
CHILDREN'S SERVICES – THE WAY FORWARD

Responsible Cabinet Member(s) - Councillor John Williams, Leader

Responsible Director(s) - Barry Keel, Chief Executive

Purpose of Report

1. To recommend to Council how the Authority will respond to legislative changes contained in the Children Bill.

Background

2. The Green Paper *Every Child Matters* took an ambitious whole-systems approach to supporting children. It set specialist services, including child protection, within an overall framework of universal support for children and young people. It sought to improve outcomes for children by early intervention for families who require additional support. As a response to the report on the death of Victoria Climbié it also sought to safeguard children by improving accountability and encouraging partnership working.
3. Some of the measures identified in the Green Paper require legislation, and this is provided through the Children Bill 2004. The main measures in the Bill are set out below.

A Children's Commissioner will be established

4. The Children's Commissioner is responsible for promoting the views and interests of children in the United Kingdom. He must involve and consult with children and have regard to the United Nations Convention on the Rights of the Child. The Commissioner will report to Parliament through the Secretary of State. He will not consider matters falling under the remit of existing UK Children's Commissioners. The Commissioner will be in post by April 2005 with children involved in the process.

A new duty on agencies to co-operate to improve the well-being of children and young people

5. Children's services authorities (i.e. those local authorities which currently provide social services and are education authorities) must promote co-operation within the authority and with partners who, in turn, are required to co-operate with the authority to improve children's well-being. The concept of well-being covers physical and mental health, protection from harm and neglect, education and training, contribution to society and social and economic well-being. Partners can establish pooled funds to carry out this duty. Partners specified in the Bill are Police, probation, district councils where relevant, Strategic Health Authorities and PCTs, Connexions, and the Learning and Skills Council.

In light of the response to the consultation, the Bill 'deliberately steers clear of specifying a name or organisational title for these arrangements, to give authorities maximum flexibility'. Children's Trusts will not be established as statutory organisations, but there is still a recommendation that most areas will have a partnership known as a Children's Trust by 2006 and all areas by 2008.

A duty to make arrangements to safeguard and promote the welfare of children

6. Partner agencies are required to discharge their functions with regard to the need to safeguard and promote the welfare of children. They must also ensure that any body providing services on their behalf must do the same. The purpose of this duty is so that agencies give appropriate priority to safeguarding children and share concerns at an early stage to encourage preventative action. Partners are Children's services authorities, district councils, Strategic Health Authorities, PCTs, NHS trusts, police, probation, youth offending teams, governors of prisons or secure training centres, Connexions.

A power to set up a new database with information about children

7. For the purposes of the section above, the Secretary of State may establish regulations to require children's services authorities to set up local databases of information about children or may make regional or national arrangements. There may also be secondary legislation on matters such as security, access and management of information. The purposes is to facilitate information sharing where there are concerns about a child's safety or well-being.

Local Safeguarding Children Boards (LSCBs)

8. Children's services authorities must establish LSCBs to replace area child protection committees with statutory membership from 'Board partners'. These are the partners identified above, plus the Children and Family Court Advisory and Support Service. There is a duty of co-operation between the children's services authority and Board partners. The purpose of LSCBs is to co-ordinate the work of Board partners for the purpose of safeguarding and promoting the welfare of children and to ensure effectiveness. Two or more children's services authorities may decide to form a joint LSCB.

A Director of Children's Services

9. Children's services authorities in England must appoint a Director of Children's Services to be accountable for all local authority children's education and social services and any services for children provided on behalf of the NHS under section 31 of the Health Act 1999 (which provides for local authorities and the NHS to pool budgets, provide integrated services and lead commissioning of services). The Local Authority Social Services Act 1970 will be amended to require Directors of Adult Social Services. The Children and Young Persons Act 1933 which requires a Chief Education Officer will also be amended.
10. Authorities have 'flexibilities' such as deciding whether to add adult education, social services, housing, leisure or other services to the Children's Director's brief. A deputy Chief Executive, or Chief Executive could take on this role provided they were able to give it sufficient personal focus. The Government will monitor the results of inspections to identify which arrangements work most effectively and will decide when this should take legal effect, but there is an expectation that most areas will have the post by 2006 and all by

2008.

