



St Chad's College Durham University

Who Runs the North East Now? Governance and Governing in an English Region

Main Report

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Note

We have tried hard to avoid errors, but in a research exercise of this kind there will inevitably be some errors of fact and interpretation. And, of course, things change and the information becomes out-of-date. We very much welcome feedback and hope readers will let us know about errors, misinterpretations and changes so that we can correct and update this Report. Please contact Fred Robinson at j.f.robinson@durham.ac.uk

'If one meets a powerful person... ask them five questions:

- *What power have you got?*
- *Where did you get it from?*
- *In whose interests do you exercise it?*
- *To whom are you accountable?*
- *And how can we get rid of you?*

If you cannot get rid of the people who govern you, you do not live in a democratic system'.

Tony Benn, MP (Final Speech, House of Commons, March 22nd 2001)

EXECUTIVE SUMMARY

Context

- In 2000, our report, *'Who runs the North East ... now?'* provided a detailed guide to governance in the region and offered a critical assessment of both elected and unelected organisations.
- The report raised concerns about quangos and the 'democratic deficit' associated with non-elected organisations that are made up of relatively small groups of appointed people, and also the long-standing problem of low election turnouts which affect the legitimacy of elected institutions.
- We also highlighted the lack of diversity - many of the people running the North East's institutions could be described as 'the usual suspects', 'the perpetually selected' and often the 'male, pale and stale' who are evidently not representative of the region's population. The study pointed to a lack of transparency and openness and, consequently, lack of accountability. Some of the region's institutions appeared distant, detached, and secretive.
- Now, in 2017, we think the time is right to look again, at who runs the North East. Governance has once again become important because of public concern about many issues, including cut-backs in local government and public services; problems associated with structural changes in the governance and delivery of public services (e.g. in the NHS and schools); and the recent introduction of novel forms of devolution (such as Combined Authorities with Elected Mayors).
- This study focuses on North East England. This region comprises Northumberland, Tyne and Wear, County Durham, and the Tees Valley. It has a population of 2.61 million. The research covers around 100 organisations that manage and deliver public services and spend altogether over £12bn a year. The study brings together, in one place, biographical information on who actually runs the myriad of organisations.

Parliament and Government

- The North East has little representation and influence in Parliament and Government. There are altogether 650 MPs, and 29 of them represent North East constituencies. Hence, only 4.7% of MPs are from the North East. Moreover, few of the region's MPs are in the majority party, the Conservative Party, which forms the present Government. Only 3 of the region's MPs are Conservatives, while 26 are Labour. Only one of the region's MPs is a member of the Government. This is very different from the position in 2000, when Tony Blair, MP for Sedgfield in County Durham, led a Labour Government and 6 of the region's MPs were members of the Cabinet.
- In most respects, the profile of the North East's MPs is much the same now as in 2000. Then, as now, most of the region's MPs were Labour, local and middle-aged, had

professional backgrounds and had served political apprenticeships as councillors or researchers or advisors working for MPs. However, there is one big change since our last analysis in 2000. Then, only 4 of the region's MPs were women. Today, 14 (48%) of the region's MPs are women - well above the national figure of 32%. In terms of gender at least, then, the region's MPs are reasonably representative of the region's population.

- Unlike previous elections over the last decade, the 2017 General Election saw the move back to a more traditional 'two-party system', largely as a result of the collapse in the UKIP vote between 2015 and 2017.
- Low turnout is a national problem, but has been traditionally worse in the North East. In the 2015 General Election only 61.4% of the electorate in the North East voted. However, there were signs of reinvigoration in the General Election of 2017 where turnout in the region increased to 66.0%.
- Participation in elections for the European Parliament has been particularly poor. At the last European Parliamentary elections, in 2014, the North East had the lowest turnout of any region in the UK at 30.9% -- amounting to about half the turnout achieved in General Elections. Lack of support for the EU in the North East, despite its impacts on the region's economy, resulted in 58% voting to leave in last year's referendum.

Local Councils

- Local councils continue to be important, despite the steady erosion of their powers, functions and budgets. In 2015/16, North East councils spent over £6bn. They provide important local services, and in many places, the council continues to be the biggest employer.
- The abolition of District Councils in Northumberland and Durham means that there are now only half as many councils as there used to be, and 40% fewer councillors.
- The North East is still very much a Labour heartland; just over 67% of council seats are held by Labour and 11 of the 12 councils are Labour-controlled.
- There has been one major change in the characteristics of councillors: far more of them (43% in the North East) are women – well above the national average. However, only 2 of the 12 Leaders/Elected Mayors are women.
- It has remained the case that BAME communities are substantially under-represented: very few councillors are from these communities.
- Councillors in the North East are now older (average age 60.3 in 2013) and half of them are retired. Few are under 45. The stereotype of the North East councillor as a working class man employed in heavy industry is historical. Today, more are from non-manual

backgrounds, and over half of them have university degrees. However, the region's councillors still do not properly reflect the range and diversity of their communities.

- The North East's councils function reasonably well, in difficult circumstances. But, local democracy continues to be at low ebb, with disappointing turnouts at elections, a dominant political party subject to little challenge, and widespread public indifference.

Local Governance

- Local councillors retain influence via their membership of a range of organisations that make up the 'extended world of local governance'.
- While there has been a substantial reduction in local government staffing levels and spending in recent years, the ability of local councils to nominate/appoint councillors and senior council officers to sit on partnership bodies, joint boards and participate in a wide range of local networks is still considerable.
- The wide 'reach' of local councils within this 'extended world' of local governance remains a key feature of local decision-making, notably in such areas as Fire and Rescue Services, Transport, Tourism, Environment, Arts and Culture, Police, and also through various sub-regional and pan-regional organisations

Policing and Crime

- The three Police and Crime Commissioners in the North East (covering Northumbria, Durham and Cleveland) are concerned with the oversight and strategic governance of each police force, and provide a link between police and local communities.
- Police and Crime Panels were set up alongside the Police and Crime Commissioners. They are responsible for scrutinising the work of Commissioners, including reviewing the Police and Crime Plan and the Annual Report. Panels consist of local Council nominees and at least two independent members co-opted by the Panel.
- In 2012, turnouts for the first elections for Police and Crime Commissioners were very low, not just in the North East but across the country. In the North East, only around 15% of the electorate voted in 2012, and although that improved a little in 2016 this experiment in directly electing people to oversee the delivery of public services does not appear, so far, to have generated much enthusiasm.

Pan-Regional and Sub-Regional Governance

- The regional institutions we had in 2000 (including The Regional Development Agency and Government Office) have all been abolished and 'regionalism' has become a distant memory. Even the North East itself, as an officially-recognised 'region', has essentially been abolished and split in two. It is now hard to imagine the old region being put back together -- or, for that matter, any revival in 'regionalism'.

- As in other English regions, there are now few institutions of governance between central government in London and the local councils. The sub-regional Local Enterprise Partnerships (LEPs) and the Combined Authorities have enabled some devolution of decision-making, particularly in Tees Valley, but it is very limited. Devolution may eventually go further, but that will not be a priority while the Government deals with Brexit.
- The pan-regional Northern Powerhouse is an interesting concept, but even if it is retained, it is unlikely to do much to redress regional imbalances. The sub-regional Local Enterprise Partnerships draw upon council leaders, senior private business leaders and university vice-chancellors. These predominantly male boards have little input from the public or from other interests. The election of sub-regional Mayors may provide an opportunity for public involvement – but low turnouts are again a problem.

The NHS

- The NHS remains confusing, complex and fragmented, with policy-making and decision-making spread across many organisations and many levels.
- The most important institutions purchasing and delivering health services within the North East are the 10 Clinical Commissioning Groups (CCGs) and the 11 NHS Foundation Trusts. These organisations are not autonomous; they are subject to direction and control from NHS bodies above them (NHS England controls CCGs; NHS Improvement regulates the Foundation Trusts).
- They are also subject to some scrutiny from within (by the Council of Governors of a Foundation Trust) and by external organisations (notably through the local Health and Wellbeing Board). But they do have a considerable amount of power and a simple answer to the question ‘Who runs health services in the North East?’ would be: the people who are on the boards of the CCGs and the Trusts.
- The boards of CCGs largely consist of local GPs, and the Trust boards are made up of senior NHS Managers and Non-Executive members, mainly professional people often with a background in health (health professionals or people who have served as non-executives on a succession of NHS bodies).
- More than half are male, most are middle-aged, very few are from BAME backgrounds and even fewer are disabled.
- The boards of Foundation Trusts surveyed in this study had a total of 140 members, of whom 88 (63%) were male. All except the North East Ambulance Service had a male majority. Only three out of the 11 Trusts in the region has a female Chair. The gender balance is much the same as it was in 2000; then, 58% of Trust board members were male. Four of the ten respondent Trusts had someone from a BAME community on

their board. Only one Trust board had someone who was disabled. Young people were largely absent: only three Trusts said they had a board member under 45.

