Gateshead borough. It has been prepared in the context of relevant duties and policies, including the statutory duty under the 1980 Highways Act to maintain the highway. It replaces the previous policy approved in 2005 and reviewed in 2008.

2. Policy context

Highway maintenance has an important role in underpinning the success of overall strategies for the future of Gateshead, notably the aspirations embodied in Gateshead's Sustainable Community Strategy, 'Vision 2030'. This is emphasised and supported at a national level by the Code Of Practice For Highway Maintenance Management. At a local level similar recognition is given in the Tyne and Wear Local Transport Plan and the Gateshead Highway Asset Management Plan (HAMP).

Routine inspection of the highway is an important element in the overall highway maintenance regime. It forms an integral part of national advice set out in the Code Of Practice For Highway Maintenance Management.

3. Budgets and Resources

In order to fulfil its duty of care to highway users, the Council allocates appropriate financial and operational resources. Activities can then be carried out in both a planned and reactive manner in order to maintain adopted highways in a safe and serviceable condition. The Council determines its annual allocation of financial resources with due consideration to its overall strategic aims and priorities. Highways maintenance budgets are split between a number of Service areas and include elements of both planned and reactive maintenance.

4. Highways Inspection Teams

Regular, routine inspections of highways are carried out by a team of inspectors. The inspectors are supported by a Maintenance Co-ordinator, together with operational, technical and clerical support, and appropriate levels of management.

The level of staffing is considered adequate to carry out planned inspections at appropriate frequencies, together with additional inspections and investigations associated with ad-hoc requests for service or complaints from Members, the public or other stakeholders.

5. Training

The highways inspectors are generally experienced personnel, with a background in highways maintenance work. Any new inspectors are inducted and trained by experienced colleagues before being allowed to carry out inspections alone.

The inspectors have a variety of related training and qualifications. In addition, the Council has an Achievement and Development programme for all staff, during which any future training needs can be identified and initiated. All inspectors will undertake LANTRA accredited highway inspectors external training and be registered on the Institute of Highway Engineers Highway Inspectors Register

6 Frequencies of Inspection

Based on the recommendations within the Code of Practice for Maintenance Management, the Council has classified its highways hierarchy as follows:-

Carriageways

Category 1	Motorways
Category 2	Strategic Routes
Category 3a	Main Distributors
Category 3b	Secondary Distributors
Category 4a	Link Roads
Category 4b	Local Access Road
Category 4d	Local Access Roads without Footways

Footways

Category 1a	Prestige Walking Zones
Category 1	Primary Walking Routes
Category 2	Secondary Walking Routes
Category 3	Link Footways
Category 4	Local Access Footways

These categories are based on a number of factors, including road classification, traffic volumes, pedestrian usage, location etc. The classification details are recorded on appropriate plans of the Borough, and may be subject to revision to take account of changing circumstances.

The Code of Practice for Maintenance Management advises that "Safety Inspections" would "normally be conducted from a slow moving vehicle." In Gateshead, however, particularly for footway inspections, this is not considered practicable. Therefore all footway inspections are walked at frequencies as recommended by the Code. Carriageway inspections are driven at the recommended frequencies, with an additional walked inspection at an appropriate frequency.

Inspection frequencies and methods are therefore as follows:-

<u>Frequency</u>	<u>Hierarchy</u>	<u>Method</u>
Monthly*	Carriageway Category 2,3a,3b,4a	Driven
Monthly	Footway Category 1a, 1	Walked
3 Monthly	Carriageway Category 4d	Driven
3 Monthly	Footway Category 2	Walked
6 Monthly	Footway Category 3/ Carriageway 2,3a, 3b, 4a	Walked
12 Monthly	Footway Category 4/ Carriageway Category 4b	Walked

*Nearly three quarters of all potholes are identified in the first 6 months of the year, with incidence particularly low over the period August-October. The frequency of scheduled monthly driven inspections may therefore be reduced during the latter period to six weekly.

The inspection frequencies specified are considered reasonable to detect defects caused by normal wear and tear and the like. However defects caused by accidental damage, such as vehicle encroachment onto footways, can occur at any time, and it is not considered realistic for a routine inspection regime to be expected to address all such damage. The same applies to defects caused by deliberate actions such as vandalism, theft and the like. Defects of this kind, particularly those of a serious nature are often reported by members of the public, or are notified by members of staff in the course of other duties, and are investigated separately as appropriate

On occasion there may be unforeseeable events which necessitate some variation to inspection frequencies. These may include, for example, severe weather conditions which may mean that available resources need to be diverted to deal with its immediate aftermath. Where this occurs a degree of flexibility in timing of inspections will be applied to the following maxima:

- Monthly/3 monthly inspections – 2 weeks;
- 6 monthly/12 monthly inspections – 1 month.

Any use of the above flexibilities will be recorded, and will not be used as a de-facto means of reducing inspection frequency.

Occasionally severe weather conditions may also prevent the carrying out of inspections for a period of time. Any such delays will be recorded, and the resulting backlog of inspections cleared as soon as conditions improve sufficiently.

The large majority of cycleways within Gateshead lie either within the adopted highway or form a part of the network of public rights of way. As such they will have an inspection regime appropriate to their status. However there are two important cycleways (the Teams and East Gateshead cycleways) which currently lie outside either of these regimes. In accordance with the national Code of Practice both of these will be subject to a 6 monthly inspection frequency.

7. Criteria for Repair

The Code of Practice for Maintenance Management recommends that “all observed defects that provide for any degree of risk to users should be recorded”

In general, only defects exceeding certain defined criteria i.e. trips and depressions measuring over 20mm in footways, or 40mm in carriageways, will be recorded for repair.

Where a formal pedestrian crossing (zebra, pelican or similar appropriate circumstances) crosses a carriageway the frequency and criteria for inspection and identification of defects will be the same as that for the adjoining footway.

In addition inspectors may exercise their discretion when, for instance, there is a smaller defect in an otherwise good but heavily used area, or where a number of smaller defects in a concentrated area may warrant a repair, or where there may be a large number of elderly residents in a street etc.

Also an inspector may note areas, which although not considered to be in need of repair at present (i.e. which do not meet current repair criteria), may need to be considered for future maintenance (i.e. to be reconsidered at the next routine inspection).

Similarly, if it is considered that a defect currently not meeting criteria for repair may deteriorate significantly before the next routine inspection, an inspector may arrange appropriate repairs.

If no notifiable defects are observed during an inspection, an appropriate record will be made.

8. Recording of Defects

Information relating to defects identified for repair will be input into hand-held data capture devices. Typical information would include location details, type and size of defect, together with appropriate details of materials etc required to carry out the repair. Repair orders/ instructions are then transmitted to works teams in order to organise the repair works.

Inspections will also record:

- The name of the inspector;
- The date of the inspection;
- Weather conditions and the like;
- The general overall condition of carriageways and footpaths, as assessed on a scale of 1 for ‘excellent’ to 5 for ‘very poor’.

9. Priorities for Repairs, and Response Times

Ordered repairs will be allocated a priority as follows:-

Priority	Defect	Repair criteria
P1	Immediately dangerous	To be repaired or made safe within 24 hours
P10	Defects in excess of intervention levels within carriageway/footway hierarchies 1 and 2	To be repaired within 10 working days
P10E	Defects (non-dangerous) identified from complaints/ enquiries rather than inspections	To be repaired within 10 working days

P40	Defects in excess of intervention levels within carriageway/footway hierarchies 3 and 4	To be repaired within 40 working days
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There may be occasional circumstances which necessitate some variation to repair times. These include severe weather conditions, where it may not be possible to undertake repairs, or an exceptional and unforeseen event which require available manpower to be diverted elsewhere.

Any use of the above flexibilities will be recorded, and will not be used as a de-facto means of allowing extra time to carry out repairs. In any such circumstances priority will, wherever possible, be given to urgent (P1) repairs.

10. Defects not under the ownership or control of the Council.

Defects may be identified during inspections which are not the responsibility of the Council to repair. However, under its duty of care to highway users, steps will be taken by the Council to ensure that the party responsible is made aware of the defect.

For Defective Apparatus belonging to Statutory Undertakers (e.g. manhole covers, inspection covers, valve box covers and the like), defects will be reported to the appropriate Utility in accordance with the provisions of Section 81 of the New Roads and Street Works Act 1991. Defective reinstatements resulting from Public Utilities works will be reported to the Streetworks Team within the Council to allow the serving of Defect Notices on the Utility concerned in accordance with the above Act, requiring them to carry out appropriate remedial works.

11. Monitoring and review

Regular monitoring and review of the policy will help to ensure that it:

- Is being implemented as approved; and
- Remains appropriate in relation to meeting its wider objectives.

Policy implementation

The following performance indicators have been defined to monitor the effectiveness of implementation of the policy:

- % routine inspections completed on time;
- % defects repaired on time.

Information on the above will be collated annually, with analysis of other aspects of policy implementation undertaken on an occasional basis as and when required.

Policy review

The need to review the policy may arise from:

- changes in the legal or policy framework;
- assessment of its effectiveness as part of a risk based approach.

The need for changes resulting from legal or policy issues will arise on an ad-hoc basis and be dealt with as such. New/updated codes of practice, new legislation or legal judgements of specific relevance may all lead to a need for amendments to the policy.

At a local level it is proposed to keep the effectiveness of the policy under review through the use of the large amounts of data collected and held in relation to the highway network. This will form the basis of a risk-based approach towards identifying the need for changes to the policy.

Information relating to highway claims will similarly be used to identify specific issues. This will also assist in monitoring possible fraudulent claims – surveys suggest that some 55% of claims are opportunistic and exaggerated. It is intended to take a zero tolerance approach to any fraudulent or exaggerated claims which are detected.