A lead Council Member for Children's Services

11. Children's services authorities must designate a lead member for the arrangements covered by the post of Director of Children's Services.

A framework for inspection and joint area reviews

12. An integrated Framework will be devised by the Chief Inspector of Schools in consultation with other bodies including the Commission for Social Care Inspection and the Commission for Healthcare Audit and Inspection. Inspecting bodies have a duty of co-operation for the purposes of inspections and reviews. Joint area reviews to evaluate the extent to which children's services improve the well-being of children in the area will take place.

New powers of intervention in failing authorities

13. Powers under the Education Act 1996 to secure proper performance of local education authorities' functions will be extended to cover children's social services functions.

A duty to promote the educational achievement of looked after children

14. Section 22 of the Children Act 1989 which requires authorities to safeguard children and promote their welfare will be amended to include a particular duty to promote the educational achievement of looked after children.

Opportunity or Threat?

15. The changes intended by the Government via the Children Bill sit very neatly with the priorities of the Community Strategy. These priorities have already been widely consulted upon and supported by partners and the community itself. The Bill should, therefore, be seen as a real opportunity not as any kind of threat. It is clear that, we can use the changes very effectively to move more quickly to a position where we:-
 - (a) Put children and families at the centre of our activities.
 - (b) Raise aspirations in Darlington – these are recognised as being low, e.g. the low wage levels which reflect the fact that youngsters settle for short term gains (a low paid job) at the expense of long term gains (further education and a wider career path with increased opportunities).
 - (c) Improve education for all our community.
 - (d) Reduce social inclusion and provide more support to families.
 - (e) Increase job prospects for the Town and individuals.
16. The time for change is also ideal in that we have some circumstances prevailing which mean that opportunities are real and tangible. They are as follows:-

- (a) Headteachers and other key staff are supportive of the approach.
- (b) Extended Schools and Full Service Schools are being promoted by Government. We have a pilot full service school being implemented around Hummersknott and Skerne Park.¹
- (c) We have major investment in schools (e.g. the Education Village, Alderman Leach, Skerne Park, Middleton St George, Harrowgate Hill, Firth Moor and Cockerton). We should grasp the opportunity for the changed approaches to children and families in completely new environments.
- (d) Collaborative projects between primary and secondary schools are being promoted by Government and there are signs that these are being positively supported by our schools. This is also enhanced by the mergers in the primary sector.
- (e) Schools and children are central to the three policy areas which are now receiving very high political focus - education, social inclusion and community safety. Success in these areas carries with it benefits in social and economic terms.

17. The above clearly demonstrates the new legislation offers the Authority a real opportunity to advance its implementation of the Community Strategy at an appropriate time.

Key Principles for the future of Children's Services

18. The opportunity offered to the Council needs to be taken on enthusiastically and some key principles need to be borne in mind when making the significant changes in service delivery for children. The principles should be driving the new structures and service delivery options not the other way round. The key principles are set out below :-

- (a) Outcome focus – i.e. we should focus on the needs of the child/young person. As an organisation, we should champion life chances for children. We are trying to achieve:-
 - (i) An opportunity to rethink service delivery.
 - (ii) A real focus on all children.
 - (iii) A universal service.
 - (iv) A holistic approach.
 - (v) Partnerships with organisations who prioritise children.
 - (vi) A 'family belief' – the view that children are important to Darlington and our future as a community.

¹ Full Service Extended Schools (FSES) are nationally funded to deliver a 'core offer' of services and activities that must meet a national specification in relation to childcare; social and health care; lifelong learning; family learning; parenting support; study support; sports and arts; and access to ICT

Extended Schools (ES) offer the core educational package of any school plus a range of services and activities, often beyond the school day, to help meet the needs of pupils, their families and the wider community. Working with local partners, schools can develop as little or as much provision as they think suitable for their own community, within their existing resources.

- (b) Cultural change – i.e. changes to the delivery mechanisms for children need to be based on a changed culture in our organisation more than structural change:-
- (i) The creation of a new entity (neither Social Services or Education).
 - (ii) Non-silo working.
 - (iii) No professional jealousies.
- (c) Performance led – i.e. our work and direction needs to be determined by what works in meeting our agreed aims and targets, not on individual preferences of Officers or indeed Members. We need to:-
- (i) Continue to deliver on major projects, e.g. schools and the Education Village.
 - (ii) Deliver quality services and thus gain good inspection results.
 - (iii) Attain higher satisfaction levels – from children, young people, the public and Members.
 - (iv) Learn from good practice elsewhere.