- Progress has been made in ensuring that appointments to the boards of local NHS organisations are fair and based on merit; in the past, they had involved at least an element of political patronage – people were nominated by MPs and local councils. The implementation of a fairer appointments system is commendable, as is the requirement for a degree of openness and accountability, which can be seen in meetings being open to the public and in the publication of board papers on websites.
- However, it is evident that big decisions about our health services are being taken by small groups of unelected people who are not at all representative of the population – despite formal commitments to diversity. Moreover, in practice they are largely appointed by each other -- it is telling that websites do not say how one can become a board member. And, despite attempts at public consultation and the introduction of Governors, accountability is still quite limited.

Education

- Educational institutions are becoming more independent and more like private sector businesses.
- The traditional close connection between local councils and local schools has weakened further since 2000. One of the most significant changes has been the drive to take schools out of local council control, turning them into academies - either with an individual trust or as part of a multi-academy trust arrangement. To date, nearly one in four schools in the North East has become an academy, run by an independent trust company.
- Further Education (FE) Colleges and Universities have - largely self-appointed - independent governing bodies that oversee the implementation of plans and strategies, and their 'business-like' approach is helped by appointing governors with private sector backgrounds - particularly in areas such as finance, legal, marketing & PR, business and property development. There is a considerable local input on the governing bodies of schools and FE colleges, but remarkably little on the governing bodies of Universities. Nowadays, Universities stress their national and international connections and may strengthen those links through appointments to their governing bodies.
- In the North East, 63% of the governors of FE Colleges and 64% of the governors of Universities are male. Since 2000, the gender balance has improved; then, 73% of FE College governors and 81% of University governors were male. Now, more than half of the FE College Principals are women, but only one of the region's five Universities has a female Vice Chancellor.
- Few governors of FE Colleges and Universities are from BAME backgrounds. Very few governors are disabled. Despite these institutions having policies promoting diversity,

their governing bodies could not be considered 'representative' of the wider community. In fact, the Universities have many more governors who are employed in financial services than governors from BAME backgrounds or with disabilities.

- The amount of information that FE Colleges and Universities publish about their governance and decision-making varies considerably. Some of their websites are very informative and easy to use; others are poor. It is certainly not unreasonable to expect that these publicly-funded institutions should adhere to principles of transparency and openness and use their websites to explain what they do – and who is in charge.

Arts, Culture and Sport

- One of the interesting changes in governance arrangements since 2000 has been the application of different 'geographies' and organisational boundaries.
- In arts, culture and sport, we have seen the demise of some North East regional structures and the rise of pan-regional structures covering the much larger 'North' (such as Arts Council North) which takes decision-making further away. On the other hand, we have also seen the development of some new regional bodies (North East Culture Partnership and Heritage Lottery Fund North East) and sub-regional arrangements (the four County Sports Partnerships). There was a time when the geographical coherence of institutions and interventions was viewed as important. Now, this 'variable geometry' of governance adds to complexity and makes it difficult to determine whether the North East is receiving its fair share of the available resources. It must also frustrate co-ordination.
- The public visibility and transparency of arts, culture and sports organisations has improved, not least because there is now readily available information on websites about what they do and how they do it. However, the quality of websites does vary considerably; some are hard to navigate and it can be remarkably difficult to find details about their processes and practice of governance.
- In terms of diversity of representation, there are limited signs of improvement since 2000. All but one of the boards has a majority of men (only Arts Council North has a 50-50 gender balance).
- The substantial under-representation of BAME and disabled communities also stands out. Only Arts Council North has some representation from both of these groups (although not drawn from the North East). There seems little recognition that most of these boards need to do much more to be representative of the diverse communities they aim to support.

Social Housing

- Many Housing Associations are active in the North East, but just a few of them are major providers of social housing. Our study covered the nine biggest Associations in the North East, together responsible for about 150,000 homes.

- In addition, there are three ALMOs (Arm's Length Management Organisations) in the North East which manage a total of 65,000 homes. In effect, they are subsidiaries of their Councils, with boards made up of equal numbers of tenants, independent members and council nominees.
- Each of the largest nine Housing Associations in the region has a board made up of around 10 members, comprising Non-Executive Directors and one or two Executive Directors (including the CEO). On some boards, there are Non-Executive places set aside for local councillors, nominated by their Councils, and places for tenant representatives. Unlike ALMOs, they still hold board meetings in private and do not publish their board papers.
- A few Housing Associations advertise vacancies for Non-Executive board members, and at least two of them use outside recruitment consultants. Ultimately, all new members are appointed by the existing board. Housing Associations note that they have Equality, Diversity and Inclusion policies -- but the evidence seems to suggest that such policies may often have limited impact on their recruitment of board members.
- The nine Housing Associations responding to our 2017 survey had a total of 94 board members. 64 (68%) were male and 30 (32%) female. None of the boards had a majority of women. One of the biggest Associations (Gentoo) has the least balanced board in terms of gender representation – despite having a formal 'Board Diversity Policy'. Its board is made up of 12 men and 1 woman. There is little representation of ethnic minorities on these boards. Only four out of 94 board members is from a BAME background. Only two of the boards have a board member who is disabled; only three out of 94 board members are disabled.
- It is surprising that they are not more up to date in their approach. They are committed to tenant involvement and their websites display awards and accreditations for engagement and social responsibility. Admittedly, they are in a competitive market and may therefore regard some decisions as commercially sensitive – but the same could be said for many charities and providers of public services that do publish more information about their board meetings. There is certainly a lot of scope for Housing Associations to be more open and have more representative governance.

Conclusions

- There are reasons to be optimistic about the provision of public services in the North East. At a basic level, we can say that there is no evidence of great and widespread inefficiency, incompetence or corruption, and many, if not most, organisations have managed reasonably well through a prolonged period of 'austerity'.
- We can certainly be optimistic about the increasing numbers of women involved in the region's governance. We can also report a positive cultural change in many (but not all) organisations towards greater openness and transparency. This time, unlike in

2000, no one challenged our right to ask for information about their governance (although not all responded). There is now more information on websites and a more careful approach to appointments. Unlike 2000, there is not much evident public concern about appointments through party political patronage.

- Nevertheless, there is a great deal of scope for improving governance in the North East. We have pointed to the problems of centralised government and the powerlessness of the region's MPs and local councils. Devolution to LEAs and Combined Authorities has been very limited, and in the northern part of the region has not worked. The situation is quite different from the era of New Labour back in 2000, when the region had a strong voice and greater resources. Not only have the regional institutions been disbanded, but so has the North East as a region, with the creation of (relatively weak) sub-regional and pan-regional arrangements.
- Relatively little can be done within the North East to strengthen its position in relation to a centralised system – apart from accepting the small, perhaps token, devolution that the Government has offered. Longer term, however, we might look again at more fundamental constitutional changes.
- However, organisations within the region could do much more to strengthen and open up governance. It needs to be stressed that there are many public-spirited people, some paid and some not, who are prepared to get involved in the governance of public services. But, it cannot be good for democracy or for the quality of decision-making that the region is run by a narrow range of people not properly representative of those they serve, a situation where 'ordinary citizens' are largely excluded from the structures and processes of governance. It is not surprising that many people feel alienated from governance when the people who run things are from a narrow group: pale and stale (but nowadays both female and male) and, predominantly, professional middle class.
- These are the priorities that need to be debated and acted on:
 - People in the North East (and elsewhere) need to know more about who does what, who is in charge, how governance works and where power lies. Our research should help to improve knowledge and understanding of governance in the North East. Access to information through education is a prerequisite for improving participation, including improving turnouts in local elections and encouraging and enabling people to get involved in governance. There is much to be said for good civic education for everyone – and there is a need for wide-ranging and inclusive discussion about how that can be provided.
 - All organisations need to look critically at the diversity, or lack of it, on their boards. Policies are not enough. The lack of people from BAME backgrounds and absence of disabled people on many boards is indefensible, and needs to be remedied. The chronic underrepresentation of younger people, especially on councils, is also a major issue that needs to be tackled. While the overrepresentation of middle class professionals and underrepresentation of

local people who rely on, and make more use of, public services needs to be challenged and changed.

- Organisations need to monitor and review diversity and then take action to become inclusive and representative of different communities of identity and interest. They also need to consider what diversity means, how members and representatives from these communities can be specifically supported, and look at diversity in broader terms - for example in relation to sexuality, gender identity, membership of political parties, educational background and so on.
- All organisations should have a critical look at what information they provide to the public and how they provide it – especially in relation to governance. There are websites that can serve as examples of better practice – and that give the impression of an organisation wanting to be open and transparent, and seeking to communicate effectively. Many councils, for example, publish huge amounts of information on their websites and make an effort to make websites clear and navigable.
- At a minimum, all websites should have the following information about governance: profiles of the people on boards and declarations of their interests and remuneration; up-to-date minutes, agendas and papers for meetings; and information on how someone can become a board member.
- Vacancies for board members should be advertised. As a matter of principle, all organisations should conduct as much of their business in public as possible and actively invite the public and the media to attend their meetings.
- National Government and National Bodies also have a responsibility to promote diversity - both in terms of legally requiring organisations to provide regular data on disability for example, and in terms of establishing fair representation – where appropriate, through affirmative action.
- There are also a number of participatory and deliberative techniques to try to ensure wider involvement in decision-making beyond the 'usual suspects'. These could involve wider use of 'digital democracy', citizens' juries or assemblies, and in relation to board appointments, the use of random or lottery selection.
- There is a strong argument for England and Wales joining Scotland and Northern Ireland in using the Single Transferable Vote method of voting in local council elections.
- There may be a case for offering more opportunities to directly elect those who take key decisions. Apart from elected councils/mayors and PCCs, voters have little direct control over decisions on services in Health, Education, and Housing for example.