COUNCIL MEETING

12 November 2015

**REVIEW OF THE ROLE OF DIRECTOR OF PUBLIC HEALTH AND
OF COMMISSIONING SERVICES, CARE, WELLBEING AND
LEARNING**

Jane Robinson, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of the consolidation of commissioning functions across the Care, Wellbeing and Learning Service group into an integrated commissioning unit to be overseen by the Director of Public Health. It also proposes associated changes to the senior management structure within the Group.
2. Consideration has also been given to the future delivery of the Council's public health function, and the commissioning of children's and adults' services, in light of: the imminent departure of the Service Director, Children's Commissioning to take up a post in another authority; an expression of interest in voluntary redundancy from the Service Director, Business Development & Commissioning; and the retirement of the current Director of Public Health (on a date to be identified, but no earlier than 31 March 2016).
3. These changes in senior management within the Care, Wellbeing & Learning Service Group enable the Council to progress, in a timely way, the implementation of one particular element of the new delivery model: namely, the establishment of an integrated commissioning unit, consolidating all commissioning activity across the Service Group (i.e. for children's, for adults', and for public health services) into a single team.
4. It is proposed that the integrated commissioning unit, once established, is overseen by the Council's Director of Public Health. As now, the Director will be accountable to the Chief Executive for the delivery of the Council's public health functions, but will remain within the Care, Wellbeing & Learning Group and report to the Strategic Director (who carries the statutory roles of Director of Children's Services, and Director of Adult Social Services) regarding the commissioning of children's and adults' services.
5. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATIONS

6. It is recommended that Council:

- i) Approves the transfer of the commissioning of children's and adults' services to the Director of Public Health from 1 December 2015;
- ii) Authorises the Director of Public Health to make the necessary interim management arrangements for the commissioning of children's, adults' and public health services, pending the formal establishment of an integrated commissioning unit and the commencement in post of the new Director of Public Health;
- iii) Approves the deletion from the Council's senior management structure of the posts of Service Director, Children's Commissioning and Service Director, Business Development & Commissioning;
- iv) Authorises the Strategic Director, Care, Wellbeing & Learning to make the necessary interim management arrangements for those functions and staff within the Children's Commissioning and Business Development & Commissioning Services not transferring to the Director of Public Health, pending a further report to Cabinet and Council recommending a revised service group structure; and
- v) Notes the proposal to commence recruitment to the post of Director of Public Health to allow for a suitable period of handover between the retiring and new Director.

TITLE OF REPORT: Review of role of Director of Public Health, and of commissioning services, Care, Wellbeing & Learning

REPORT OF: Jane Robinson, Chief Executive

Purpose of the Report

1. To seek Cabinet agreement to recommend to Council a proposal to consolidate commissioning functions across the Care, Wellbeing & Learning Service Group into an integrated commissioning unit to be overseen by the Director of Public Health, and other associated changes to the senior management structure within the Group.

Background

2. Consideration is being given to a new model for the delivery of adults' services, designed to optimise efficiency and effectiveness through a sustainable business and service structure, maximising the use of reducing resources and facilitating collaboration with partner agencies.
3. Consideration has also been given to the future delivery of the Council's public health function, and the commissioning of children's and adults' services, in light of: the imminent departure of the Service Director, Children's Commissioning to take up a post in another authority; an expression of interest in voluntary redundancy from the Service Director, Business Development & Commissioning; and the retirement of the current Director of Public Health (on a date to be identified, but no earlier than 31 March 2016).
4. These changes in senior management within the Care, Wellbeing & Learning Service Group enable the Council to progress, in a timely way, the implementation of one particular element of the new delivery model: namely, the establishment of an integrated commissioning unit, consolidating all commissioning activity across the Service Group (i.e. for children's, for adults', and for public health services) into a single team.

Proposal

5. It is proposed that the integrated commissioning unit, once established, is overseen by the Council's Director of Public Health. As now, the Director will be accountable to the Chief Executive for the delivery of the Council's public health functions, but will remain within the Care, Wellbeing & Learning Group and report to the Strategic Director (who carries the statutory roles of Director of Children's Services, and Director of Adult Social Services) regarding the commissioning of children's and adults' services.

6. This transfer of responsibilities to the current post of Director of Public Health, proposed to take place on 1 December 2015, will also facilitate the deletion of the existing Service Director posts within the Care, Wellbeing & Learning Group of Children's Commissioning and Business Development & Commissioning, which is also proposed in this report. Those functions and staff not transferring to the Director of Public Health will be overseen by the remaining Service Directors within the Care, Wellbeing & Learning Group, as determined by the Strategic Director, pending a further report to Cabinet and Council recommending a restructure of the Group to implement the remaining elements of the new delivery model. The detailed structure of the integrated commissioning unit may also be considered at this time, or following the appointment of the new Director of Public Health.
7. If the proposal is agreed by Cabinet and Council, a recruitment process for a new Director of Public Health, reflecting the proposed additional responsibilities of the role, will begin immediately to ensure the applicable statutory guidance can be observed (i.e. consultation with, and involvement of, Public Health England and the Faculty of Public Health in the appointment process) while also providing for a suitable period of handover between the retiring and new Director.

Recommendations

6. That Cabinet recommends Council to:
 - (i) Approve the transfer of the commissioning of children's and adults' services to the Director of Public Health from 1 December 2015;
 - (ii) Authorise the Director of Public Health to make the necessary interim management arrangements for the commissioning of children's, adults' and public health services, pending the formal establishment of an integrated commissioning unit and the commencement in post of the new Director of Public Health;
 - (iii) Approve the deletion from the Council's senior management structure of the posts of Service Director, Children's Commissioning and Service Director, Business Development & Commissioning;
 - (iv) Authorise the Strategic Director, Care, Wellbeing & Learning to make the necessary interim management arrangements for those functions and staff within the Children's Commissioning and Business Development & Commissioning Services not transferring to the Director of Public Health, pending a further report to Cabinet and Council recommending a revised service group structure; and
 - (v) Note the proposal, if the above recommendations are agreed by Council, to commence recruitment to the post of Director of Public Health to allow for a suitable period of handover between the retiring and new Director.

For the following reasons:

- (i) To ensure that the Council is able to meet its responsibilities as required by the Health & Social Care Act 2012 and associated regulations; and
- (ii) To enable continued improvement in the co-ordination of Council functions, the organisation of its staff, and to enable Council services to be delivered in a more efficient and effective way.

CONTACT: Mike Barker extension: 2100

Policy Context

1. The reconfiguration of services resulting from this proposal will assist in the delivery of Vision 2030 and in the implementation of the Council's Corporate Priorities as set out in the Council Plan 2015-20 and its policy framework.

Background

2. The Council is facing a number of significant challenges: it is managing unprecedented budgetary pressures, whilst having to meet increasing demand, and is operating in a rapidly changing policy context. These challenges are particularly significant in the service areas to which this report relates: children's and adults' services, and public health.
3. It is the responsibility of the Chief Executive to ensure the Council's organisational structure is best designed to deliver its policy priorities and objectives, as set out in the Council Plan 2015-20 and its wider policy framework, by having the right skills and capacity in the right places across the organisation. This is achieved through: co-ordination of functions; allocation of resources; and organisation of staff.
4. In this context, consideration is being given to a new model for the delivery of adults' services, designed to optimise efficiency and effectiveness through a sustainable business and service structure, maximising the use of reducing resources and facilitating collaboration with partner agencies.
5. In the meantime, consideration has also been given to the future delivery of the Council's public health function and the commissioning of children's and adults' services in light of: the imminent departure of the Service Director, Children's Commissioning to take up a post in another authority; an expression of interest in voluntary redundancy from the Service Director, Business Development & Commissioning; and the retirement of the current Director of Public Health (on a date to be identified, but no earlier than 31 March 2016).
6. These potential/impending changes in senior management within the Care, Wellbeing & Learning Service Group enable the early implementation of one particular element of the new delivery model: namely, the establishment of an integrated commissioning unit, consolidating all commissioning activity across the Service Group (i.e. for children's, adults', and the commissioning element of the Council's public health services) into a single team.
7. It is therefore proposed that the opportunity is taken to bring the children's and adults' commissioning teams together under the remit of the Director of Public Health as an initial step to the wards establishing the integrated unit, enabling the realisation of the benefits of improved co-ordination of activity and sharing of knowledge and experience, pending the appointment of the new Director of Public Health. Once in post, the new Director would then oversee the implementation of any

further review and restructure to establish a fully integrated unit, and explore the potential for further collaboration and co-ordination of commissioning activity with other partners (in particular, Newcastle Gateshead CCG).

Consultation

8. Consultation has been carried out with the relevant Cabinet Members, the Chair of the Health & Wellbeing Board and the trade unions. None has raised any objection to the proposals.

Alternative Options

9. The proposal aims to deliver efficiencies and improvements in the co-ordination of commissioning activity across the Care, Wellbeing & Learning service group. Alternatives to the proposed transfer of responsibilities and deletion of posts are not recommended as they would compromise the opportunity to secure these benefits.

Implications of Recommended Option

10. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that there are savings associated with the proposals as a result of the reduction in senior management posts which total approximately £200,000 and that DSG funding relating to one post will be suitably redirected following a review of roles. Further savings are expected to be facilitated by the proposals, particularly as a result of consolidation of commissioning activity across the service group. However, these have been taken into consideration as part of the budget proposals 2016-18.
 - b) **Human Resources Implications** – The Strategic Director, Corporate Services & Governance confirms the capacity within the consolidated commissioning team will need to be fully reviewed in light of the deletion of the two service director posts: it is proposed that an interim arrangement is put in place by the Director of Public Health pending this review and the commencement in post of the new Director.
 - c) **Property Implications** – There are no property implications arising from the proposal.
11. **Risk Management Implications** – There are no risk management implications arising directly from the proposal.
12. **Equality and Diversity Implications** – None arising from the proposal.
13. **Crime and Disorder Implications** – None arising from the proposal.
14. **Health Implications** – None arising directly from the proposal. However, the consolidation of commissioning activity proposed should

support the delivery of improvements in health for local people as set out in Vision 2030, the Health and Wellbeing Strategy, and the Council Plan.

15. **Sustainability Implications** - There are no sustainability implications.
16. **Human Rights Implications** - There are no human rights implications.
17. **Area and Ward Implications** - There are no area and ward implications.
18. **Background Information** – Presentation to Corporate Resources Advisory Group, 15 October 2015.



COUNCIL MEETING

12 November 2015

REVIEW OF THE COUNCIL'S CONSTITUTION

Jane Robinson, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to seek approval of proposed changes to the Council's Constitution.
2. The Chief Executive and Monitoring Officer are required to review the Constitution to ensure that its aims and principles are given full effect.
3. A number of areas have been identified where some amendment is necessary.
4. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATIONS

5. It is recommended that Council approves the proposed changes to the Council's Constitution as set out in Appendix 2 of the attached report subject to the following amendments to the proposed changes:
 - a) Article 16.01

Insert the following wording at the end of (i)
"following consultation with the Leader of the Council and the Leader of the Opposition".
 - b) Schedule 2 – Non-Executive Functions – Delegations to Managers
- Service Director, Development and Public Protection

The proposed change at paragraph (7)(i) being reviewed after 12 months; and

The deletion of the word "no" before the word "significant" in the reasons given for the proposed changes at paragraphs (7)h & i.

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TITLE OF REPORT: Review of the Council's Constitution

REPORT OF: Mike Barker, Strategic Director, Corporate Services and Governance

Purpose of the Report

1. This report asks the Cabinet to recommend the Council to approve a number of amendments to the Constitution.

Background

2. The Chief Executive and Monitoring Officer are required to review the Constitution to ensure that its aims and principles are given full effect. A number of areas have been identified where some amendment is necessary.