The Council's Response to the Children Bill

19. Complex structures rarely lead to good solutions. We should, therefore, keep it fairly simple and provide the drive for improvement through cultural change – something we have done very effectively in other areas.
20. Children's Services from Education and Social Services departments should be brought together in a single Children's Services Department. This should not be seen as 'tacking' things together. As with amalgamations in the past, they must be seen as a new department and dealt with accordingly – it is not takeovers, it is a merger and all that that entails. There will be a need for other changes that as a result of this merger.
21. The position of adult services needs to be considered. The changes in Children's Services cannot be fully implemented until April 2005 and in the intervening period we should examine if Adult Services could be more closely linked to the PCT or even included within a Care Trust. We are already talking to the PCT about how we can work together and continuation of these discussions could lead to joint or closer working which could be of benefit to our clients. Alternatively, Adult Services may sit better in the Council but managed by another department. Any changes do, however, need to be considered alongside their wider implications for the organisation and it is suggested that we report back further to Members on this issue following our discussions. Other areas also need further consideration e.g. which department will take the lead on such issues as Libraries and Adult Education.

Directorate Changes

22. The proposal to merge the Children's element of Social Services and Education means the Council will reduce its directorates from 5 to 4 and there will also be the need to make some other amendments to departmental responsibilities.
23. As indicated earlier in this report it is not possible to implement such significant changes immediately and therefore a phased approach is recommended with a target implementation of Phase One by 1st April, 2005. It is proposed that a Director of Children's Services

designate be appointed with immediate effect to operate in that role until 31st March, 2005 after which the post will become fully operational. In the period up to 31st March, 2005, the Directors of Social Services and Education will remain in their respective roles running their departments and assisting with planning for the new department.

Human Resource Implications

24. Clearly the merging of the two departments will have HR implications and when detailed planning begins consultation with employees and Trades Unions will take place to agree appropriate arrangements.
25. In terms of the two Directors directly effected by the establishment of the new department, Margaret Asquith, Director of Social Services, has indicated her wish to undertake the new role whilst Geoffrey Pennington, Director of Education has indicated that he would prefer to take early retirement for local government and to pursue other interests.
26. Taking account of the preferences of the two Directors and based on HR practice the recruitment of the Director of Children's Services should commence with a ring-fenced recruitment of existing Directors which means interviewing the Director of Social Services for the post. This will be undertaken by the Human Resources Chief Officers Appointments Panel which consists of nine Members. Should an appointment not be made a national advert will be placed.

Changes to Cabinet Portfolios

27. The Children's Bill requires that a political lead be established for Children's Services and, as a result of this, the Council needs to review Cabinet Portfolios.
28. In consultation with the Leader and Cabinet the opportunity has been taken to undertake a wider review rather than limiting it to the changes needed solely for Children's Services. The opportunity has been taken to create a new portfolio that will take lead responsibility for the high priority area of Anti Social Behaviour.
29. Amendments are also suggested to the Leisure Services Portfolio, to include Library Services, and Resource Management Portfolio to include a new function of Project and Commissioning for Building Design.
30. Therefore, new portfolios are suggested for :-
 - (a) Children's Services
 - (b) Adult Services
 - (c) Community and Public Protection
 - (d) Consumer and Environmental Services
31. In suggesting the proposals no changes are recommended to the following portfolios and there would still be ten portfolios for the nine Cabinet Members :-
 - (a) Leader
 - (b) Deputy Leader
 - (c) Regeneration and Planning

(d) Highways and Transport

New Portfolios

Children's Services

32. The new Children's Services Portfolio brings together the functions of the Council relating to children, formerly contained, inter alia, within the Education, Social Services and Leisure Services Portfolios.

Adult Services

33. The new Adult Services Portfolio comprises functions within the existing Social Services, Education and Housing Portfolios in relation to adult care, education and welfare.