We hope that this research helps question assumptions about how things are done and encourages organisations to do things differently - and better.

1. INTRODUCTION

This report is about the institutions responsible for public services in the North East of England. It explores the structures and processes of governance in the region, and provides a guide to a wide range of organisations and the people who run them. Our intention is to support and promote better understanding of the region's complex and confusing institutional landscape. We hope that will, in turn, help to enhance accountability, raise public confidence in our institutions and, ultimately, improve the delivery of public services.

This report covers many public institutions, including central and local government bodies and organisations that provide essential services such as health and education. It does not include the private sector, which - of course - has a major part to play in shaping the economy and society (NELEP, 2017). Nor do we examine the voluntary and community sector, which also makes a substantial contribution to the region (Community Foundation, 2017). Our study does, however, look closely at the governance of many important public services where appointed board members are often drawn from both sectors.

This research has been undertaken by Professor Fred Robinson at St Chad's College, Durham University, together with Professor Keith Shaw and Sue Regan at Northumbria University. It draws on documentary material, information from websites, surveys of individual organisations, and extensive local knowledge.

The work has been supported by the Joseph Rowntree Charitable Trust as part of their Power and Accountability programme; and by the Newcastle-based law firm Muckle LLP and the Institute for Local Governance at Durham University.

Background

In 2000, we produced a research study which looked at the operation and activities of the institutions running public services in the North East of England – a region comprising Northumberland, Tyne and Wear, County Durham and Tees Valley. Our report, *'Who runs the North East ... now?'*, provided a detailed guide to governance in the region and offered a critical assessment of both elected and unelected organisations (Robinson, Shaw et al, 2000).

The report raised concerns about quangos and the 'democratic deficit' associated with non-elected organisations that are made up of relatively small groups of appointed people, and also the long-standing problem of low election turnouts which affect the legitimacy of elected institutions. We highlighted the lack of diversity; many of the people running the North East's institutions could be described as 'the usual suspects', 'the perpetually selected' and often the 'male, pale and stale' who are not representative of the region's population. The study also pointed to a lack of transparency and openness and, consequently, a lack of accountability. Some of the region's institutions appeared distant, detached, and secretive.

Now, in 2017, we think the time is right to look again at who runs the North East. Governance has once again become important because of public concern about many issues, including cut-backs in local government and public services; problems associated with structural changes in the governance and delivery of public services (e.g. in the NHS and school

governance); and the recent introduction of novel forms of devolution (such as Combined Authorities with Elected Mayors).

There is considerable disenchantment with traditional governance; there now seems to be little trust in the people who run things – elites, politicians and the ‘establishment’; and there is a growing concern about high executive salaries (and also gender-based differences in salary levels). In addition, there is a new interest in constitutional matters; the Scottish Independence referendum generated much debate about the Union and the centralisation of power in the UK. And the UK’s decision to leave the EU has opened up some significant questions, not least about the nature of democracy and the exercise of power and control. The 2016 EU referendum also revealed widespread alienation from political institutions and processes, coupled with a sense of powerlessness.

The earlier study has become a historical document -- so much has changed. There are different structures now and different people in charge of them. Substantial institutional changes have taken place since 2000, including:

- The Lansley reforms in the NHS.
- The abolition of Training and Enterprise Councils and then also the Learning and Skills Councils.
- The ‘academisation’ of schools and the ‘corporatisation’ (or intensified business orientation) of universities and colleges;
- The abolition of Police Authorities and the introduction of directly elected Police and Crime Commissioners.
- The demise of area-based regeneration programmes.
- The agglomeration of smaller housing bodies into larger and increasingly commercial housing organisations.
- The abolition of key regional institutions - Government Office and the Regional Development Agency.
- The creation of Unitary Local Authorities in Northumberland and Durham and the consequent abolition of District Councils and a big reduction in the number of councillors.
- The five General Elections that have taken place since 2000, shifting governmental power from Labour to the Conservatives and leading to the decline of the region’s influence in Westminster.

Because we have examined the region’s governance in the past, new research can enable us to see what has changed – and what has stayed the same.

Is the North East still run mainly by white, middle aged men or is there now greater diversity? In terms of gender, is there evidence that the glass ceiling is being dismantled? Is governance becoming more inclusive in terms of representation of BAME and Disabled communities? Are citizens now more -- or less -- able to influence decisions about public services? Have there been any changes in the openness, transparency and accountability of our institutions? How much of a voice does the region now have; and how far can the recent attempts at devolution compensate for the loss of regional-level institutions? We know the institutional landscape

has significantly changed; however, comparison over time enables us to assess how much has essentially stayed the same.

Approach and methods

The study has the following main objectives:

- To provide a comprehensive, reliable, and up-to-date guide to the structures and processes of governance in North East England (comprising Northumberland, Tyne & Wear, County Durham and Tees Valley).
- To shed some light on *who* are the region's elected and appointed decision-makers
- To establish what has changed since 2000, in relation to power (who holds power; is it becoming more diverse, more representative?) and accountability.
- To seek out examples of good practice -- especially in relation to election or appointment practices and the availability of information from institutions.
- To provoke and support *informed* debate - and so promote change - in the North East and further afield.

The research focuses on the governance of public services in relation to:

- Parliament and Government
- The European Union
- Local Councils and Local Governance
- Policing and Crime
- Sub-regional and pan-regional governance
- The National Health Service
- Education
- Arts and culture
- Sport
- Social housing.

The research covers 100 organisations that spend over £12bn a year.

We hope that the findings will stimulate debate about who runs the North East today - and who might run the region's services in the future. We want the research to have a practical application - we hope it will encourage organisations to review and improve their structures and processes.

2. PARLIAMENT AND GOVERNMENT

The Parliamentary System

The United Kingdom is a parliamentary monarchy governed by two assemblies: the House of Commons, comprising elected MPs, and the House of Lords, an unelected chamber of appointed and hereditary peers. Parliament debates proposals for legislation, scrutinises the work of the government and provides for public expenditure through taxation.

The Government itself consists of 120 MPs and peers selected by the Prime Minister. At the heart of the Government is the Cabinet of 22 senior ministers. Government departments are headed by ministers and staffed by civil servants. The North East has little representation and influence in Parliament and Government. There are altogether 650 MPs, with 29 of them representing North East constituencies. Hence, only 4.7% of MPs are from the North East.

Moreover, few of the region's MPs are in the majority party, the Conservative Party, which forms the present Government, elected on June 8th 2017. Only 3 of the region's MPs are Conservatives, while 26 are Labour. And only one of the region's MPs is a member of the Government: Guy Opperman (Hexham) who is Parliamentary Under-Secretary of State for Pensions and Financial Inclusion at the Department for Work and Pensions. This is very different from the position in 2000, when Tony Blair, MP for Sedgefield in County Durham, led a Labour Government and 6 of the region's MPs were members of the Cabinet.

208 women MPs were elected at the 2017 General Election, amounting to 32% of all MPs - and a record high. This compares to a 35% representation of women members in the Scottish Parliament, 42% in the National Assembly for Wales, and 30% in the Northern Ireland Assembly.

The second chamber, the House of Lords, is involved in revising legislation and scrutinising the work of the Government. There are 806 sitting peers, most of them appointed by the Queen on the advice of the Prime Minister or the House of Lords Appointments Commission. The House of Lords still has 92 hereditary peers and 26 Church of England bishops. The composition of the chamber has changed, but slowly; women were excluded until 1958 and the move to a largely appointed membership only took place in 1999. Recent attempts to make it an elected chamber have not succeeded. Three-quarters of the members are men, and only 4% are under the age of 50.

Only a few active peers in the Lords live in the North East. These include Lord Beecham, Lady Sherlock (both Labour Spokespersons), Lord Shipley (Liberal Democrat), and the Bishops of Durham and Newcastle. One member of the House of Lords with North East roots, Lord Michael Bates, serves as Minister of State for International Development and one of the region's former MEPs, Lord Callanan of Low Fell, serves as Parliamentary Under-Secretary at the Department for Transport. While these peers do not formally represent the North East, they are well placed to raise issues of concern for the region.

Currently, 8% of MPs in the House of Commons and 6% of Members of the House of Lords are from a Black, Asian and Minority Ethnic (BAME) background - while 13.6% of the UK population is non-white (House of Commons Library Briefing Paper, 2017b). The number of

ethnic minority *female* MPs in the House of Commons increased from 3% in 2015 (20 of 650) to 4% in 2017 (26 of 650). Currently, non-white female MPs make up 12.5% of all women MPs (208).