Proposal

3. It is proposed to amend the Constitution as set out in appendix 2.

Recommendations

4. It is recommended that the Cabinet ask the Council to agree the proposed changes to the Council's Constitution as set out in appendix 2.

For the following reason:

To ensure that the Constitution remains fit for purpose and that its aims and principles are given effect.

CONTACT: Mike Aynsley ext 2128

Policy Context

1. The Council is required by law (Local Government Act 2000) to prepare and maintain a constitution. Article 16.01 of the Council's Constitution requires the Chief Executive and Monitoring Officer to review the Constitution to ensure that its aims and principles are given full effect.

Background

2. A number of amendments have been drafted which will maintain the effective operation of the constitution, clarify certain aspects and keep it up to date.
3. The proposed amended sections of the constitution are set out in appendix 2.

Consultation

4. No external consultation has been carried out.

Alternative Options

5. No alternative options were considered as the Local Government Act 2000 requires the Council to keep its constitution up to date.

Implications of Recommended Option

6. Resources

- a. **Financial Implications** - The Strategic Director, Corporate Resources confirms that there are no financial implications resulting from this report.
- b. **Human Resources Implications** – There are no human resources implications arising from this report.
- c. **Property Implications** – There are no property implications arising from this report.

7. **Risk Management Implications** - There are no risk management implications arising from the recommended option.

8. **Equality and Diversity Implications** - There are no equality and diversity implications arising from the recommended option.

9. **Crime and Disorder Implications** - There are no crime and disorder implications arising from the recommended option.

10. **Health Implications** – There are no health implications arising from the recommended option.

11. **Sustainability Implications** - There are no sustainability implications arising from the recommended option.

12. Human Rights Implications - The Constitution already emphasises that the Council will promote equal opportunities in carrying out its functions

13. Area and Ward Implications - There are no specific area and ward implications arising from the recommended option.

14. Background Information - The current version of the Constitution.

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PROPOSED AMENDMENTS TO THE CONSTITUTION

Page	Previous Wording	Amended Wording	Reason
47	<p>Article 16 – Review and Revision of the Constitution</p> <p>16.01 Duty to Monitor and Review the Constitution</p> <p>N/A</p>	<p>Article 16 – Review and Revision of the Constitution</p> <p>16.01 Duty to Monitor and Review the Constitution</p> <p>Insert the following after the first paragraph:</p> <p>The Monitoring Officer may make changes to any part of the Constitution:-</p> <ul style="list-style-type: none"> (i) if he/she considers it necessary to comply with the law, including all necessary updating to comply with new legislation; or (ii) to give effect to any decision of the Council or Cabinet. <p>If the Monitoring Officer takes action under (i) or (ii) above in respect of an executive or non-executive function, it shall be reported to Cabinet and Council at the next annual review of the Constitution.</p>	<p>To ensure that the constitution reflects current legislation and Council and Cabinet decisions.</p>
	<p>Schedule 2 – Non-Executive Functions – Delegations to Managers</p> <p>1. Strategic Director, Communities and Environment</p>	<p>Schedule 2 – Non-Executive Functions – Delegations to Managers</p> <p>1. Strategic Director, Communities and Environment</p>	

62	N/A	<p>Insert the following before the delegations to the Service Directors:</p> <p>(1) To exercise the powers of the Council in accordance with The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 and to authorise officers under his control to exercise such powers under Parts 4-6 of those Regulations.</p>	To reflect the previous decision of the Council in this matter.
63	<p><u>Service Director, Development and Public Protection</u></p> <p>N/A</p> <p>(7) To determine applications, notifications, consultation, enforcement and all other matters within the terms of reference of the Planning and Development Committee subject to the exceptions specified below:</p> <p>a) Applications (other than those for the discharge of conditions, extensions of time, section 73 applications, applications relating to block improvements of housing market renewal schemes) for major development as defined as:</p> <p>(7)c Applications which are a departure from</p>	<p><u>Service Director, Development, Public Protection and Transport Strategy</u></p> <p>Insert the following after delegation 1(1)m:</p> <p>n) Climate Change</p> <p>(7) To determine applications, notifications, consultation, enforcement and all other matters within the terms of reference of the Planning and Development Committee subject to the exceptions specified below:</p> <p>a) Applications (other than those for the discharge of conditions, extensions of time, section 73 applications, applications relating to block improvements of housing market renewal schemes or replacement of new industrial development (use class B1, B2 or B8) in the Team Valley for major development as defined as:</p> <p>(7)c Applications which are a departure</p>	<p>To reflect current post title.</p> <p>To enable enforcement of the legislation in respect of charging for carrier bags.</p> <p>To expedite larger scale applications within the Team Valley where they comply with policy and have no objections within the community.</p> <p>To take into account</p>

	<p>the Development Plan and which would need to be notified to the Secretary of State under the Town and Country Planning (Development Plans and Consultations) direction 1992 if the Council was minded to grant permission for them.</p> <p>(7)d Applications which are subject to an objection from a statutory consultee (as defined in Article 10 of the Town and Country Planning (General Development Procedure) Order 1995) which has not been resolved by negotiation or the imposition of conditions.</p> <p>(7)h Applications where three or more relevant and material planning objections have been lodged in writing, or a member of the Council, Member of Parliament for the Borough, Member of the European Parliament for the Borough or a parish council within the Borough has objected to it or asked that it be determined by the Planning and Development Committee.</p> <p>(7)i Applications where speaking rights have been requested and where there are three or more relevant and material objections have been lodged in writing in accordance with the scheme for speaking at Planning and Development Committee.</p>	<p>from the Development Plan as defined by the Town and Country Planning (Development Procedure) (England) Order 2015 if the Council was minded to grant permission for them.</p> <p>(7)d Applications which are subject to an objection from a statutory consultee (as defined in the Town and Country Planning (Development Management Procedure) (England) Order 2015 which has not been resolved by negotiation or the imposition of conditions.</p> <p>(7)h Applications where five or more relevant and material planning objections have been lodged in writing, or a member of the Council, Member of Parliament for the Borough, Member of the European Parliament for the Borough or a parish council within the Borough has objected to it or asked that it be determined by the Planning and Development Committee.</p> <p>(7)i Applications where speaking rights have been requested and where there are five or more relevant and material objections have been lodged in writing in accordance with the scheme for speaking at Planning and Development Committee.</p>	<p>legislative changes.</p> <p>To take into account legislative changes.</p> <p>To ensure that the Planning and Development Committee only consider those applications which have no significant objections in the community.</p> <p>To ensure that the Planning and Development Committee only consider those applications which have no significant</p>
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	<p>(12) To enforce conditions requiring replacement planting.</p> <p>(14) To determine applications for prior approval in relation to permitted development proposals for agricultural, forestry, demolitions and telecommunications in accordance with the Town and Country Planning (General Permitted Development) Order 1995 and any subsequent amendments to it.</p> <p>(20) To exercise the power of the Council under section 61 of the Local Government (Miscellaneous Provisions) Act 1976 to suspend the licence(s) of Hackney Carriage and Private Hire Vehicle drivers with immediate effect where doing so appears to be in the interests of public safety.</p> <p>(21) To approve the issuing of Hackney Carriage and Private Hire Vehicle licences where the vehicle exceeds the Council's age policy and:</p> <p>(i) where the vehicle is in "exceptional condition" (as determined by the</p>	<p>Delete</p> <p><i>Then renumber remaining delegations.</i></p> <p>(13) To determine applications for prior approval in relation to any permitted development proposals in accordance with the Town and Country Planning (Development Management Procedure) (England) Order 2015 and any subsequent amendments to it.</p> <p>(20) To exercise the power of the Council under section 61 of the Local Government (Miscellaneous Provisions) Act 1976 to suspend or revoke the licence(s) of Hackney Carriage and Private Hire Vehicle drivers with immediate effect where, following consultation with the Chair and/or Vice Chair of the Regulatory Committee, doing so appears to be in the interests of public safety.</p> <p>(21) To approve the renewal of Hackney Carriage and Private Hire Vehicle licences where the vehicle exceeds the Council's upper age policy and:</p> <p>(i) the vehicle does not exceed the Council's upper age policy by more than 12 months;</p>	<p>objections from the local community.</p> <p>This delegation is already covered in delegation 7.</p> <p>To take into account legislative changes.</p> <p>To enhance the Council's ability to take proportionate action in a timely manner to protect public safety.</p> <p>To increase the involvement of the Regulatory Committee in determining applications and to protect public safety.</p>
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67	<p>Council's approved testing procedure); and</p> <p>(ii) upon the condition that the vehicle be tested three times during the twelve month licence period (pro rata) at the licensee's expense.</p> <p><u>Service Director, Transport Strategy</u></p> <p>(1) To authorise the submission of applications, including proposed conditions, on behalf of the Council to the Secretary of State under s.247 of the Town and Country Planning Act 1990.</p> <p>(2) To consider applications received and make orders under s.257 of the Town and Country Planning Act 1990, except where the Service Director for Transport Strategy considers such an application should be determined by the Rights of Way Committee.</p> <p>(3) To authorise the making of orders under s.3 of the Cycle Tracks Act 1984, except where the Service Director for Transport Strategy considers such an application should be determined by the Rights of Way Committee.</p> <p>(4) To authorise the serving of notices under section 220 of the Highways Act 1980.</p>	<p>(ii) where the vehicle is in "exceptional condition" (as determined by the Council's approved testing procedure);</p> <p>(iii) the vehicle meets all of the Council's standard conditions; and</p> <p>(iv) upon the condition that the vehicle be tested three times during the twelve month licence period (pro rata) at the licensee's expense.</p> <p>Transfer the delegations as follows:</p> <p><u>Service Director, Development, Public Protection and Transport Strategy</u></p> <p>(27) To authorise the submission of applications, including proposed conditions, on behalf of the Council to the Secretary of State under s.247 of the Town and Country Planning Act 1990.</p> <p>(28) To consider applications received and make orders under s.257 of the Town and Country Planning Act 1990, except where the Service Director for Transport Strategy considers such an application should be determined by the Rights of Way Committee.</p> <p>(29) To authorise the making of orders under s.3 of the Cycle Tracks Act 1984, except where the Service Director for Transport Strategy considers such an application should be determined by</p>	<p>To reflect the current management structure and responsibilities.</p>
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67	<p>Service Director, Waste Services and Grounds Maintenance</p>	<p>the Rights of Way Committee.</p> <p>(30) To authorise the serving of notices under section 220 of the Highways Act 1980.</p> <p>Service Director, Waste Services, Grounds Maintenance and Fleet Management</p>	<p>To reflect current post title.</p>
69	<p>4. Strategic Director, Corporate Services and Governance</p> <p>N/A</p>	<p>4. Strategic Director, Corporate Services and Governance</p> <p>Insert the following delegation:</p> <p>(22) As Monitoring Officer to may make changes to any part of the Constitution:-</p> <ul style="list-style-type: none"> (i) if he/she considers it necessary to comply with the law, including all necessary updating to comply with new legislation; or (ii) to give effect to any decision of the Council or Cabinet 	<p>To ensure that the constitution reflects current legislation and Council and Cabinet decisions.</p>
79	<p>Schedule – Executive Functions Dealt with under Joint Arrangements</p> <p>Annex 1D</p> <p>Function 4: Economic Development – management of grants formerly administered by TWEDCO</p> <p>Body – Tyne and Wear Economic</p>	<p>Delete</p> <p><i>Then renumber remaining functions.</i></p>	<p>This body no longer exists.</p>