Community and Public Protection

34. This Portfolio brings together all functions within the Council relating to Anti-Social Behaviour and also includes the functions of the current Housing Portfolio.
35. Since the approval of the Portfolios at the annual meeting the Council in May 2004, there has been a huge focus both nationally and locally on Anti-Social Behaviour.
36. As this is a high community priority in Darlington, the proposed Community and Public Protection Portfolio contains all functions relating to Anti-Social Behaviour from various Portfolios into one portfolio.

Consumer and Environmental Services

37. The Consumer and Environmental Services Portfolio is a new Portfolio for the functions previously contained in the Community Protection Portfolio. The new title of the Portfolio reflects its role following the extraction of the functions in relation to anti-social behaviour which have been transferred to the Community and Public Protection Portfolio.
38. All the amendments suggested to the portfolios are detailed in new portfolios at **Appendix 1** and the following is a table summarising the changes :-

<p><u>New Portfolio Consumer and Environmental Services</u> Comprises :-</p> <ul style="list-style-type: none"> Existing Community Protection Portfolio (with the deletion of Community Safety/Community Wardens and CCTV) 	<p><u>New Portfolio Community and Public Protection</u> Comprises :-</p> <ul style="list-style-type: none"> Youth Offending Team Prevention of Drugs and Substance Misuse Neighbour nuisance enforcement Litter enforcement Community Safety and Community Warden Service CCTV Existing Housing Portfolio (with the deletion of Warden Call) 	<p><u>New Portfolio Children's Services</u> Comprises :-</p> <ul style="list-style-type: none"> Existing Education Portfolio (with the deletion of adult education; Library Services) Assessment and provision of services to families and children in need and children with mental health difficulties Management of children's services, foster carers and adoption Liaison and support for voluntary sector services for children Co-ordination and promotion of services for young people
--	--	--

<p><u>New Portfolio Adult Services</u> Comprises :-</p> <ul style="list-style-type: none"> Existing Social Services Portfolio (with the deletion of children's services; Youth Offending Team; prevention of drugs and substance misuse) Development Policy for Adult Education Warden Call Services 	<p><u>Leisure Services Portfolio</u> Comprises :-</p> <ul style="list-style-type: none"> Existing portfolio (with the deletion of co-ordination and promotion of services for young people) Library Services
--	---

<p><u>Resource Management Portfolio</u></p> <p>Comprises :-</p> <ul style="list-style-type: none"> Existing Portfolio Project and Commissioning for Building Design
--

39. The existing Portfolios approved at the Annual Meeting in May 2004 are attached at **Appendix 2.**

Outcome of Consultation

40. Consultation on this report has been undertaken with the Leader and Cabinet and their views are reflected in the report.

Legal Implications

41. This report has been considered by the Borough Solicitor for legal implications in accordance with the Council's approved procedures. There are no issues which the Borough

Solicitor considers need to be brought to the specific attention of Members, other than those highlighted in the report.

Section 17 of the Crime and Disorder Act 1998

42. The contents of this report have been considered in the context of the requirements placed on the Council by Section 17 of the Crime and Disorder Act 1998, namely, the duty on the Council to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. It is not considered that the contents of this report have any such effect.

Council Policy Framework

43. The issues contained within this report are required to be considered by Council.

Recommendation

44. It is recommended that :-

- (a) The target date for the implementation of the Children's Services Department be April 2005. Up until that period, the Director of Social Services and the Director of Education will remain responsible for their current areas of service delivery.
- (b) The post of Children's Services Director is advertised internally in the first instance.
- (c) Officers open discussions with the Primary Care Trust to explore ways in which there can be more integration in relation to the delivery of Adult Services and that a further report be brought back to Members.
- (d) Further reports be brought back to Members, as appropriate, in relation to detailed arrangements.
- (e) The new Cabinet portfolios as described in the report be approved.

Reasons

45. The recommendations are supported by the following reasons :-
- (a) To allow the Council to respond to the Children Bill.
 - (b) To consider future options for the delivery of Adult Services.
 - (c) To align Cabinet portfolios with legislation and local priorities.

Barry Keel
Chief Executive

Background Papers

The Children Bill.