MPs in the North East (following the 2017 General Election)

- There are 29 MPs in the North East.
- 26 are Labour MPs, 3 are Conservative MPs.
- 13 (45%) are women, 16 (55%) are men.
- 20 of the 29 were born in the North East. 16 MPs were either born in their constituency or in an adjoining constituency (up from 9 in 2000). Of the 16 with such local roots, 15 are Labour MPs and 1 Conservative.
- The average age of North East MPs is 52 (about the same as the average for all MPs). The oldest is 73 (Ronnie Campbell, Blyth Valley) and the youngest is 29 (Laura Pidcock, Durham North West).
- There is only one MP from a BAME background: Chi Onwurah (Newcastle Central).
- Only 4 of them were educated at Independent schools; that includes all 3 Conservative MPs.
- 23 of the 29 went to university. Many of them went to university in the North East -- 7 were at Northumbria University.
- Most had non-manual jobs before becoming MPs; many have professional backgrounds. Only 2 had previously been employed in manual jobs – both in coal mining.
- 15 of the 29 had served as local authority Councillors, nearly all in the areas they now represent.
- 5 had previously been employed as researchers by the MPs in the constituencies they now represent.
- Most are relative newcomers: 18 were first elected in 2010 and 5 new MPs were elected in 2017. The longest serving MP is Nick Brown (Newcastle East), first elected in 1983.
- Only 1 of the North East's MPs is in the June 2017 Government

In most respects, the profile of the North East's MPs is much the same now as in 2000. Then, as now, most of the region's MPs were Labour, local and middle-aged, had professional backgrounds and had served political apprenticeships as councillors or as researchers or advisors for MPs.

Nevertheless, there is one big change since our last analysis in 2000. Then, only 4 of the region's MPs were women. Today, 14 of the region's MPs are women. 48% of North East MPs are women – well above the national figure of 32%. In terms of gender at least, the region's MPs are reasonably representative of the region's population.

In our 2000 report we said that: *'The perhaps still lingering stereotype of a North East MP, as a tough working class man, who bluntly speaks his mind in a thick regional accent and prefers the local Working Men's Club to the House of Commons is certainly outdated'* (Robinson, Shaw et al, 2000 p 10).

It was outdated then, and even more so now. Few MPs, in the North East or nationally, are close to this stereotype. That may well be desirable, but it may also have left some older, white, working class men feeling alienated and unrepresented by Labour.

Parliamentary Elections

Almost all parliamentary candidates are selected by their political party through a combination of local and national selection processes, but individuals are also free to stand for election. All candidates must pay a deposit of £500 which is forfeited if they obtain less than 5% of the votes cast; this is intended to deter frivolous candidates. Virtually everyone over the age of 18 may vote in elections, provided they have submitted their names for entry on the electoral register; there are concerns, however, about how new regulations for registration have led to under-registration, especially in urban areas with mobile populations (The Smith Institute, 2015).

For the last 20 years, the Labour Party has used positive discrimination to increase the proportion of women in the Commons. This has been done through the use of All-Women Shortlists at elections, ensuring a female candidate. That process had a significant impact nationally at the 1997 General Election; the impact in the North East has been more apparent in recent years as some of the older (male) Labour MPs have retired and female candidates have been selected to contest those seats (House of Commons Library Briefing, 2016a)

The 2011 Fixed-term Parliaments Act makes it harder for Prime Ministers to call 'snap' General Elections outside the fixed term basis of every 5 years, but Theresa May was able (with the support of two-thirds of the House of Commons) to call an election for June 8th 2017.

MPs are elected on a 'first-past-the-post' system; the candidate with the most votes wins the seat. That can produce results that poorly reflect the pattern of voting, and has the effect of excluding smaller parties. In the North East, this has benefitted Labour, which has continued to hold on to most seats even though its share of the vote had generally been falling. In nearly all of the region's constituencies in 2015, the winning candidate received more than 40% of the votes, but only 13 received more than 50% of the vote. Back in 1997, 27 MPs out of 29 had received more than 50% of the vote. The 2017 General Election saw a shift back to 'majoritarian' MPs with 26 of the 29 constituencies having victors who had more than 50% of the total vote.

At the 2017 General Election:

- In the North East as a whole, Labour got 55.4% of the votes – and won 26 of the 29 seats.
- 26 of the 29 MPs received more than half the votes in their constituency – more in line with the 1997 result.
- In 2017, only 3 of the 29 MPs received less than a 50% share of votes in their constituency. These constituencies were: Bishop Auckland; Middlesbrough South and Cleveland; and Stockton South.

In 2017, the move back to a more traditional 'two-party system' saw both the two main parties, Labour and Conservative, increase their share of the vote; Labour up from 46.9% in 2015 to 55.4% in 2017 and Conservatives up from 25.3% to 34.4%. This is partly a result of

the collapse in the UKIP vote between 2015 and 2017. In 2015, UKIP gained 16.7% of the total vote in the region (nearly 200,000 votes). In June 2017, this had dropped to a mere 3.9% of the vote (just over 50,000 votes). The Liberal Democrats did regain third place from UKIP in terms of votes - 4.6% (over 58,000 votes), although this still marked a further drop in support for them compared with 2015.

Views differ about the advantages and disadvantages of first-past-the-post and the relative merits of proportional representation. But, there is agreement that the present electoral system has been losing support and that is particularly evident from falling turnout. Many people simply do not vote. That is indicative of disenchantment -- and it undermines the credibility of the political system.

Low turnout is a national problem, but has been traditionally worse in the North East. In the 2015 General Election only 61.4% of the electorate in the North East voted. That was the lowest turnout of all the English regions (UK turnout was 66.3% in 2015). However, there were signs of reinvigoration in the General Election of 2017, partly helped by a higher turnout amongst young and BAME voters. Electoral turnout in the region increased from 61.4% in 2015 to 66.0% in 2017. While this is still below the national figure of 68.7%, the gap had reduced since 2015. Indeed, the 2017 turnout figures were the highest in the region since the 1997 General Election.

Remuneration

Before 1911, MPs were not paid, and until the mid-1960s were paid only the equivalent of part-time salaries. In the past, it had been expected that they would have other incomes and would not need to be paid; this assumption was evidently unreasonable in relation to many MPs – especially Labour MPs – without independent means. In 1964, the remuneration of MPs and ministers was reviewed and revised. It was agreed that they should be paid a salary sufficient to enable them ‘efficiently to discharge the duties of the service, without undue financial worry and to live and maintain themselves and their families at a modest but honourable level’.

MPs are now paid a basic annual salary of £74,962, plus expenses to cover the costs of running an office, employing staff, having somewhere to live in London and in their constituency, and travelling between Parliament and their constituency. MPs with additional responsibilities, such as serving as a minister, are paid more. Taking into account such allowances in addition to her salary as an MP, the Prime Minister receives £150,402.

By comparison, the average salary for full-time employees in the UK is about £28,000 – but the salaries of MPs and ministers are not excessive when compared with similar occupations. Many Chief Executives in local government are paid more than the Prime Minister, university Vice-Chancellors are paid much more; and the Prime Minister’s salary is far below the remuneration packages of CEOs in the corporate sector.

GENERAL ELECTION RESULTS 2017 (winning political party in bold)

		Labour	Con	Lib Dem	UKIP	Others	Maj	Turnout
<u>Northumberland</u>								
Berwick-upon-Tweed	No	10,364	22,145	8,916	DNS	787	11,781	42,212
	%	24.6	52.5	21.1		1.9	-	71.8
Blyth Valley	No	23,770	15,855	1,947	DNS	918	7,915	42,490
	%	55.9	37.3	4.6		2.2	-	67.1
Hexham	No	15,760	24,996	3,285	930	1,253	9,236	46,224
	%	34.1	54.1	7.1	2.0	2.7	-	75.8
Wansbeck	No	24,338	13,903	2,015	1,483	715	10,435	42,454
	%	57.3	32.7	4.7	3.5	1.7	-	68.4
<u>Tyne and Wear</u>								
Blydon	No	26,979	13,502	4,366	2,459	778	13,477	48,084
	%	56.1	28.1	9.1	5.1	1.6	-	70.2
Gateshead	No	27,426	10,076	1,709	2,281	611	17,350	42,103
	%	65.1	23.9	4.1	5.4	1.5	-	64.6
Houghton / Sunderland S	No	24,665	12,324	908	2,379	1,204	12,341	41,480
	%	59.5	29.7	2.2	5.7	2.9	-	60.9
Jarrow	No	28,020	10,757	1,163	2,338	745	17,263	43,023
	%	65.1	25.0	2.7	5.4	1.7	-	66.4
Newcastle Central	No	24,071	9,134	1,812	1,482	595	14,937	37,094
	%	64.9	24.6	4.9	4.0	1.6	-	66.8
Newcastle East	No	28,127	8,866	2,574	1,315	755	19,261	41,637
	%	67.6	21.3	6.2	3.2	1.8	-	66.8
Newcastle North	No	26,729	16,380	2,533	1,780	866	10,349	48,288
	%	55.4	33.9	5.2	3.7	1.8	-	72.8
North Tyneside	No	33,456	14,172	1,494	2,101	669	19,284	51,892
	%	64.5	27.3	2.9	4.0	1.3	-	65.7