	Development Joint Committee		
84	<p>Schedule 5 – Executive Functions Delegated to Managers</p> <p>Part 1 – Delegations to Individual Managers</p> <p>2. Strategic Director, Communities and Environment</p> <p>Service Director, Transport Strategy</p> <p>(1) To issue and deal with notices under the New Roads and Street Works Act 1999.</p> <p>(2) To grant licences, consents and approvals for apparatus in and under streets and excavations in streets; to secure the removal of obstructions in streets; and to take action to secure the safety of dangerous excavations.</p> <p>(3) To number houses and to name streets and to object in writing to any proposed street name.</p> <p>(4) To agree the terms of agreements under sections 38 and 278 of the Highways Act 1980.</p> <p>(5) To authorise the fixing of banners to bridges, and any events on bridges, in accordance with Council policy and</p>	<p>Schedule 5 – Executive Functions Delegated to Managers</p> <p>Part 1 – Delegations to Individual Managers</p> <p>2. Strategic Director, Communities and Environment</p> <p>Transfer the delegation as follows:</p> <p>Service Director, Development, Public Protection and Transport Strategy</p> <p>(13) To issue and deal with notices under the New Roads and Street Works Act 1999.</p> <p>(14) To grant licences, consents and approvals for apparatus in and under streets and excavations in streets; to secure the removal of obstructions in streets; and to take action to secure the safety of dangerous excavations.</p> <p>(15) To number houses and to name streets and to object in writing to any proposed street name.</p> <p>(16) To agree the terms of agreements under sections 38 and 278 of the Highways Act 1980.</p>	<p>To reflect the current management structure and responsibilities.</p>

	<p>subject to planning approval being obtained where necessary.</p> <p>(6) For the purposes of the General Safety Certificate issued under the Safety at Sports Grounds Act 1975, to give approval to organised entertainments at Gateshead International Stadium.</p> <p>(7) To authorise the adoption of highways under section 228 of the Highways Act 1980.</p> <p>(8) To make resolutions under section 205 (1) of the Highways Act 1980 and to carry out the necessary procedures under section 205 (3) of the Act.</p> <p>(9) To agree the adoption of highways constructed by the Council.</p> <p>(10) To act on behalf of the Council in connection with any power or duty imposed on the Council as traffic authority, and in particular:</p> <p>(a) To propose and make temporary traffic regulation orders or notices under sections 14 and 16 to the Road Traffic Regulation Act 1984 or orders under the Town and Police Clauses Act.</p> <p>(b) To propose, modify and make permanent or experimental traffic regulation orders or notices under</p>	<p>(17) To authorise the fixing of banners to bridges, and any events on bridges, in accordance with Council policy and subject to planning approval being obtained where necessary.</p> <p>(18) For the purposes of the General Safety Certificate issued under the Safety at Sports Grounds Act 1975, to give approval to organised entertainments at Gateshead International Stadium.</p> <p>(19) To authorise the adoption of highways under section 228 of the Highways Act 1980.</p> <p>(20) To make resolutions under section 205 (1) of the Highways Act 1980 and to carry out the necessary procedures under section 205 (3) of the Act.</p> <p>(21) To agree the adoption of highways constructed by the Council.</p> <p>(22) To act on behalf of the Council in connection with any power or duty imposed on the Council as traffic authority, and in particular:</p> <p>(a) To propose and make temporary traffic regulation orders or notices under sections 14 and 16 to the Road Traffic Regulation Act 1984 or orders under the Town and Police Clauses Act.</p>	
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	<p>sections 14 and 16 to the Road Traffic Regulation Act 1984 or orders under the Town and Police Clauses Act 1847.</p> <p>(c) To respond to requests, on behalf of the Council, to a proposal by traffic authority to make permanent, temporary or experimental traffic regulation orders or notices on a highway situated within the Borough and to propose and make the relevant order where considered appropriate.</p> <p>(d) To authorise the erection of temporary signs on the highway.</p> <p>(e) To formally respond to HGV Operator Licence applications.</p> <p>(11) To give notice of any proposal to stop up or divert a highway under section 116 of and schedule 12 to the Highways Act 1980, and provided consent of the appropriate Parish Council (where applicable) has not been refused, to request the Strategic Director, Corporate Services and Governance to apply to the Magistrates' Court for a stopping up or diversion order.</p> <p>(12) To authorise School Travel Plans following consultation with the Service Director, Children's Commissioning.</p>	<p>(b) To propose, modify and make permanent or experimental traffic regulation orders or notices under sections 14 and 16 to the Road Traffic Regulation Act 1984 or orders under the Town and Police Clauses Act 1847.</p> <p>(c) To respond to requests, on behalf of the Council, to a proposal by traffic authority to make permanent, temporary or experimental traffic regulation orders or notices on a highway situated within the Borough and to propose and make the relevant order where considered appropriate.</p> <p>(d) To authorise the erection of temporary signs on the highway.</p> <p>(e) To formally respond to HGV Operator Licence applications.</p> <p>(23) To give notice of any proposal to stop up or divert a highway under section 116 of and schedule 12 to the Highways Act 1980, and provided consent of the appropriate Parish Council (where applicable) has not been refused, to request the Strategic Director, Corporate Services and Governance to apply to the Magistrates' Court for a stopping up or diversion order.</p>	
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	<p>(13) To amend the Council's Blue Badge Protocol, as and when necessary, following consultation with the appropriate Cabinet Member, to ensure that it continues to reflect both current legislation and local needs and circumstances.</p> <p>(14) To determine appeals against any decision to refuse a request for a Blue Badge, in line with criteria and processes set out in the Council's Blue Badge Protocol.</p> <p>(15) To declare / designate sections of footway to be removed as footway under section 66(4) to the Highways Act 1980 and designate sections of footway as a cycle track in accordance with section 65(1) of the Highways 1980 Act.</p> <p>(16) To grant approvals for land drainage consents under section 23 of the Land Drainage Act 1991.</p> <p>(17) To agree the terms of adoption agreements for sustainable drainage systems under the Flood & Water Management Act 2010 and to authorise the adoption of those systems under that Act.</p> <p>(18) To enter into future agreements with the Secretary of State for Transport, under section 4 of the Highways Act 1980, in respect of the A1 improvement works.</p>	<p>(24) To authorise School Travel Plans following consultation with the Service Director, Children's Commissioning.</p> <p>(25) To amend the Council's Blue Badge Protocol, as and when necessary, following consultation with the appropriate Cabinet Member, to ensure that it continues to reflect both current legislation and local needs and circumstances.</p> <p>(26) To determine appeals against any decision to refuse a request for a Blue Badge, in line with criteria and processes set out in the Council's Blue Badge Protocol.</p> <p>(27) To declare / designate sections of footway to be removed as footway under section 66(4) to the Highways Act 1980 and designate sections of footway as a cycle track in accordance with section 65(1) of the Highways 1980 Act.</p> <p>(28) To grant approvals for land drainage consents under section 23 of the Land Drainage Act 1991.</p> <p>(29) To agree the terms of adoption agreements for sustainable drainage systems under the Flood & Water Management Act 2010 and to authorise the adoption of those systems under that Act.</p>	
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86	<p>Service Director, Development and Public Protection</p>	<p>(30) To enter into future agreements with the Secretary of State for Transport, under section 4 of the Highways Act 1980, in respect of the A1 improvement works.</p>	<p>To reflect the current post title.</p>
90	<p>4. Strategic Director, Corporate Services and Governance</p> <p>Service Director, Legal, Democratic and Property Services</p> <p>(10) To manage the Council's non-operational property and carry out functions that do not involve a new letting, sub-letting or lease renewal; for example, rent reviews, assignments, landlord consents, lease surrenders and terminations.</p> <p>(11) To approve all leases granted in accordance with the parameters set out in the recommendations of space within the Northern Design Centre and all other business centres, including Digital Quay, where they are in accordance with agreed fees and charges and external funding conditions.</p>	<p>Service Director, Development, Public Protection and Transport Strategy</p> <p>4. Strategic Director, Corporate Services and Governance</p> <p>Service Director, Legal, Democratic and Property Services</p> <p>(10) To manage the Council's non-operational property and carry out functions that do not involve a new letting, sub-letting or lease renewal; to include all decisions relating to, rent reviews, assignments, landlord's consents, lease surrenders, terminations and other interests in land.</p> <p>(11) To approve all leases granted in accordance with agreed parameters, fees and charges and external funding conditions for space within Council business centres.</p>	<p>To ensure the management of other Council property interests outside of the non-operational portfolio are included in the delegation.</p> <p>To clarify the delegation.</p>

87	<p>Service Director, Culture, Communities and Volunteering</p> <p>5. Director Public Health</p>	<p>Service Director, Culture, Communities, Leisure and Volunteering</p> <p>5. Director of Public Health</p>	<p>To reflect the current post title.</p>
91	<p>N/A</p>	<p>Insert the following:</p> <p>2. The Director of Public Health shall have delegated authority to select and maintain, subject to periodic review, an approved list of primary health care providers to deliver such public health services as he/she may from time to time determine and to award contracts from that list on the basis of an appropriate selection process and the evaluation of all relevant considerations; such authority is to be exercisable, following consultation with the Cabinet Member for Health, the Strategic Directors for Corporate Services and Governance and Corporate Resources and the Service Director, Corporate Commissioning and Procurement”.</p>	<p>To clarify the Director’s authority in respect of the award of contracts.</p>
91	<p>6. Assistant Chief Executive</p> <p>Service Director, Economic and Housing Growth</p> <p>(1) In accordance with agreed procedures and eligibility criteria, in consultation with the Service Director Customer and Financial Services, to approve applications for financial assistance to businesses, or individual residents of the</p>	<p>6. Assistant Chief Executive</p> <p>Service Director, Economic and Housing Growth</p> <p>(1) In accordance with agreed procedures and eligibility criteria, in consultation with the Service Director Customer and Financial Services, to approve applications for financial assistance to businesses, or individual residents of the</p>	<p>Deletion of schemes which are no longer operational.</p>