Leader Portfolio

The Leaders overall responsibilities are :-

1. To lead on the development and implementation of corporate policies and strategies relating to the principal objectives of the Council and its priorities.
2. To ensure that the objectives of the Council's Vision Statement are actively and positively pursued.
3. To keep under review and be responsible for the implementation of significant new legislation which is not specifically dealt with under another portfolio or under Council.
4. To oversee the allocation of resources required to implement the Council's corporate budgetary and strategic objectives with specific reference to :-
 - (a) the annual budget and capital programme.
 - (b) major issues involving capital expenditure.
 - (c) major bids for external funding.
5. To advise the Council on its Constitution.
6. To exercise overall responsibility for the management of the Town Centre Market Place and policies affecting it.
7. To oversee the Council's management process to ensure its effective contribution to the provision of efficient, high quality services; including the need for new services or changes in services where appropriate.
8. To ensure the efficient corporate management of the Council and the delivery of quality and cost effective services to the public.
9. To ensure effective financial and management audit arrangements are in place.
10. To promote and oversee the development and implementation of corporate projects.
11. To ensure that all of the Council's services represent Best Value.
12. To nominate the Council's representatives on outside bodies (except in cases where the responsibility is specifically dealt with by another body).
13. To maintain a strategic overview of Community Safety and related issues.
14. To co-ordinate this Council's responsibility in respect of Corporate Parenting.
15. To oversee the Council's media relations.
16. To allocate Cabinet Portfolio's to each Cabinet Member.

Deputy Leader Portfolio

The Deputy Leader's overall responsibilities are :-

1. To assist the Leader with his responsibilities.
2. To deputise for the Leader in his absence.
3. To be a member of the Drug and Alcohol Action Team.
4. To be the Council's Representative on the Police Authority.
5. To have responsibility for the Council's relationship with the Police, Probation Service and Magistrates.

Consumer and Environmental Services Portfolio

To have overall responsibility for :-

1. Public and environmental health services including animal diseases and the quality and content of fertilisers and feeding stuff.
2. Waste Management (collection, disposal and recycling).
3. Local Agenda 21 issues.
4. Responsibility for Community Partnerships and the co-ordination and promotion of neighbourhood renewal.
5. Land drainage, animal welfare, recycling, dog control, pest control, waste disposal, naming and numbering of streets, unauthorised campers, Sunday trading, health education and health and safety at work.
6. Consumer safety; fair trading; and metrology services.
7. The Fire Service.
8. Energy conservation.
9. The Open and Covered Markets and peripheral shops, cattle market and other markets within the Borough.
10. Street trading and perambulation (excluding Licensing).
11. Cremation, cemeteries and burial grounds.
12. Dangers associated with the transportation of hazardous substances and other freight.

Regeneration and Planning Portfolio

Except where specifically delegated to the Planning Applications Committee, to have overall responsibility for :-

1. The control, management and development of land belonging to the Council and allocated in the development plan or acquired for such purposes.
2. The acquisition, management and disposal of land held or acquired for the benefit, improvement or development of the Borough, where the purposes of the Council's interest is to promote economic development.
3. Structure planning in the Tees Valley..
4. Making representations and objections to other Local Planning Authorities on their development plans.
5. Building control legislation and enforcement.
6. Designating conservation areas and providing schemes for their enhancement under the Planning (Listed Buildings and Conservation Areas) Act 1990.
7. Assisting in the establishment and support of new and existing industries and businesses to stimulate employment and provide training opportunities.
8. The Regeneration strategies for the Borough and Tees Valley.
9. The allocation and distribution of available funds to firms in support of Regeneration objectives.
10. Promoting and advertising the Borough in connection with economic development and tourism.
11. Town-twinning activities.
12. The reclamation of derelict land.
13. Countryside Management.

Children's Services Portfolio

To have overall responsibility for :-

1. The role of the Council as the Local Education Authority.
2. Developing policies, in so far as they are the responsibility of the LEA, in relation to the curriculum, special educational needs, admissions, religious education, grants, discretionary awards and transport.
3. Developing policies, procedures and strategies to support schools in raising levels of achievement, including support for improving behaviour and attendance in schools.
4. Subject to Statutory Procedures, determining the pattern and development of educational services and provision in the Borough with particular reference to matters in relation to the establishment, discontinuance, enlargement, alteration of schools and other changes pertinent to all educational institutions.
5. Fostering and developing partnership arrangements where appropriate with other service providers.
6. Determining and implementing a scheme for Fair Funding of Schools.
7. The arrangements for the determination of complaints and appeals by parents, pupils or governors under the relevant Education Acts that are from time to time in force.
8. Preparing a children's services plan and developing review procedures for services.
9. Education, Early Years and Childcare Development including Sure Start and Kids & Co.
10. The Appointment of representatives to Management Committees of other institutions falling within the purview of Council and to other organisations and bodies on which the Local Education Authority is to be represented.
11. Assessment and provision of services to families and children in need and children with mental health difficulties.
12. Management of children's services, foster carers and adoption.
13. Liaison and support for voluntary sector services for children.
14. Co-ordination and promotion of services for young people.