South Shields	No	25,078	10,570	681	3,006	1,437	14,508	40,772
	%	61.1	25.9	1.7	7.4	3.5	-	64.3
Sunderland Central	No	25,056	15,059	1,777	2,209	1,010	9,997	45,111
	%	55.5	33.4	3.9	4.9	2.3	-	62.0
Tynemouth	No	32,395	20,729	1,724	1,257	753	11,666	56,858
	%	57.0	36.5	3.0	2.2	1.3	-	73.4
Washington / Sunderland W	No	24,639	11,699	961	2,761	514	12,940	40,574
	%	60.7	28.8	2.4	6.8	1.3	-	60.3

County Durham

Bishop Auckland	No	20,808	20,306	1,176	DNS	991	502	43,281
	%	48.1	46.9	2.7		2.3	-	64.0
City of Durham	No	26,772	14,408	4,787	1,116	1241	12,364	48,324
	%	55.4	29.8	9.3	2.3	2.5	-	67.9
Easington	No	23,152	8,260	460	1,727	2765	14,892	36,364
	%	63.7	22.7	1.3	4.7	7.6	-	58.3
North Durham	No	25,917	12,978	1,981	2,408	DNS	12,939	43,284
	%	59.9	30.0	4.6	5.6		-	64.6
North West Durham	No	25,308	16,516	3,398	2,150	530	8,792	47,902
	%	52.8	34.5	7.1	4.5	1.1	-	66.5
Sedgefield	No	22,202	16,143	797	1,763	686	6,059	41,591
	%	53.4	38.8	1.9	4.2	1.6	-	65.1

Tees Valley

Darlington	No	22,681	19,401	1,031	1,180	524	3,280	44,817
	%	50.6	43.3	2.3	2.6	1.2	-	67.6
Hartlepool	No	21,969	14,319	746	4,801	DNS	7650	41,835
	%	52.5	34.2	1.8	11.5		-	59.2

Middlesbrough	No	23,404	9,531	368	1,452	882	13,873	35,637
	%	65.7	26.7	1.0	4.1	2.5	-	58.3
Middlesbrough S / E Cleveland	No	22,623	23,643	1,354	DNS	DNS	1,020	47,620
	%	47.5	49.6	2.8			-	65.8
Redcar	No	23,623	14,138	2,849	1,950	DNS	9,485	42,560
	%	55.5	33.2	6.7	4.6		-	63.7
Stockton N	No	24,304	15,589	646	1,834	358	8,715	42,731
	%	56.9	36.5	1.5	4.3	0.8	-	64.5
Stockton S	No	26,102	25,214	951	1,186	371	888	53,824
	%	48.5	46.8	1.8	2.2	0.7	-	71.2
North East	No	709,738	440,613	58,409	49,348	21,958	-	1,280,066
	%	55.4	34.4	4.6	3.9	1.7	-	66.0

Source: House of Commons Library (2017c)

Turnout totals do not include invalid votes (spoilt ballots). (House of Commons Library Briefing notes that 'Turnout is defined as the proportion of the registered electorate who cast a valid vote. Spoiled or otherwise invalid votes are excluded from turnout calculations.'). The other Parties which had candidates in the 2017 General Election in the North East were: Green Party; British National Party; North East Party; Young People's Party; North of England Community Alliance; Libertarian Alliance; Space Navies Party. Also, four candidates stood as Independents and there were two Labour and Co-operative candidates.

Accountability and Openness

MPs have multiple accountabilities: to constituents, to their party and (for some) to the Government. They can be voted out by their constituents or deselected by their constituency party. The system is far from perfect however, and the opportunity to remove an MP usually arises only every 5 years.

In many ways, there is a high level of openness about MPs and what they do. There is much more easily available information about MPs than there is for people appointed to the boards of NHS Trusts, for example, or even local councillors. A great deal of information is published on websites. There is readily available information about: their backgrounds, interests, responsibilities; how to contact them; how they vote in the Commons; and (since the scandal in 2009) their expenses claims:

- <http://www.parliament.uk/mps-lords-and-offices/mps/>
- <http://www.parliament.uk/about/mps-and-lords/members/pay/mps/>
- <https://www.theyworkforyou.com/>

The vast majority of the North East MPs have their own websites - and/or at least a social media presence via Facebook or Twitter. These serve as useful sources of information on an MP's views on key issues, contributions to parliamentary debates, constituency campaigns and how to contact the MP or their team. Two examples of very good MP websites are:

- **Guy Opperman MP:** <https://www.guyopperman.co.uk>
- **Catherine McKinnell MP:** <https://www.catherinemckinnellmp.co.uk/>

A great deal of what goes on in Government is hidden from view, but a large amount of material is published and is available on websites. In our 2000 report, we pointed to the impact that the internet was then having on access to information. That impact has since grown, both through information provision on official Government websites (one good example, is the Cabinet Office's Centre for Public Appointments site: <https://publicappointments.cabinetoffice.gov.uk>) and via the proliferation of other sites collecting, disseminating and interpreting information. However, it can be said that there is now so much so information that it can be difficult to make sense of it -- and hard to recognise and reject 'spin' and 'fake news'.

Conclusion

We have presented a brief overview of Parliament and Government, focusing on our MPs. We should stress that, while our MPs contribute to the system of representative parliamentary democracy in the UK, their power and influence are very limited.

This is partly due to the traditionally strong Executive control over Parliament (Democratic Audit, 2017a), partly to the few regional parliamentarians now involved in Government, and partly the loss of voice after the demise of regional structures and direct ministerial representation. Our MPs certainly do not 'run' the North East -- but they are a component part of an extensive system of governance and help to represent the region and the interests of constituents.

CONSTITUENCIES AND MPs IN THE NORTH EAST (JULY 2017)

Northumberland

Berwick-upon-Tweed

Anne-Marie Trevelyan (Conservative)

Born	1969, Morpeth, Northumberland
Education	St Paul's Girls' School, London (Independent); Oxford Brookes University
Career	Chartered Accountant, Pricewaterhouse Coopers, 1990-94; Blenheim Exhibitions 1994-97; Pricewaterhouse Coopers, 1997-99; Self-employed consultant 1999-2008
Political career	MP for Berwick-upon-Tweed 2015- Parliamentary Private Secretary, Ministry of Defence 2017-
Website	https://www.teamtrevelyan.co.uk

Blyth Valley

Ronnie Campbell (Labour)

Born 1943, Blyth Valley
Education Ridley High School, Blyth
Career Coal miner 1958-86
Political career Blyth Borough Councillor, 1969-74
Blyth Valley Councillor, 1974-88
MP for Blyth Valley, 1987-
(No website or social media)

Hexham

Guy Opperman (Conservative)

Born 1965, Marlborough, Wiltshire
Education Harrow School (Independent); University of Buckingham; University of Lille, France
Career Barrister from 1989; Director, TD Crome Ltd, family engineering business until 2009
Political career MP for Hexham, 2010-
Parliamentary Under-Secretary of State for Pensions and Financial Inclusion at the Department for Work and Pensions, 2017-
Government Whip (Lord Commissioner of HM Treasury) 2016-2017
Assistant Government Whip 2015-16
Previously, Private Parliamentary Secretary to Mark Harper, the then Immigration Minister
Wiltshire County Councillor, 1995-99
Website <https://www.guyopperman.co.uk>

Wansbeck

Ian Lavery (Labour)

Born 1963, Ashington, Northumberland
Education East School, Ashington; New College (FE) Durham
Career Coal miner; General Secretary, National Union of Mineworkers (Northumberland Area); President NUM 2002-10
Political career Wansbeck District Councillor, 1995-2002
MP for Wansbeck, 2010-
Shadow Minister (Cabinet Office) 2015-2017
Labour Party Chair and National Campaign Co-Coordinator 2017-
Website <http://www.ianlavery.org.uk/>

Tyne and Wear

Liz Twist (Labour)

Born 1956, St Helen's, Lancashire
Education Notre Dame High School, St Helens and University College of Wales Aberystwyth (now Aberystwyth University)
Career Local Government Archivist and then Trade Union Official for UNISON, becoming Regional Head of Health
Political career Gateshead Councillor 2012-2017; Cabinet Member for Housing 2015.
MP for Blaydon, 2017-
Website <https://en-gb.facebook.com/lizforblaydon/>

Gateshead

Ian Mearns (Labour)

Born 1957, Newcastle upon Tyne
Education St Mary's RC Technical School, Newcastle
Career Northern Gas, 1974-85
Political career Gateshead Councillor, 1983-10
Member, North East Assembly
MP for Gateshead, 2010-
Website www.ianmearns.org.uk

Houghton and Sunderland South

Bridget Phillipson (Labour)