	<p>Borough seeking employment, training or educational opportunities, in the following categories:</p> <ul style="list-style-type: none"> (a) Financial assistance grants (b) Wage subsidy (c) Flood Support Scheme (d) Repair and Renew Grant (e) Occupier Incentives for all Council Business Centres <p>(2) To deal with applications received for mandatory disabled facilities grants, and for any other financial assistance, including grants and loans, as defined in the Council's Housing Strategy and Financial Assistance Policy.</p> <p>(3) To approve applications for assistance through the Grants for Businesses and Innovation and Investment Fund schemes, following consultation with the Cabinet member for Employment and Skills.</p> <p>(4) In relation to the Council's Housing Strategy and Financial Assistance Policy, following consultation with the Panel comprising the Service Director, Economic and Housing Growth and two members of the Council:</p> <ul style="list-style-type: none"> (a) to approve applications for equity loans for relocation and/or renewal 	<p>Borough seeking employment, training or educational opportunities, in the following categories:</p> <ul style="list-style-type: none"> (a) Financial assistance grants (b) Wage subsidy <p>(2) To deal with applications received for financial assistance, including grants and loans, as defined in the Council's Housing Strategy and Financial Assistance Policy.</p> <p>Delete</p> <p><i>Renumber remaining delegations.</i></p> <p>(3) In relation to the Council's Housing Strategy and Financial Assistance Policy, following consultation with the Panel comprising the Service Director, Economic and Housing Growth and two members of the Council:</p> <ul style="list-style-type: none"> (a) to approve applications for loans for relocation and/or renewal that fall 	<p>To reflect the current scope of the service.</p> <p>This scheme has ceased.</p> <p>To reflect the current scope of the service.</p>
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	<p>that fall outside of the Council's approved loan policies and procedures;</p> <p>(5) To approve financial assistance in the form of occupier incentives to tenants and also to award financial assistance to participants of the business growth acceleration programme, also funded through the Scape Community Investment Fund.</p>	<p>outside of the Council's approved loan policies and procedures;</p> <p>(4) To approve financial assistance in the form of incentives to business centre occupiers or prospective occupiers and also to award financial assistance to enterprises participating in business support programmes.</p>	<p>To provide greater flexibility.</p>
105	<p>Part 4 – Rules of Procedure</p> <p>Council Procedure Rules</p> <p>20. Voting</p> <p>N/A</p>	<p>Part 4 – Rules of Procedure</p> <p>Council Procedure Rules</p> <p>20. Voting</p> <p>Insert the following:</p> <p>20.4 A recorded vote will be taken at a meeting of the Council on business to approve the budget or set council tax and the minutes of that meeting will record the names of the councillors who voted for the decision or against the decision or who abstained from voting.</p>	<p>To formalise the existing arrangement in accordance with legislation.</p>
255	<p>Part 7 – Management Structure</p> <p>N/A</p>	<p>Part 7 – Management Structure</p> <p>Amend Part 7 to reflect the current management structure.</p>	<p>To reflect changes in the management structure since the last review of the constitution.</p>



COUNCIL MEETING

12 November 2015

CAPITAL PROGRAMME AND PRUDENTIAL INDICATORS 2015/16 – SECOND QUARTER REVIEW

Jane Robinson, Chief Executive

EXECUTIVE SUMMARY

1. The purpose of this report is to inform of the latest position on the 2015/16 capital programme and Prudential Indicators at the end of the second quarter to 30 September 2015. The report assesses reasons for the variances from the approved programme and details the proposed financing of the capital programme. In addition, the report also considers the impact of CIPFA's Prudential Code on the capital programme and the monitoring of performance against the statutory Prudential Indicators.
2. The original budget for the capital programme for 2015/16, agreed by Council on 26 February 2015, totalled £82.311m, which was revised to £84.015m as part of the first quarter review. The second quarter review now projects the year-end expenditure to be £78.821.
3. The £5.194m variance is due to a combination of slippage occurring within the current programme, reviewing existing schemes, the receipt of additional resources and other variances. All variations in the programme during the second quarter are detailed in Appendix 2 of the attached report.
4. CIPFA's Prudential Code advises the regular monitoring of performance against the prudential indicators which regulate borrowing and investment. Targets and limits for the prudential indicators for 2015/16 were agreed by Council on 26 February 2015. Borrowing and investment levels have remained within the limits set by Council.
5. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

RECOMMENDATIONS

6. It is recommended that Council:
 - i) Agrees that all variations to the 2015/16 Capital Programme as detailed in Appendix 2 of the attached report as the revised programme
 - ii) Agrees the financing of the revised programme

- iii) Confirms that the capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and that none of the approved Prudential Indicators set for 2015/16 have been breached

TITLE OF REPORT: **Capital Programme and Prudential Indicators 2015/16
– Second Quarter Review**

REPORT OF: **Darren Collins, Strategic Director, Corporate Resources**

Purpose of the Report

1. This report sets out the latest position on the 2015/16 capital programme and Prudential Indicators at the end of the second quarter to 30 September 2015. The report assesses reasons for the variances from the approved programme and details the proposed financing of the capital programme. In addition the report considers the impact of CIPFA's Prudential Code on the capital programme and the monitoring of performance against the statutory Prudential Indicators.

Background

2. The original budget for the capital programme for 2015/16, as agreed by Council on 26 February 2015, totalled £82.311m, which was then revised to £84.015m as part of the first quarter review. The second quarter review now projects the year-end expenditure to be £78.821m.
3. The proposed reduction to the capital programme at the second quarter comprises of the following movements:

	£m
Increased borrowing/external funding/contributions	1.908
Re-profiling of capital expenditure to future years	(5.467)
Re-profiling of capital expenditure from future years	0.282
Other reductions	(1.904)
Re-profiling of planned HRA investment	(0.013)
Total Variance	(5.194)

4. The slippage of planned expenditure to future years includes £2.208m of expenditure relating to the Council's District Energy scheme reflecting the updated construction programme which has profiled more expenditure in 2016/17 than originally anticipated. The scheme is expected to become operational during the first quarter of 2016/17.
5. In addition, a total of £1.3m has also been re-profiled to 2016/17 relating to the loan to Keelman Homes to facilitate the delivery of additional affordable housing within Gateshead, reflecting the progress made delivering the existing schemes and following an analysis of the potential cashflow for the remainder of the financial year. The business case for the remaining development within this phase is currently being reviewed to ensure that it remains a viable investment proposal.
6. During the second quarter, the Council has secured additional external funding amounting to £1.853m in 2015/16. This primarily relates to an award of £0.976m

from the Cycle City Ambition Fund which is being matched with £0.109m of Local Transport Plan funding to fund works associated with the Great North Cycleway.

7. In addition, the Council has been successful in receiving £0.923m of funding from the Heritage Lottery Fund to support the redevelopment and restoration of Chase Park as part of a £1m project which is being delivered in partnership with the Friends of Chase Park. Based on the project cashflow, £0.225m of this is expected to be incurred in the current financial year with the capital element of the project expected to be complete during the second quarter of 2016/17.
8. As part of the second quarter review, the Council has also identified reductions to the overall borrowing requirement amounting to £1.874m. This primarily includes reductions of £1.260m in the planned fleet replacement allocation and of £0.434m on the delivery of the Council's Technology Plan schemes as investment programmes are aligned with discussions on the future revenue budget plans, reflecting the uncertainty around service provision in some areas of the Council.
9. In addition to the changes outlined within the report, the Council is currently reviewing its investment plans regarding Solar PV schemes as a result of a consultation issued by the Government, which closed in October 2015, regarding potential changes to the Feed In Tariffs Scheme for projects registered from January 2016 onwards. The proposed changes would impact upon the commercial viability of future investment and whilst alternative delivery models will be explored, if the changes are enforced it is likely to place the remaining expenditure within the Commercial and Social Housing Solar PV schemes at risk. A further update will be provided as part of the third quarter review when the outcome of the consultation process is likely to have been confirmed.

Proposal

10. The report identifies planned capital expenditure of £78.821m for the 2015/16 financial year. The expected resources required to fund the 2015/16 capital programme are as follows:

	£m
Prudential Borrowing	38.547
Capital Grants and Contributions	13.499
Major Repairs Reserve (HRA)	24.775
Capital Receipts	2.000
Total Capital Programme	<u>78.821</u>

11. CIPFA's Prudential Code advises the regular monitoring of performance against the prudential indicators which regulate borrowing and investment. Targets and limits for the prudential indicators for 2015/16 were agreed at Council on 26 February 2015. Borrowing and investment levels have remained within the limits set by Council.

Recommendations

12. Cabinet is asked to:

- (i) Recommend to Council that all variations to the 2015/16 Capital Programme as detailed in Appendix 2 are agreed as the revised programme.
- (ii) Recommend to Council the financing of the revised programme.
- (iii) Confirm to Council that the capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and that none of the approved Prudential Indicators set for 2015/16 have been breached.

For the following reasons:

- (i) To ensure the optimum use of the Council's capital resources in 2015/16.
- (ii) To accommodate changes to the Council's in-year capital expenditure plans.
- (iii) To ensure performance has remained within the approved Prudential Limits.

CONTACT: David Mason extension 3686

APPENDIX 1

Policy Context

1. The proposals contained within this report are consistent with the objectives contained within the Council's corporate Capital Strategy and will contribute to achieving the objectives and priority outcomes set out in Vision 2030 and the Council Plan.

Background

2. The original budget for the capital programme for 2015/16, as agreed by Council on 26 February 2015, totalled £82.311m and this was revised to £84.015m following the first quarter review.
3. The projected year-end expenditure was £78.821m at the end of the second quarter.
4. The £5.194m variance is due to a combination of slippage occurring within the current programme, reviewing existing schemes, the receipt of additional resources and other variances. All variations in the programme during the second quarter are detailed in Appendix 2.
5. Appendix 3 summarises the original budget and actual year end payments by Corporate Priority. The budget, projected year end payments and comments on the progress of each scheme are detailed in Appendix 4.
6. The Prudential Code sets out a range of Prudential Indicators that were agreed by the Council on 26 February 2015. Performance against the indicators for 2015/16 is set out in Appendix 5.

Consultation

7. The Leader and Deputy Leader have been consulted.

Alternative Options

8. The proposed financing arrangements are the best available in order to ensure the optimum use of the Council's capital resources in 2015/16.

Implications of Recommended Option

9. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that the financial implications are as set out in the report.
 - b) **Human Resources Implications** – There are no human resources implications arising from this report.