Highways and Transport Portfolio

To have overall responsibility for :-

1. The Council's duties as a Highway Authority and highways maintenance.
2. Traffic management, traffic control, residents' parking schemes, safer routes to schools and parking of vehicles within the Borough.
3. Street lighting and furniture.
4. Controlling and managing on and off-street vehicle parks.
5. Public passenger transport including road, rail and airports.
6. The siting, repair and maintenance of bus shelters.
7. Concessionary fares.
8. Hackney carriages and private hire vehicles, excluding the licensing of such vehicles.

Community and Public Protection Portfolio

To have overall responsibility for :

1. The Youth Offending Team.
2. Prevention of Drugs and Substance Misuse.
3. Neighbour nuisance enforcement.
4. Litter enforcement.
5. Community Safety and Community Warden Service
6. CCTV
7. The Council's responsibilities as a Housing Authority, including the development of a Housing Policy.
8. The provision of Council housing and the housing of homeless persons.
9. Housing and Council Tax benefits.
10. Dealing with renovation and other grants and mortgage loans; houses unfit for human habitation; and houses in multiple occupation.
11. Submissions in respect of proposals for housing investment.
12. Promoting and enabling housing schemes by the private sector and housing associations.
13. Housing estate shops, garages and housing open spaces.
14. Accommodation issues in relation to asylum seekers.

Leisure Services Portfolio

To have overall responsibility for :-

1. The provision and operation of sports and recreational facilities within the Borough.
2. Sports and Arts development.
3. Leisure Management.
4. The provision and operation of Arts facilities within the Borough.
5. The promotion and development of public art, festivals and major events.
6. The museums and archives service.
7. Children's play.
8. The development and maintenance of parks and open spaces for leisure purposes.
9. Village Greens (subject to certain limitations in the registration of common land and town and/or village areas).
10. Fishing rights.
11. Library Services

Adult Services Portfolio

To have overall responsibility for :-

1. The assessment and provision of community care services.
2. The assessment and provision of services for adults with mental health difficulties.
3. Liaison with and support for voluntary sector services.
4. Complaints and evaluation for Adult Services.
5. Partnerships and pooled budgets for Adult Services.
6. User and carer representation for Adult Services.
7. Adult protection.
8. Joint Working with Health for Adult Services (guided by National Service Frameworks (NSF's) and Government Guidance).
9. Development Policy for Adult Education and work-based learning.
10. Warden Call Services.

Resource Management Portfolio

To have overall responsibility for :-

1. Financial procedures and rules.
2. Reviewing and monitoring approved capital and revenue budgets.
3. Making arrangements for the levying, collecting, amending, altering and enforcing payment of all local taxes, rates and other money due to the Council.
4. Borrowing and investing money.
5. The appointment of Bankers and Auditors to the Council.
6. The insurance of risks falling on the Council.
7. Arranging for the auditing of the Council's systems and finances.
8. Financial assistance to voluntary organisations (where it is not the direct responsibility within another portfolio).
9. All Human Resource, Health and Safety for employees and Industrial Relations activities of the Council.
10. Acquiring, monitoring and management of land and buildings (other than those held for economic development) and to co-ordinate and negotiate the provision of land requirements.
11. Dealing with the disposal of any interest in land and buildings (other than Council house tenancies and when the Council's interest is to promote economic development) that are surplus to requirements.
12. Managing the repair and maintenance and having budgetary control over all non-housing operational properties in Council ownership.
13. Allotments.
14. Liaising with the voluntary sector, including the CVS, over their funding and related issues.
15. Project and Commissioning for Building Design.