Born 1983, Washington
Education St Robert of Newminster RC School, Washington; Hertford College, Oxford University
Career Manager of Wearside Women in Need refuge 2007-10
Political Career MP for Houghton and Sunderland South, 2010-
Opposition Whip, 2013-15
Website <https://www.bridgetphillipson.com>

Jarrow

Stephen Hepburn (Labour)

Born 1959, Jarrow
Education Springfield Comprehensive School, Jarrow; Newcastle University
Career Research Assistant to former MP for Jarrow, Don Dixon
Political career South Tyneside Councillor 1985-1997
MP for Jarrow, 1997-
Website <http://stephenhepburn-mp.org.uk>

Newcastle upon Tyne East

Nick Brown (Labour)

Born 1950, Kent
Education Tunbridge Wells Technical High School; Manchester University
Career Union Legal Adviser (GMWU) 1978-83; Procter and Gamble, Newcastle 1974-75
Political career Newcastle City Councillor, 1980-84
MP for Newcastle upon Tyne East, 1983-
Shadow Solicitor General, 1985-92
Shadow Deputy Leader of the House of Commons, 1992-94
Parliamentary Secretary to the Treasury (Chief Whip), 1997-98
Secretary of State for Agriculture, Fisheries and Food, 1998-2001
Minister, Dept. for Work and Pensions, 2001-03
Minister of State (Regional Affairs) (North East), 2007-10
Parliamentary Secretary to the Treasury and Chief Whip, 2008-10
Shadow Parliamentary Secretary and Chief Whip, 2010-
Honours Privy Councillor, 1997
Website <http://www.nickbrownmp.com>

Newcastle upon Tyne Central Chi Onwurah (Labour)

Born 1965, Wallsend
Education Kenton School, Newcastle; Imperial College, London;
Manchester Business School
Career Chartered Engineer; Hardware and software development, product management, market development and strategy; Head of Telecoms Technology, OFCOM, 2004-10
Political career MP for Newcastle upon Tyne Central, 2010-
Shadow Minister for Business, Innovation and Skills, 2010-13
Shadow Minister, Cabinet Office, 2013-15
Shadow Minister for Culture, Media and Sport, 2015-
Shadow Minister for Business, Innovation and Sport, 2015-2017
Shadow Minister for Industrial Strategy 2017-
Website <http://chionwurahmp.com>

Newcastle upon Tyne North Catherine McKinnell (Labour)

Born 1976, Denton, Newcastle
Education Sacred Heart RC Comprehensive School, Fenham, Newcastle; Edinburgh University; Northumbria University
Career Employment solicitor with Dickinson Dees LLP, Newcastle, 2002-09
Political career MP for Newcastle upon Tyne North, 2010-
Shadow Solicitor General, 2010-11
Shadow Education Minister, 2011-13
Shadow Treasury Minister, 2013-
Shadow Attorney General, 2015-16
Website www.catherinemckinnellmp.co.uk

North Tyneside Mary Glindon (Labour)

Born 1957, North Shields
Education Sacred Heart RC Grammar School, Fenham Newcastle;
Northumbria University
Career Clerical Officer, Civil Service 1980-85; admin and community development manager, Centre for Unemployment, 1988-2004; Admin Officer, DWP, 2008-10
Political career North Tyneside Councillor, 1995-2010
MP for North Tyneside, 2010-
Shadow Minister, DEFRA, 2017-
Website www.maryglindonmp.co.uk

South Shields Emma Lewell-Buck (Labour)

Born 1978, South Shields
Education St Joseph's Comprehensive School; Northumbria University; Durham University
Career Sales Assistant, Fenwick Ltd, 1998-2002; Customer Services, Traidcraft plc, 2002-05; Social worker, Sunderland and Newcastle Councils, 2007-13.
Political career South Tyneside Councillor, 2004-13
MP for South Shields, 2013-
Shadow Minister, Communities and Local Government, 2016
Shadow Minister for Children and Families, 2017

Website www.emma-lewell-buck.net

**Sunderland Central
Julie Elliott (Labour)**

Born 1963, Whitburn, Sunderland
Education Seaham Northlea Comprehensive School; Northumbria University
Career Labour Party – regional organiser and agent, 1993-98; Regional Officer, National Asthma Campaigns, 1998-9; GMB Trade Union regional organiser, 1999-2010
Political career MP for Sunderland Central, 2010-
Shadow Minister, Energy and Climate Change, 2013-15
Website www.julie4sunderland.co.uk

**Tynemouth
Alan Campbell (Labour)**

Born 1957, Consett, Co Durham
Education Blackfyne Secondary School, Blackhill, Co Durham; Lancaster University; Leeds University, Northumbria University
Career History teacher, Whitley Bay High School, 1980-89; Hirst High School, Ashington, 1989-97
Political career MP for Tynemouth, 1997-
Assistant Whip, Treasury, 2005-06
Lord Commissioner, Treasury, Whip, 2006-08
Parliamentary Under-Secretary, Home Office, 2008-10
Shadow Minister, Home Affairs, 2010
Opposition Deputy Chief Whip, 2010-
Honours Privy Councillor, 2014
Website www.alancampbellmp.co.uk

**Washington and Sunderland West
Sharon Hodgson (Labour)**

Born 1966, Gateshead
Education Heathfield Senior High School, Gateshead; Newcastle College (FE)
Career Administrator/Book-keeper, Northern Rock Building Society, 1988-92; Administrator, Total Learning Challenge charity, 1998-99; Organiser for Labour Party, 1999-2002; Labour Link Co-ordinator UNISON, 2002-05
Political career MP for Gateshead East and Washington West, 2005-10 MP for Washington and Sunderland West, 2010-
Assistant Whip, Treasury, 2009-10
Opposition Whip, 2010
Shadow Minister Education, 2010-13
Shadow Minister Equalities, 2013-15
Shadow Minister Education, 2015-16
Shadow Minister for Public Health, 2017
Website www.sharonhodgson.org

County Durham

Bishop Auckland

Helen Goodman (Labour)

Born	1958, Derbyshire
Education	Lady Manners Comprehensive School, Bakewell, Derbyshire; Somerville College, Oxford University
Career	Civil Servant, HM Treasury, 1980-97; Head of Strategy, Children's Society, 1998-2002; CEO, National Association of Toy and Leisure Libraries, 2002-05
Political career	MP for Bishop Auckland, 2005- Deputy Leader of House of Commons, 2007-08 Assistant Whip, Treasury, 2008-09 Parliamentary Under-Secretary, Dept. for Work and Pensions, 2009-10 Shadow Secretary of State for Work and Pensions, 2010 Shadow Minister, Justice, 2010-11 Shadow Minister for Culture, Media and Sport, 2011-14 Shadow Minister, Work and Pensions, 2014-15
Website	www.helengoodman.org.uk

Durham City

Roberta Blackman-Woods (Labour)

Born	1957, Belfast
Education	Methodist College, Belfast; University of Ulster
Career	Welfare Rights Officer, Newcastle City Council, 1982-85; Lecturer, Newcastle University, 1985-95; Dean of Social and Labour Studies, Ruskin College, Oxford, 1995-2000; Associate Dean and Professor of Social Policy, Northumbria University, 2000-05
Political career	Newcastle City Councillor, 1992-95 Oxford City Councillor, 1996-2000 MP for City of Durham, 2005- Shadow Minister, Cabinet Office, 2010-11 Shadow Minister, Communities and Local Government, 2011-15 Shadow Minister, Communities and Local Government (Housing), 2015-16 Shadow Minister, International Development, 2017-
Website	www.roberta.org.uk

Easington

Grahame Morris (Labour)

Born	1961, Easington, County Durham
Education	Peterlee Grammar School, County Durham; Newcastle College (FE); Northumbria University
Career	Medical Laboratory Officer, 1980-87; Researcher for former Easington MP John Cummings, 1987-2010
Political career	Easington District Councillor, 1987-2003 MP for Easington, 2010- Opposition Whip, 2015-16 Shadow Secretary of State for Communities and Local Government and Shadow Minister for the Constitutional Convention, 2016
Website	http://grahamemorrismp.co.uk/

North Durham

Kevan Jones (Labour)

Born	1964, Worksop, Nottinghamshire
Education	Portland Comprehensive School, Worksop; Northumbria University; University of Southern Maine, USA
Career	Political officer, then regional and senior national organiser, for GMB Union, 1989-2001
Political career	Parliamentary Assistant to Nick Brown MP, 1985-89 MP for North Durham, 2001- Parliamentary Under-Secretary, Ministry of Defence, 2008-10 Shadow Minister for Veterans, 2010 Shadow Minister for Defence, 2010-16 Newcastle City Councillor, 1990-2001
Website	www.kevanjonesmp.org.uk

North West Durham

Laura Pidcock

Born	1988, Cramlington, Northumberland
Education	Manchester Metropolitan University
Career	Mental health support worker; Manager at anti-racism charity
Political career	Northumberland County Councillor MP for North West Durham, 2017-
Twitter	https://www.facebook.com/LauraPidcockMP/

Sedgefield

Phil Wilson (Labour)