- c) **Property Implications** - There are no direct property implications arising from this report. Capital investment optimises the use of property assets to support the delivery of corporate priorities. The property implications of individual schemes will be considered and reported separately.
10. **Risk Management Implication** - Risks are assessed as part of the process of monitoring the programme and treasury management. This assessment concludes that the increased uncertainty over the level of resources means that Cabinet should continue to receive quarterly reports for recommendation of any issues to Council, together with any necessary action to ensure expenditure is managed within available resources.
11. **Equality and Diversity Implications** - There are no equality and diversity implications arising from this report.
12. **Crime and Disorder Implications** - There are no direct crime and disorder implications arising from this report.
13. **Health Implications** - There are no health implications arising from this report.
14. **Sustainability Implications** - The works will help to make the environment more attractive and reduce health and safety hazards.
15. **Human Rights Implications** - There are no direct human rights implications arising from this report.
16. **Area and Ward Implications** - Capital schemes will provide improvements in wards across the borough.
17. **Background Information**
- i. Report for Cabinet, 24 February 2015 (Council 26 February 2015) - Capital Programme 2015/16 to 2017/18.
 - ii. Report for Cabinet, 14th July 2015 – Capital Programme and Prudential Indicators 2015/16 – First Quarter Review.

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Reason for Movement	Vision 2030	Group	Project	Total	
Increases					
Additional external funding	Active & Healthy Gateshead	CAE	Chase Park Conservation & Restoration	275	
	Gateshead Goes Global	CWL	Two Year Old Funding	345	
	Sustainable Gateshead	CAE	Local Sustainable Transport	180	
			S106 Highways Works Borough-wide Great North Cycleway	132 1,085	
Other Increases	Creative Gateshead	PEG	Broadband Delivery UK	63	
	City of Gateshead	CSG	Non Operational Portfolio - Strategic Investment Plan	100	
	Gateshead Goes Global	CWL	Schools Targeted Basic Need	119	
	Sustainable Gateshead	CAE	Strategic Maintenance of Highways (Transport Strategy)		150
			HRA	Replacement of Communal Electrics	371
				Public Realm Improvements	44
				External Improvement Works	697
				Equality Act Works	63
Door Entry Upgrades	3				
Total Increases				3,627	

Reason for Movement	Vision 2030	Group	Project	Total
Reductions				
Other Reductions	City of Gateshead	CAE	Development Site Preparation Works	-100
		PEG	Town Centre Wayfinding	-10
	Creative Gateshead	CAE	Neighbourhood Libraries	-70
	Sustainable Gateshead	CAE	Replacement of Fleet and Horticultural Equipment	-1,260
		CRS	Technology Plan: Infrastructure	-195
			Technology Plan: Transformation Through Technology	-239
		HRA	Lift Replacement / Refurbishment	-57
			Warden Call	-2
	Fire Safety Works		-3	
		Estate Based Improvements	-482	
Slippage to 2016/17	Active & Healthy Gateshead	CAE	Thomas Hepburn Playing Fields	-80
	City of Gateshead	CAE	City Boulevard	-50
			Keelman Homes Loan	-1,300
		PEG	Urban Core - Retail Quarter	-50
			Empty Property Programme 2015/18	-85
			Coatsworth Road Regeneration - THI	-313
	Gateshead Goes Global	CWL	Ravensworth Terrace Primary School	-380
	Sustainable Gateshead	CAE	Bus Based Major Transport Scheme	-90
			Civic Centre Workspace Strategy	-300
			Gateshead Town Centre Energy Network	-2,208
			Local Transport Plan	-620
SEELS			-30	
		Metrogreen - Area Action Plan and Delivery Strategy	-250	
	HRA	Estate Regeneration - Dunston	-647	
Total Decreases				-8,821
GRAND TOTAL				-5,194

CAPITAL SUMMARY

APPENDIX 3

Vision 2030	Revised Forecast Q1 30 June 2015	Revised Forecast Q2 30 September 2015	Variation	Actual Spend as at 30 September 2015
	£000	£000	£000	£000
Active & Healthy Gateshead	2,872	3,067	195	743
City of Gateshead	11,842	9,764	-2,078	2,605
Creative Gateshead	1,088	1,081	-7	22
Gateshead Goes Global	4,874	4,958	84	2,413
Sustainable Gateshead	63,339	59,951	-3,388	10,345
TOTAL	84,015	78,821	-5,194	16,128

Vision 2030	Group	Project	Approved Budget Q1 £'000	Revised Budget Q2 £'000	Comments	
Active & Healthy Gateshead	CWL	Infant Free School Meals Funding	359	359		
		Disabled Facilities Grants (DFGs)	1,500	1,500		
		Better Care Fund	631	631		
		Drug & Alcohol Recovery Bus	10	10		
	CAE	Chase Park Conservation & Restoration	10	285	Additional External Funding	
		Edmund Campion Playing Fields	17	17		
		Equality Act 2010 (former DDA)	250	250		
		Thomas Hepburn Playing Fields	95	15	Slippage to 2016/17 (External Funding)	
Active & Healthy Gateshead Total			2,872	3,067		
Page 94 City of Gateshead	CRS	Gateshead Technology Innovation (GTi)	50	50		
	CAE	City Boulevard	242	192	Slippage to 2016/17 (Borrowing)	
		Development Site Preparation Works	500	400	Other Reductions (Borrowing)	
		Keelman Homes Loan	3,300	2,000	Slippage to 2016/17 (Borrowing)	
		Wrekenton Hub	49	49		
		Coatsworth Road Regeneration - THI	1,129	816	Slippage to 2016/17 (Borrowing/External Funding)	
		New Build Housing (Weathercock Lane)	210	210		
	PEG	Future Economic Growth Investments -ADZ	3,650	3,650		
		Town Centre - Brandling Arches and Wayfinding	10	0	Other Reductions (Borrowing)	
		Urban Core - Creative Quarter	50	50		
		Urban Core - Exemplar Neighbourhood	300	300		
		Urban Core - Retail Quarter	50	0	Slippage to 2016/17 (Borrowing)	
		Empty Property Programme 2015/18	230	145	Slippage to 2016/17 (External Funding)	
		Housing JV - Brandling	370	370		
	CSG	Housing JV - Bensham and Saltwell	1,067	1,067		
		Non Operational Portfolio - Strategic Investment Plan	315	415	Re-profiling from Future Years (Borrowing)	
			Prince Consort Road Redevelopment	50	50	
	City of Gateshead Total			11,572	9,764	
Creative Gateshead	CAE	Bensham Grove HLF	28	28		
		Neighbourhood Libraries	200	130	Other Reductions (Borrowing)	
	PEG	Broadband Delivery UK	860	923	Re-profiling from Future Years (Borrowing)	
	Creative Gateshead Total			1,088	1,081	

Vision 2030	Group	Project	Approved Budget Q1 £'000	Revised Budget Q2 £'000	Comments
Gateshead Goes Global	CWL	Devolved Formula Capital	200	200	
		Schools Targeted Basic Need	475	594	Re-profiling between Schemes (External Funding)
		Two Year Old Funding	0	345	Other Increases (External Funding)
		Schools Capital Maintenance, Basic Need	2,439	2,439	
		Ravensworth Terrace Primary School	1,760	1,380	Slippage to 2016/17 (Borrowing)
Gateshead Goes Global Total			4,874	4,958	
Sustainable Gateshead	HRA	Aids and Adaptations	1,500	1,500	
		Fire Safety Works	250	247	Re-profiling between Schemes (HRA)
		Lift Replacement / Refurbishment	575	518	Re-profiling between Schemes (HRA)
		New Build - Rounds 1&2	50	50	
		One off Heating Replacements	1,150	1,150	
		Programme Management	1,000	1,000	
		Replacement of Communal Electrics	250	621	Re-profiling between Schemes (HRA)
		HRA Strategic Maintenance	2,145	2,145	
		Warden Call	250	248	Re-profiling between Schemes (HRA)
		Window Replacement	1,082	1,082	
		Public Realm Improvements	290	334	Re-profiling between Schemes (HRA)
		External Improvement Works	3,799	4,496	Re-profiling between Schemes (HRA)
		Regent Court Improvement Works	1,500	1,500	
		District Energy Network Connections	1,275	1,275	
		Equality Act Works	394	457	Re-profiling between Schemes (HRA)
		Estate Based Improvements	5,918	5,436	Re-profiling between Schemes (HRA)
		Door Entry Upgrades	250	253	Re-profiling between Schemes (HRA)
		Estate Regeneration - Bleach Green	1,165	1,165	
		Estate Regeneration - Chandless	157	157	
		Estate Regeneration - Clasper Village	931	931	
	Estate Regeneration - Dunston	657	10	Slippage to 2016/17 (HRA)	
	Delivery of Older Persons Strategy	200	200		
CRS	Technology Plan: Infrastructure	2,385	2,190	Other Reductions (Borrowing)	
	Technology Plan: Transformation Through Technology	950	711	Other Reductions (Borrowing)	

Vision 2030	Group	Project	Approved Budget Q1 £'000	Revised Budget Q2 £'000	Comments
Sustainable Gateshead	CAE	Bus Based Major Transport Scheme	200	110	Slippage to 2016/17 (Borrowing)
		Carbon Management - SALIX	256	256	
		Gateshead Town Centre Energy Network	14,164	11,956	Slippage to 2016/17 (Borrowing)
		Health & Safety	500	500	
		Local Pinch Point Funding - Kingsway North	123	123	
		Local Sustainable Transport	0	180	Additional External Funding
		Local Transport Plan	5,244	4,624	Slippage to 2016/17 (External Funding)
		Public Realm Improvement	100	100	
		Re-development of Campground	25	25	
		Replacement of Fleet and Horticultural Equipment	2,220	960	Other Reductions (Borrowing)
		SEELS	38	8	Slippage to 2016/17 (External Funding)
		Strategic Maintenance	1,000	1,000	
		Street Lighting Phase 3	250	250	
		Team Valley Flood Alleviation	20	20	
		Waste Infrastructure Grant	125	125	
		Metrogreen - Area Action Plan and Delivery Strategy	270	20	Slippage to 2016/17 (Borrowing)
		Solar PV - Council Buildings	1,410	1,410	
		S106 Highways Works Borough-wide	0	132	Additional External Funding
		Gateshead Stadium - Pump Replacement	60	60	
		Quay Wall, Pipewellgate	200	200	
		Kittiwake Tower - Site Remediation	45	45	
		Gateshead Millennium Bridge Strategic Maintenance	250	250	
		Commercial Solar PV Scheme	3,750	3,750	
		Primary School Solar PV Scheme	750	750	
		Social Housing Solar PV Scheme	1,200	1,200	
		Concrete Column Replacement	1,400	1,400	
		All Round Camera System for Collection Vehicles	115	115	
		Civic Centre Workspace Strategy	850	550	Slippage to 2016/17 (Borrowing)
		Flood Alleviation Investment	106	106	
	Great North Cycleway	0	1,085	Additional External Funding	
	Strategic Maintenance of Highways	750	900	Re-profiling between Schemes (External Funding)	
	CSG	Governance Management System	65	65	
Sustainable Gateshead Total			63,609	59,951	
Grand Total			84,015	78,821	

PRUDENTIAL INDICATORS 2015/16

The 2015/16 Prudential Indicators were agreed by Council on 26 February 2014 (column 1). This is now compared with the 2015/16 actual position as at the end of the second quarter, 30th September 2015 (column 2).