Leader Portfolio

The Leaders overall responsibilities are :-

1. To lead on the development and implementation of corporate policies and strategies relating to the principal objectives of the Council and its priorities.
2. To ensure that the objectives of the Council's Vision Statement are actively and positively pursued.
3. To keep under review and be responsible for the implementation of significant new legislation which is not specifically dealt with under another portfolio or under Council.
4. To oversee the allocation of resources required to implement the Council's corporate budgetary and strategic objectives with specific reference to :-
 - (a) the annual budget and capital programme.
 - (b) major issues involving capital expenditure.
 - (c) major bids for external funding.
5. To advise the Council on its Constitution.
6. To exercise overall responsibility for the management of the Town Centre Market Place and policies affecting it.
7. To oversee the Council's management process to ensure its effective contribution to the provision of efficient, high quality services; including the need for new services or changes in services where appropriate.
8. To ensure the efficient corporate management of the Council and the delivery of quality and cost effective services to the public.
9. To ensure effective financial and management audit arrangements are in place.
10. To promote and oversee the development and implementation of corporate projects.
11. To ensure that all of the Council's services represent Best Value.
12. To nominate the Council's representatives on outside bodies (except in cases where the responsibility is specifically dealt with by another body).
13. To maintain a strategic overview of Community Safety and related issues.
14. To co-ordinate this Council's responsibility in respect of Corporate Parenting.
15. To oversee the Council's media relations.

16. To allocate Cabinet Portfolio's to each Cabinet Member.

Deputy Leader Portfolio

The Deputy Leader's overall responsibilities are :-

1. To assist the Leader with his responsibilities.
2. To deputise for the Leader in his absence.
3. To be a member of the Drug and Alcohol Action Team.
4. To be the Council's Representative on the Police Authority.
5. To have responsibility for the Council's relationship with the Police, Probation Service and Magistrates.

Community Protection Portfolio

To have overall responsibility for :-

1. Public and environmental health services including animal diseases and the quality and content of fertilisers and feeding stuff.
2. Waste Management (collection, disposal and recycling).
3. Local Agenda 21 issues.
4. Responsibility for Community Partnerships and the co-ordination and promotion of neighbourhood renewal.
5. Land drainage, animal welfare, recycling, dog control, pest control, waste disposal, naming and numbering of streets, unauthorised campers, Sunday trading, health education and health and safety at work.
6. Consumer safety; fair trading; and metrology services.
7. The Fire Service.
8. Energy conservation.
9. The Open and Covered Markets and peripheral shops, cattle market and other markets within the Borough.
10. Street trading and perambulation (excluding Licensing).
11. Cremation, cemeteries and burial grounds.
12. Community Safety and the Community Warden Service.
13. Closed Circuit Television.
14. Dangers associated with the transportation of hazardous substances and other freight.

Regeneration and Planning Portfolio

Except where specifically delegated to the Planning Applications Committee, to have overall responsibility for :-

1. The control, management and development of land belonging to the Council and allocated in the development plan or acquired for such purposes.
2. The acquisition, management and disposal of land held or acquired for the benefit, improvement or development of the Borough, where the purposes of the Council's interest is to promote economic development.
3. Structure planning in the Tees Valley..
4. Making representations and objections to other Local Planning Authorities on their development plans.
5. Building control legislation and enforcement.
6. Designating conservation areas and providing schemes for their enhancement under the Planning (Listed Buildings and Conservation Areas) Act 1990.
7. Assisting in the establishment and support of new and existing industries and businesses to stimulate employment and provide training opportunities.
8. The Regeneration strategies for the Borough and Tees Valley.
9. The allocation and distribution of available funds to firms in support of Regeneration objectives.
10. Promoting and advertising the Borough in connection with economic development and tourism.
11. Town-twinning activities.
12. The reclamation of derelict land.
13. Countryside Management.