Born	1959, County Durham
Education	Trimdon Secondary Modern School; Sedgefield Comprehensive School
Career	Civil Servant at Dept for National Savings, Durham, 1978-87; Researcher for previous Sedgefield MP, Tony Blair, 1987-94; Labour Party organiser, 1994-97; Political Assistant to General Secretary, Labour Party, 1997-99; Consultant, Brunswick Group, 1999-2002; Director, Fellows Associates, 2002-07
Political career	MP for Sedgefield, 2007- Opposition Assistant Whip, 2010-15
Facebook	https://en-gb.facebook.com/Phil4sedgefield

Tees Valley

Darlington

Jenny Chapman (Labour)

Born	1973, Surrey
Education	Queen Elizabeth Sixth Form College, Darlington; Brunel University; Durham University
Career	Constituency Office manager/researcher for previous MP for Darlington, Alan Milburn, 1997-2005
Political career	Darlington Borough Councillor, 2007-10 MP for Darlington, 2010- Shadow Minister for Justice (Prisons Minister), 2011-16 Shadow Minister for Education, 2016 Shadow Brexit Minister, 2017-

Facebook <https://twitter.com/jennychapman?lang=en-gb>

Hartlepool

Mike Hill (Labour)

Born 1963, Bury, Lancashire
Education Sutherland High School, Heywood; City of Liverpool College;
Lancaster University
Career Library assistant. UNISON trade union official.
Political career MP for Hartlepool, 2017-
Facebook <https://en-gb.facebook.com/mikehillmp>

Middlesbrough

Andy McDonald (Labour)

Born 1958, Middlesbrough
Education St George's Secondary School, Middlesbrough; St Mary's Sixth Form College,
Middlesbrough; Leeds Beckett University
Career Solicitor from 1990; Serious Injury Solicitor at Thompson Solicitors,
Middlesbrough, 1999-2012
Political career Middlesbrough Councillor, 1995-99
MP for Middlesbrough, 2012-
Shadow Minister/Shadow Secretary of State for Transport, 2016 -
Website <http://www.andymcdonaldmp.org/>

Middlesbrough South and East Cleveland

Simon Clarke (Conservative)

Born 1984 Stockton-on-Tees
Education Red House School, Norton and Yarm School (both Independent); University
College, Oxford; Oxford Brookes University
Career Solicitor with Slaughter and May. Policy specialist (health and education) at
House of Commons, for Dominic Raab then Graham Stuart, 2010-2017
Political career MP for Middlesbrough South and East Cleveland, 2017-
Website www.simon-clarke.org.uk

Redcar

Anna Turley (Labour Co-op)

Born 1978, Dartford, Kent
Education Ashford School, Kent (Independent); Greyfriars Hall, Oxford
Career Civil Servant, Home Office, 2001-05; Special Adviser at Dept for Work and
Pensions, 2005-06 and then at Cabinet Office, 2006-07; Deputy Director of
New Local Government Network, 2007-10; Senior Research Fellow, IPPR
North
Political career MP for Redcar, 2015-
Shadow Minister, Cabinet Office, 2015-16
Website www.anna4redcar.org.uk

Stockton North

Alex Cunningham (Labour)

Born 1955, Harthill, Scotland
Education Queen Elizabeth Sixth Form College, Darlington; Darlington College of
Technology

Career Journalism, public relations for British Gas, 1984-89 and Transco, 1995-2000;
MD of Tees Valley Communications, 2002-10

Political career Cleveland County Councillor, 1989-96
Stockton Borough Councillor, 1999-2010
MP for Stockton North, 2010-
Shadow Minister for Environment, Food and Rural Affairs, 2015-16
Shadow Minister for Pensions, 2017-

Website www.alexcunninghammp.com

Stockton South

Paul Williams (Labour)

Born 1972

Education Newcastle University

Career Hospital doctor; GP in Stockton then chief executive of Hartlepool and
Stockton Health GP Federation

Political career MP for Stockton South, 2017-

Facebook <https://en-gb.facebook.com/DrPaul4StocktonSouth/>

Sources include: MPs' websites; www.parliament.uk; *Who's Who* 2016; *Dods Parliamentary Companion* 2016; Labour and Conservative Parties.

Note: Universities are cited by their current name (e.g. Northumbria University rather than Newcastle Polytechnic).

3. THE EUROPEAN UNION

The UK is currently in the process of leaving the European Union (EU), as a result of the outcome of the EU referendum in June 2016. 'Article 50' of the EU's Lisbon Treaty was triggered in March 2017, starting 2 years of negotiations leading up to formal exit in March 2019. Meanwhile, the UK continues to be a full member of the EU.

The EU has 28 member states and a total population of about 510 million. Since its inception in the 1950s, it has evolved and grown. The initial customs union developed into the Single Market in 1992, creating a major trading bloc within which there is relatively free movement of goods, capital, services and people. 19 of the member states have a common currency, the Euro, first established in 1999. The UK joined the EU (then the 'Common Market') in 1973 but did not adopt the Euro and has generally not supported proposals for greater integration.

The EU has an impact on economic and social conditions in the North East, particularly through the Single Market and regional assistance. Since the North East is a major exporter to Europe, leaving the Single Market could have substantial consequences for the region's economy. For many years, the North East has received financial assistance for economic development, infrastructure and regeneration projects, primarily through the European Regional Development Fund and the European Social Fund.

Structures

The EU's structures are complex. Some decisions are taken by representatives of the governments of member states through the Council of the EU (the Council of Ministers); some decisions are taken by the European Commission's civil servants in Brussels; and some power rests with the European Parliament. In addition, there are other important institutions such as the European Court of Justice, the Court of Auditors and the European Central Bank, as well as advisory committees (e.g. the Committee of the Regions).

The European Parliament

The European Parliament has the clearest connection with the governance of the North East since the people of the region are able to elect 3 of its members. The Parliament's powers are limited, but it does pass laws, it scrutinises and controls the executive (European Commission), and has to agree the EU budget. The consent of the Parliament is also required for EU trade agreements with non-EU countries, and for admitting new states.

Since 1979 the Parliament has been a directly elected assembly. It now has 751 MEPs (Members of the European Parliament). The number of MEPs per country is based on population size - the UK has 73 MEPs. Elections take place every 5 years; the last election was held in 2014. MEPs are elected to the European Parliament through a system of Proportional Representation (PR) rather than the traditional 'first-past-the-post' used to elect MPs.

The Parliament is based in Strasbourg, though there are also some sessions held in Brussels. MEPs are paid a salary which is roughly the same as an MP's salary, varying in relation to the exchange rate. They also get an allowance for office expenses, a subsistence allowance when they attend parliamentary sessions, and they can claim for travel costs.

The proportion of women in the European Parliament has steadily increased. Back in 1979, only 16% of MEPs were women; following the 2014 election, women accounted for 37% of all MEPs and 41% of UK MEPs (House of Commons Library Briefing Paper, 2017a).

MEPs in the North East

At the last European Parliamentary elections, in 2014, the North East had the lowest turnout of any region in the UK (House of Commons Library, 2016b). The region's turnout was only 30.9% -- amounting to about half the turnout achieved in General Elections. The local authority area with the lowest turnout in the region was Middlesbrough (24.2%), and the highest was Gateshead (35.3%). Elections for the European Parliament have been held at the same time as local council elections, at least in some areas; no doubt the turnout would be even lower if that were not the case. Across the EU turnouts are also low, and have steadily declined; in 2014 the EU-wide turnout in these elections was 42.5%.

While PR is used throughout the EU for these elections, the form of PR used does vary. In some countries voters can pick one or more named candidates, while in others voters choose a party, and the party decides the order in which their candidates would be elected. This is the system in the UK (except in Northern Ireland, which uses the Single Transferable Vote system). PR is criticised, particularly because it breaks the link between the voter and a specific candidate, but it does more fairly reflect how people have voted.

In 2014, 8 Parties put up a list of candidates for election to the 3 available seats in the region:

- The Labour Party received the most votes (221,000) and won 2 of the seats.
- UKIP (which, in these elections, won more seats nationally than any other party), won 1 seat in the North East (177,000 votes).
- The Conservatives (107,000) and Liberal Democrats (36,000) both lost their seats in 2014.
- The Green Party won 31,000 votes
- The 3 smallest parties (the Independence from Europe Party – made up of former UKIP members-, the far-right BNP and the English Democrats) polled just under 34,000 votes between them.

The North East's MEPs are: Judith (Jude) Kirton-Darling (Labour); Paul Brannen (Labour); and Jonathan Arnott (UKIP). All of them represent the whole of the North East region. All of them are newcomers, becoming MEPs in 2014, and are relatively young. All are university-educated – Arnott went to study maths at Sheffield University at the age of 15. They have served their political apprenticeships: Kirton-Darling through the trades' union movement; Brannen through activism and by serving as a local councillor; Arnott as a Party official and election candidate.

The North East's MEPs are active; both Labour members promote the work of the Parliament and Arnott has the best attendance of the UKIP MEPs. But, not many people in the region would be able to name their MEPs and probably most have little awareness of the European Parliament or what it does.

The EU Referendum 2016

In the referendum on the UK's membership of the EU, the North East voted quite strongly to leave.