Certain Treasury Management indicators must be monitored throughout the year on a regular basis in order to avoid breaching agreed limits. The capital expenditure and capital financing requirement indicators have been revised in line with the revised budget and none of the other approved Prudential Indicators set for 2015/16 have been breached.

<i>Capital Expenditure</i>		
	2015/16 £000 Reported Indicator	2015/16 £000 Projection for the Year at Q2
Non-HRA	58,211	54,046
HRA	24,100	24,775
Total	82,311	78,821
To reflect the reported capital monitoring agreed by Council during the year		

<i>Ratio of Financing Costs to Net Revenue Stream</i>		
	2015/16 Reported Indicator	2015/16 Projection for the Year at Q2
Non-HRA	14.17%	N/A
HRA	49.33%	N/A

<i>Capital Financing Requirement</i>		
	2015/16 £000 Reported Indicator	2015/16 £000 Projection for the Year at Q2
Non-HRA	321,324	307,403
HRA	345,505	345,505

Authorised Limit for External Debt	
	2015/16 £000 Reported Indicator
Borrowing	755,000
Other Long Term Liabilities	0
Total	755,000
Maximum YTD £605.685m.	

Operational Boundary for External Debt	
	2015/16 £000 Reported Indicator
Borrowing	730,000
Other Long Term Liabilities	0
Total	730,000
Maximum YTD £607.899m.	

The Council's actual external debt at 30th September 2015 was £607.899 million. It should be noted that actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

Estimated Incremental Impact on Council Tax and Housing Rents

This indicator is set at the time the Council's budget is set. Therefore, there is no requirement for this Indicator to be monitored on a quarterly or annual basis.

Adherence to CIPFA code on Treasury Management

The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

UPPER LIMIT ON FIXED AND VARIABLE INTEREST RATES EXPOSURES		
Range	2015/16 £000 Reported Indicator	2015/16 £000 YTD Position
Fixed Rate	622,234 345,996	max 502,097 min 460,541
Variable	87,824 (20,000)	max 26,000 min 5,000
All within agreed limits. (Max and Min YTD.)		

Upper / Lower Limits for Maturity Structure of Fixed Rate Borrowing				
	2015/16 £000 Reported Indicator		2015/16 £000 Actual Position	
	Upper Limit	Lower Limit	Actual Percentage	Maximum YTD
Under 12 months	20%	0%	6.94%	6.94%
12 months to 24 months	20%	0%	7.82%	11.00%
24 months to 5 years	60%	0%	23.19%	24.55%
5 years to 10 years	60%	0%	8.89%	13.56%
10 years and above	90%	0%	49.87%	49.87%
All within agreed limits.				

On 8 March 2007, Council agreed to the placing of investments for periods of longer than 364 days in order to maximise investment income before forecasted cuts in interest rates. An upper limit was set and agreed as a new Prudential Indicator.

Upper Limit on amounts invested beyond 364 days			
	2015/16 £000 Reported Indicator	2015/16 £000 Actual Position	2015/16 £000 Maximum YTD
Investments	15,000	0	0

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COUNCIL MEETING

12 November 2015

GATESHEAD COUNCIL

REPORT FROM THE CABINET

1. PURPOSE OF THE REPORT

This is the report from the Cabinet. Its purpose is to report on issues for the period September to November 2015.

PROGRESS ON KEY ISSUES

2. PEOPLE

Adult Social Care

Statutory Homelessness Statistics – Quarters 1 and 2

National figures have been published demonstrating that the number of people presenting as homeless has remained at a similar figure in the first two quarters of this year, in comparison to the previous year. The figures in Gateshead remained the same in quarter one and have increased in the second quarter by 20%.

Nationally, the main reason for homelessness is loss of shorthold tenancy; this is not the case in Gateshead as the Council has focused on homelessness prevention. This means that officers work with households facing eviction by private landlords three times earlier than statutory guidance suggests, resulting in rehousing the household before an eviction occurs and reducing court costs.

The figures show that, nationally, a smaller proportion of people are accepted as homeless; Gateshead's acceptance figures are more than 10% higher and reflect the attitude that the Council takes toward assisting vulnerable people.

Conversely, Gateshead's use of emergency temporary accommodation is more than 66% lower than the national rate; this demonstrates that the Council is preventing homelessness, taking a proactive approach that means households are avoiding a crisis situation. This approach continues to benefit the residents of Gateshead and is effective in reducing costs otherwise incurred in providing emergency temporary accommodation.

Supported Housing Annual Report

The Housing Services Supported Housing Annual Report and Executive Summary are now available for 2014/15. The report demonstrates a 10% increase of vulnerable client referrals over the year and referrals have continued to increase in the current year.

The Service assists vulnerable people threatened with homelessness due to a lack of independent living skills; it also prevents escalation into more expensive services, such as mental health or learning disability services.

Anxiety and low mood, along with budgeting issues and difficulty with benefit claims, have featured strongly within clients over the last year. The largest age bracket of those supported were households in their twenties, which made up 28% overall. Customer satisfaction remains high within the service with feedback demonstrating a high level of respect, service level, positive attitude and standard of accommodation provided.

77% of clients improved their financial skills and situation and 75% improved their accommodation situation over the year. 62% saw an improvement in their mental health.

23% obtained education, training or employment with the support that they received; these clients are very chaotic, therefore this demonstrates a real achievement. 6 months after the support had come to an end, 78% of clients were still successfully sustaining their tenancy and living independently.

Of the offenders rehoused, none reoffended within 6 months of being resettled, which is a 17% increase on the previous year.

The service continues to change shape to address the increase in demand, with shorter, more intensive support solutions being provided where possible. Full information and breakdown of the various vulnerabilities dealt with by the service can be provided by Lisa Philliskirk or Penny St Bernard within Housing Services - Care, Wellbeing and Learning.

3. PLACE AND ECONOMY

Economy

Jobcentre Plus – Felling

Jobcentre Plus is consulting on the proposed closure of the Felling Jobcentre Plus office, and its plan to relocate staff and services to Gateshead Jobcentre. No official timetable for this has been announced yet, with stakeholders, including the Council, invited to comment on this. A Council response was sent to Jobcentre Plus by their deadline.

The closure of Felling Jobcentre Plus office would reduce the number of Jobcentres serving the Borough to two; Gateshead and Blaydon. However, this would have a major impact on the majority of claimants who travel in order to attend the office once per fortnight. Officers await further dialogue with Job Centre Plus on the proposal.

Start-up Accelerator Programme: SparkTank

In order to accelerate the creation and growth of graduate enterprises, Northumbria University, in partnership with the Council, is delivering an intensive 10-week start-up accelerator programme, from the Council's Baltimore House, providing a platform from which to launch their new ventures.

Over the course of the programme, participants will be provided with the opportunity to develop their ideas, with specialist advice and support from experts in marketing, legal, product development and raising finance.

The intensive accelerator programme commenced on 21 September with 12 participants, each at varying stages of developing a business. Over the coming weeks, they will continue to be supported by the University and other key organisations, to explore their concepts and ideas further.

It is anticipated that this advice and financial support will accelerate the creation of new businesses that will be supported to establish themselves in Gateshead. If successful, it is hoped that further acceleration programmes will be developed and delivered by the University, to generate further growth and job creation within Gateshead.

Environment and Transport

Kittiwake Tower Project

Later this autumn, the Council will be carrying out a capital project to remediate a small area of contaminated land within the boundary of the Kittiwake Tower Local Nature Reserve.

This low-key reclamation scheme will reduce risk to the public, volunteers and staff accessing the site. The work will also improve the site both ecologically and aesthetically, as the land will be capped-off then seeded with a wildflower mix, complementing the meadows that already surround it within the rest of the Local Nature Reserve. This is, in effect, a final minor phase of the Saltmeadows Riverside reclamation scheme. The scheme is costing £45,000, of which £25,000 is from the Capital Programme, with the remaining £20,000 coming from grant/S106 income linked with the Kittiwake Tower. The Tower itself will not be affected by these works.

The project follows a very successful breeding season at the Kittiwake Tower, with over 90 nesting pairs. This is a 15% increase on last year, and numbers have now returned to the level they were at before the colony failed completely following egg predation by Carrion Crows in 2013. Public interest in Kittiwakes was also given a further boost this summer by the installation of the 'Kittiwake Cam' and associated exhibition at BALTIC, giving live images of birds on the nesting ledge there, in a project led by Durham Wildlife Trust.

Major Schemes Update

The Council is continuing to develop and promote major transport schemes to meet the future needs of the borough. Major work is already underway to improve sections of the A1, while funding for provision of a bus-based park-and-ride site at Eighton Lodge has been provisionally allocated through the North East Combined Authority.

Future possible schemes include a further upgrade to the A1 south of Team Valley; a developer funded park and ride site at Lobley Hill; and the long term Gateshead Boulevard project, which would see removal of the Gateshead flyover to provide a more attractive gateway to the Town Centre. Smaller schemes for which funding will be sought include replacement of the old Sunderland Road subway link to the Chandless area with an at grade facility for pedestrians, cyclists and buses, and other upgrades to the sustainable travel networks needed to support economic and housing growth in the area.

A1/A1231 (Mill House) Roundabout Reconfiguration of Traffic Signals

As well as the current scheme on the A1, Highways England has been keen to examine the causes of road accidents and capacity issues at the A1/A1231 Bowes incline interchange and the adjacent Mill House Roundabout.

Following investigations, Highways England have suggested a possible scheme consisting of some localised widening of the A1231 north-east bound approach to Mill House roundabout and improved coordination of the traffic signals, as well as improvements on the A1 to road markings and highway signage.

While the Council is the Highway Authority with responsibility for the maintenance of the A1231 and the adjacent Mill House roundabout, Highways England may be willing to fund the scheme including the work on the highway. The Council has agreed to Highways England progressing this work at no cost to the Council during this financial year.

Highfield Primary Pupils Bike It Coast to Coast

As part of the Local Sustainable Transport Fund's Schools Go Smarter Programme, Highfield Primary School participates in Bike It with our partners Sustrans. An after-school bike club was set up last year, and a fleet of mountain bikes were bought using the schools PE and Pupil Premium funds. The goal was to get pupils who had barely ridden a bike to a standard where they could competently cycle a distance of 20-30km. The club started slowly but gathered momentum, and pupils were challenge to cycle the Coast to Coast (C2C).