Education Portfolio

To have overall responsibility for :-

1. The role of the Council as the Local Education Authority.
2. Developing policies, in so far as they are the responsibility of the LEA, in relation to the curriculum, special educational needs, admissions, religious education, grants, discretionary awards, adult education and transport.
3. Developing policies, procedures and strategies to support schools in raising levels of achievement, including support for improving behaviour and attendance in schools.
4. Subject to Statutory Procedures, determining the pattern and development of educational services and provision in the Borough with particular reference to matters in relation to the establishment, discontinuance, enlargement, alteration of standard numbers of schools and other changes pertinent to all educational institutions.
5. Fostering and developing partnership arrangements where appropriate with other service providers.
6. Determining and implementing a scheme for Fair Funding of Schools.
7. The arrangements for the determination of complaints and appeals by parents, pupils or governors under the relevant Education Acts that are from time to time in force.
8. Preparing an education services strategic plan and developing review procedures for services.
9. Library Services.
10. Education, Early Years and Childcare Development including the local Sure Start programme and work based learning activities.
Library Services.
11. The work place nursery.
12. The Appointment of LEA representatives to Management Committees of other institutions falling within the purview of Council and to other organisations and bodies on which the Local Education Authority is to be represented.

Highways and Transport Portfolio

To have overall responsibility for :-

1. The Council's duties as a Highway Authority and highways maintenance.
2. Traffic management, traffic control, residents' parking schemes, safer routes to schools and parking of vehicles within the Borough.
3. Street lighting and furniture.
4. Controlling and managing on and off-street vehicle parks.
5. Public passenger transport including road, rail and airports.
6. The siting, repair and maintenance of bus shelters.
7. Concessionary fares.
8. Hackney carriages and private hire vehicles, excluding the licensing of such vehicles.

Housing Portfolio

To have overall responsibility for :

1. The Council's responsibilities as a Housing Authority, including the development of a Housing Policy.
2. The provision of Council housing and the housing of homeless persons.
3. Housing and Council Tax benefits.
4. Dealing with renovation and other grants and mortgage loans; houses unfit for human habitation; and houses in multiple occupation.
5. Submissions in respect of proposals for housing investment.
6. Promoting and enabling housing schemes by the private sector and housing associations.
7. Housing estate shops, garages and housing open spaces.
8. Accommodation issues in relation to asylum seekers.
9. The provision of a Warden-Call Service in the Local Authority and private sector.

Leisure Services Portfolio

To have overall responsibility for :-

1. The provision and operation of sports and recreational facilities within the Borough.
2. Sports and Arts development.
3. Leisure Management.
4. The provision and operation of Arts facilities within the Borough.
5. The promotion and development of public art, festivals and major events.
6. The museums and archives service.
7. Children's play.
8. The development and maintenance of parks and open spaces for leisure purposes.
9. Village Greens (subject to certain limitations in the registration of common land and town and/or village areas).
10. Fishing rights.
11. Co-ordinating and Promoting Services for Young People.

Social Services Portfolio

To have overall responsibility for :-

1. The assessment and provision of services to families and children in need.
2. The management of children's services, including foster carers and adoption.
3. The Youth Offending Team.
4. The assessment and provision of community care services.
5. The assessment and provision of services for people with mental health difficulties.
6. The prevention of drugs and substance mis-use.
7. To be a member of the Drug and Alcohol Action Team.
8. Liaison with and support for voluntary sector services.
9. Complaints and evaluation.
10. Partnerships and pooled budgets.
11. User and carer representation.
12. Adult protection.
13. Joint Working with Health (guided by National Service Frameworks (NSF's) and Government Guidance).

Resource Management Portfolio

To have overall responsibility for :-

1. Financial procedures and rules.
2. Reviewing and monitoring approved capital and revenue budgets.
3. Making arrangements for the levying, collecting, amending, altering and enforcing payment of all local taxes, rates and other money due to the Council.
4. Borrowing and investing money.
5. The appointment of Bankers and Auditors to the Council.
6. The insurance of risks falling on the Council.
7. Arranging for the auditing of the Council's systems and finances.
8. Financial assistance to voluntary organisations (where it is not the direct responsibility within another portfolio).
9. All Human Resource, Health and Safety for employees and Industrial Relations activities of the Council.
10. Acquiring, monitoring and management of land and buildings (other than those held for economic development) and to co-ordinate and negotiate the provision of land requirements.
11. Dealing with the disposal of any interest in land and buildings (other than Council house tenancies and when the Council's interest is to promote economic development) that are surplus to requirements.
12. Managing the repair and maintenance and having budgetary control over all non-housing operational properties in Council ownership.
13. Allotments.
14. Liaising with the voluntary sector, including the CVS, over their funding and related issues.