In June 2015, after a handful of training rides, nine 9-11 year olds , the head teacher, 2 staff members and 2 parents successfully rode every inch of the C2C route over four days. Starting in Whitehaven, they tackled some serious hills, before finishing at Tynemouth with the obligatory wheel dip in the North Sea. This was an enormous achievement given that, when they first started out, most of the group could barely ride a couple of kilometres without having to get off and walk!

During the ascent of Hartside Pass, the organiser of this year's Tour of Britain (who by chance was doing a risk assessment ride) rode past the group and was so impressed by what they were undertaking, he invited them onto the podium for the stage finish of the Tour of Britain at Hartside on 10 September. To watch some of the world's best riders climbing hills that they had conquered was a unique and thrilling experience to end an amazing journey for the children at Highfield.

Essential Roadworks for Gateshead District Energy Scheme

Work began on 11 October to lay the underground pipe to supply gas to the District Energy Centre on Quarryfield Road.

One lane of the A184 Park Road (Felling by Pass) between St James Road and Albany Road will be permanently closed from 11 October to 23 November, with congestion expected westbound. The Council has opted to schedule this work after the Great North Run and Rugby World Cup and before the run-up to Christmas, to minimise the potential disruption. The public have been informed through driver information signs and press coverage by local media, and are advised to leave extra time for their journeys and use public transport where possible during the roadworks.

To date, the main length of pipe along the section has been completed ahead of schedule, and contractors will commence the final section of pipework, which crosses the Felling Bypass into Albany Road, from 20 October. If this proceeds to plan, it is hoped that the works will finish ahead of schedule, allowing the lane closure to be removed earlier than 23 November.

Housing

155 High Street, Wrekenton - Concierge Supported Accommodation Scheme

The Council has entered into a long lease with the owner of the long-term empty premises 155 High Street, Wrekenton. The property comprised 8 self-contained flats, above shops at the heart of this neighbourhood centre, which had been vacant for two years.

A scheme has been developed collaboratively between the Council and The Gateshead Housing Company (TGHC). The property has been refurbished to provide 7 self-contained flats, and one office with bedroom for the use of support concierge. The flats will be let to individuals of all ages/sexes, who have a mild to moderate level of learning disability and who, with support, are able to live independently.

The accommodation provides a distinctly non-institutional environment that should be attractive to the identified client group, offering residents their own front door and the opportunity to live independently. The on-site concierge will act as point of contact for all tenants, and provide the necessary support to ensure the building provides a safe and secure environment. A concierge will be on-site 5.00pm to 10.00am, Monday-Friday, and for 24 hours on Saturday and Sunday.

The location of the flats provides excellent links with the Wrekenton Base, which provides a day service for people with learning disabilities. Based in the local community centre, the Base offers people the opportunity to engage in employment and voluntary work, or to learn employment skills. People are supported to learn skills for independent living such as cooking and home care; they have support to exercise; partake in arts, crafts, drama and music.

155 High Street will be managed on behalf of the Council by TGHC, and the full range of tenancy management responsibilities will be divided between TGHC and the concierge.

The Gateshead Housing Company – Updates

Lettings

A total of 1,811 properties were let in 2014/15, slightly up from 1,746 the previous year. 1,341 homes were let to those on the waiting list (74%) and 470 homes were let to existing Gateshead Council tenants transferring (26%).

1,622 (90%) of all lettings were to people who already lived within the Gateshead borough; of the 189 (10%) from outside Gateshead, 116 lived within the Tyne and Wear area.

Refusals - The number of offers refused has increased significantly over the last two years. In 2012/13 there were 2,818 offers refused and 1,451 homes let. In 2013/14 we

received 3,706 refusals when letting 1,753 homes. In 2014/15 this increased again to 4,491 refusals to let 1,811 homes.

Towards the end of the year 2014/15, a reassessment of demand for properties was carried out. Whilst 37.5% of properties are now considered to be in high demand, 21% are in very low demand.

Rent Arrears Monitoring and Prevention

The Gateshead Housing Company has identified tenancy sustainment as a key priority, especially with the ongoing issues surrounding the demand for housing amongst its stock. The rent and income service is evolving its approach, to ensure tenants obtain the support they need as soon as possible; this includes more referrals than ever before to in-house advice provision and partner agencies.

The average increase in rent charges at the start of the year 2014/15 was 2.2%, and current rent arrears increased during the year by 7.6%. The previous year 2013/14 had seen rent charges rise by 5.1% and arrears rise by 11.7%. In 2014/15 the average arrears for all tenants increased from £102 to £110 in 2014/15.

A fuller briefing detailing the impact of welfare reform, and work to support tenants with regard to energy provision is available to councillors.

Rollout of Universal Credit in Gateshead

In the two months from mid-June to mid-August there were 23 claims for Universal Credit (UC). Of these, 17 have been from male tenants and 6 from female tenants. 18 of the claimants were in secure tenancies, with the remaining 5 in introductory tenancies. These tenants have been migrated on to UC for a variety of reasons.

Once a tenant makes a claim for UC, they will receive their first payment one month and 7 days after the date of claim. The first claims for UC in Gateshead were made in week commencing 15 June; the earliest payment date was 25 July. It is still very early into our UC roll out; however experience to date shows that the process is far from smooth.

Officers will continue to monitor the impact of UC on both the tenants and TGHC. We will work with all tenants who are migrated over to UC to offer them advice and support throughout the process of application and ensure they are paid promptly by the DWP. A suite of performance reports are currently being developed to adequately monitor the impact this policy has on TGHC's ability to collect rental income. It is apparent that UC is causing significant stress and anxiety for some tenants, due to delays in processing claims and receiving payments.

A further report will be produced at a later date to analyse the early impact this policy has had on rent arrears, once more TGHC tenants have been migrated over to UC.

4. COMMUNITIES

Culture, Sport and Leisure

Enchanted Parks

Enchanted Parks celebrates its 10th anniversary this year. The event, which is organised in partnership by the Council, with NewcastleGateshead Initiative, is set in Saltwell Park. To mark the anniversary, a selection of artists from across the ten-year programme will be showcasing work at this year's event.

This year, artists have been invited to propose works in response to 'Alice's all-new experiences in Saltwell Park in the 21st Century'. Inspired by the 150th anniversary of the publication of 'Alice's Adventures in Wonderland', the event will create a magical, surreal world with images and experiences that would populate a young woman's dreams in 2015.

Proposed Chopwell Library Relocation

It has been agreed by Cabinet that Chopwell Library will relocate into Chopwell Primary School. The Library will share the space currently occupied by the Children's Centre. The move will ensure that shared space is used to optimum levels by the Library, the Children's Centre and the School. It is planned that construction work will be completed for approximately Easter 2016. The Library will continue to operate in the existing library until the relocation. Alternative accommodation for the Children's Centre is being organised.

Remembering Gateshead's Fallen

Gateshead Central Library Knit and Knatter Group have been leading a project to commemorate Gateshead's role in the First World War. Working with other craft groups from Gateshead Libraries and St Mary's Heritage Centre, a call was put out to members of the public to help knit well over 1700 poppies, to commemorate each man from Gateshead who gave their life in the war.

There has been an overwhelming response to the request, and the Project has received lots of media interest. The artwork to showcase the poppies for November 2015 'Body of Water: Body of Men' will go on display from 5 November to 18 December, at St Mary's Heritage Centre and the installation will be joined by an exhibition put together by the WEA, which was launched in the North East in 1910, at a time when education was mostly accessible to the wealthy. There will also be a World War 1 Posters Exhibition specially selected from the stunning archive of WW1 posters owned by Gateshead Libraries. Visitors can view the free exhibition, Tuesday to Saturday 10am to 4pm.

Wi-Fi in Public Libraries in England - Arts Council Funding

The Council has been successful in its bid to Arts Council England's fund for 'Wi-Fi for public libraries', which aims to ensure that all public libraries in England will offer free Wi-Fi access by March 2016.

The Council will receive £38,475 to introduce Wi-Fi into nine libraries in Gateshead and to update the Wi-Fi at Central Library. The libraries for which funding is being applied are as follows: Chopwell, Crawcrook, Leam Lane, Rowlands Gill, and Whickham libraries, and also Low Fell, Lobley Hill, Ryton and Winlaton, which are volunteer managed libraries.

Tinder Foundation Funding

The Library Service has made a successful application to the Tinder Foundation's Library Digital Inclusion Fund, for a research pilot to promote the use of Wi-Fi in libraries. The project will run for 6 months from 1 October and brings funding of £5K. The funding from Tinder Foundation was set to coincide with the wider funding for Wi-Fi installation from Arts Council England announced in July.

The Project will trial 'Try Before You Buy' sessions, to allow residents to try out different makes of tablet, and learn about their ease of use and security. Sessions will be held at the Central Library, Blaydon and Birtley and will reach a target of 100 people. In the final stages of the Project it will also trial loan schemes for tablets, which could then be adopted elsewhere in the country if successful.

e-Day 4

eDay 4 was held at the Central Library on 26 September. The Library Service worked with partner organisations to deliver this popular event in which emerging technologies are showcased, and which was attended by over 300 people. Many families attended the day, and spent a long time enjoying the opportunity to be hands on with the different technologies being showcased.

Local technology provider, Vector76, brought a virtual reality headset for people to try, and the local business start-up, Daedalus Group, brought drones for people to see and learn more about. Newcastle University taught sessions on how to program robots and local enthusiasts, Makerspace, brought a range of technologies and games for people to learn more about, including 3D printers and raspberry pi. Through its success, eDay has become an annual event and has helped to build a national reputation for Gateshead libraries for such work, alongside other programmes such as monthly coding clubs for young people.

Gateshead Family Sculpture Day and Sculpture 30 Festival

On 27 September nearly 2000 people celebrated the 30th anniversary of the much loved Gateshead Family Sculpture Day in Saltwell Park. Since the event began, around 3000 Gateshead school children and 30,000 local people have dusted off their saws and hammers, to come together to make artwork out of wood at this popular annual art festival.

This year's theme was 'Home', with visitors being encouraged to recreate what home means to them using scrap wood, tools and nails. Professional artists worked with school groups from St Joseph's RC Primary School, St Peter's RC Primary School, Hill Top School and Whickham School at the School Sculpture Days, in advance of the main event.

This year's event also launched the Sculpture 30 Festival, which celebrates thirty years of Sculpture Day and Public Art in Gateshead. With funding from Arts Council England, the festival will focus around a programme of Artists of the Month who all have sculpture at the heart of their professional practice. The first artist of the month in October is Helen Pailing from Northumberland.

5. CONCLUSION

The Council is asked to note this report.