- In the UK as a whole, 51.9% voted to leave. In the North East, 58% voted to leave.
- Hartlepool had the highest vote share for Leave (69.6% voted to leave), followed by Redcar & Cleveland, Middlesbrough, South Tyneside, Stockton-on-Tees and Sunderland.
- Only one local authority area, Newcastle upon Tyne, voted Remain, and only by a small margin (50.7%) (House of Commons Library, 2016c).

Turnouts nationally and regionally were higher than at the General Election in 2015, and far higher than turnouts for the European Parliamentary election in 2014. UK turnout in the referendum was 72.2%, while the North East turnout was 69.3%.

Conclusion

In our 2000 report we said that the EU has important impacts on the region's economy and society, but that to many people it is '*obscure, confusing and remote... (and)... there is a widespread lack of understanding about its functions and institutional structure*' (Robinson, Shaw et al, 2000 p 30). We also noted that there is a democratic deficit within the EU, characterised by a weak Parliament with limited powers. None of that subsequently changed – and it helps to explain why many people did not want to vote Remain, or actively voted Leave in the referendum.

The irony is that the North East potentially has much to lose because of the significance of its exports within the Single Market and the substantial support it receives from EU funding (Startup and Wood, 2017). It is not known what new trade deals will be negotiated, nor what funding the region will receive from central government to support economic and social development in the future. What is clear is that the EU will not directly have a role in 'running' the region – but the region may find few advantages result from decisions being taken in London instead of Brussels or Strasbourg.

PROFILES OF NORTH EAST MEPS

Judith (Jude) Kirton-Darling (Labour)

Born: 2nd June 1977, Dar-es-Salaam (Tanzania)

Education: Sheffield University; University of Bath

Career: Programme Assistant, Quaker Council for European Affairs 1999-2000; Researcher, European Trade Union Institute 2001-2003; Cross-Sectoral Policy Officer, UNI-Europa (European federation for service and communication workers) 2003-2006; Industrial Policy and Steel Sectoral Policy Officer, European Metalworkers' Federation 2007-2011; Confederal Secretary, European Trade Union Confederation 2011-2014.

Political Career: Labour MEP since 2014: Group of the Progressive Alliance of Socialists and Democrats in the European Parliament; Member of the International Trade Committee, the Industry, Energy and Research Committee, and the Petitions Committee in the European Parliament.

Jonathan Arnott (UKIP)

Born: 12 January 1981, Sheffield

Educated: Sheffield University

Career: General Secretary of UKIP 2008-14; Maths Teacher.

Political Career: Contested Parliamentary election in Sheffield Attercliffe in 2005 for UKIP, then Sheffield South East in 2010; and Easington in 2015. Stood in the election for the South Yorkshire Police Commissioner election 2012; UKIP European Parliamentary candidate for the Yorkshire and Humber region in 2004 and 2009. UKIP MEP since 2014: Group of the Europe of Freedom and Direct Democracy; Member of the Committee on Budgets, and the Committee on Budgetary Control in the European Parliament.

Paul Brannen (Labour)

Date of birth: 13 September 1962, Peterborough

Educated: Walbottle High School Newcastle; Leeds University; Durham University

Career: Anti-Apartheid Movement 1988-1991; Press Office Labour Party 1991-1992; Christian Aid 1992-1997; Common Purpose 1999-2005; HSBC 2005-6; Christian Aid 2006-14.

Political Career: Newcastle City Councillor 1999-2004; Contested Parliamentary election in Berwick-upon-Tweed for Labour; then Hexham in 2001. Labour MEP since 2014: Group of the Progressive Alliance of Socialists and Democrats in the European Parliament; Member of the Agriculture and Rural Development Committee, and the Environment, Public Health and Food Safety Committee in the European Parliament.

4. LOCAL COUNCILS

Local councils (local authorities) continue to provide and support a wide range of local services, and local government still accounts for 26% of public expenditure. In 2015/2016, North East Local Councils spent £6.3bn (HM Treasury, 2016). But the powers, functions and resources of councils have been steadily eroded. In our 2000 report, we said that local councils provided fewer services than they had previously done, as functions had shifted to other agencies. For example, by 2000, they no longer controlled Polytechnics and Further Education Colleges, and they were increasingly contracting-out their services. That loss of functions and powers has continued since then -- councils now have limited control of schools, for example, and few are now direct housing providers. The 'transformation' of local government has seen councils become less involved in providing services themselves, as they have moved to a more administrative, co-ordinating and contract management role.

The 'austerity agenda' (following the financial crash of 2007-2008) has hit local councils hard. To reduce the budget deficit, governments since 2010 have cut spending, particularly in the Department for Communities and Local Government, which provides councils with most of their funding. Local authority spending on public services will be 22% lower in 2017 than in 2010, with almost £50bn removed from local government services (The Economist, 28/1/2017).

In the North East, part of a wider 'north' that has suffered more than the 'south' from local cuts since 2010, the picture from 2016 to 2020 looks very gloomy. The rate support grant from central government for the 7 councils in the North East Combined Authority will reduce on average by 60%. Huge cuts in the funding that local government receives from central government forces councillors having to set budgets and make big savings, which can only be achieved by painful reductions in staff, buildings and services. The loss of services has been particularly difficult in the North East, a region with relatively high levels of deprivation and considerable reliance on public sector provision. The loss of thousands of jobs in local councils has also had a substantial impact in this region (see case study on Newcastle City in Hastings et al, 2015).

The local council is less important than it once was, but it certainly still matters. People expect their council to provide many different local services, and in many places, the council continues to be the biggest employer. Councils have important responsibilities and resources; they have a statutory duty to provide services ranging from adult social care to libraries; and they influence the policies and activities of many other organisations. They affect the quality of everyday life in local communities. They are not autonomous – they are subject to a degree of local democratic control.

Councils in the North East

There are now 12 'principal' councils in the North East, all single-tier authorities, each covering the whole range of local government services and functions in their area. In addition to these principal authorities, there are also local parish and town councils, with very limited powers and resources.

Back in 2000, there were 25 councils in the region, comprising 2 county councils, 13 second-tier district councils, 5 unitary authorities and 5 metropolitan borough councils. In 2009, the two county councils, in Northumberland and Durham, became unitary authorities and the 13 district councils in those areas were abolished. One consequence of the abolition of the district councils has been a large (40%) reduction in councillors. In 2000, there were 1,279 councillors in the 25 councils in the North East; today there are 770 councillors in 12 councils. Durham County Council has the most councillors, with 126; and Hartlepool has the least, with 33.

Political control

Despite the reduction in the number of councils and councillors, the state of the Parties in North East local government remains much the same as in 2000, with Labour in control. In 2000 Labour held 66% of council seats; in 2017 Labour held 67%. Of the 12 councils, 10 have Labour majorities (and in the case of North Tyneside and Middlesbrough, a Labour mayor). In Redcar & Cleveland, Labour is the largest party and supplies the council Leader. In Northumberland, the 2017 local election resulted in the Conservatives becoming the largest party and supplying the council leader. As far as the other Parties are concerned, the main change since 2000 has been a decline in the position of the Liberal Democrats.

Political Composition of North East councils (July 2017)

Council	Labour	Conservative	Liberal Democrat	Independent / Other	UKIP	Total
Darlington	29	17	3	1	0	50
Durham	74	10	14	28	0	126
Gateshead	54	0	12	0	0	66
Hartlepool	21	3	0	4	5	33
Middlesbrough	32	4	0	10	0	46
Newcastle	55	0	20	3	0	78
North Tyneside	51	7	2	0	0	60
Northumberland	24	33	3	7	0	67
Redcar & Cleveland	28	9	11	10	1	59
South Tyneside	53	0	0	1	0	54
Stockton	30	13	1	12	0	56
Sunderland	67	6	1	1	0	75

Totals	518*	102	67	77	6	770
% share of seats	67.3	13.2	8.7	10	0.8	100

*In addition, the two Elected Mayors (of Middlesbrough and North Tyneside) are both Labour, giving 520 Labour politicians out of a total of 772 (67.4%).

Structures

Council structures have changed since 2000, with the old committee systems being replaced in the main by Leader and Cabinet models of governance in the North East, or by directly-elected mayors. Three councils (North Tyneside, Middlesbrough and Hartlepool) introduced directly elected mayors, although one of those (Hartlepool) later replaced it with a Leader and Policy Committee model. Both Sunderland (in 2001) and Newcastle (in 2012) have each rejected having a directly elected mayor.

The introduction of Cabinets has meant that the role of councillors has changed, with a handful being appointed to the Cabinet, some involved with scrutiny, and the majority focused on ward-based 'community leadership'. In the Leader and Cabinet model, a Leader is appointed usually for a four-year term of office by a vote of the majority of councillors. Where there is a directly elected mayor, he or she is elected by local voters for a four-year term. The Leader or Elected Mayor decides on the size of the Cabinet and appoints its members, each having responsibility for particular service areas ('portfolios').

The two Elected Mayors and nine of the Leaders are all from the majority Party (the Labour Party) on these councils. In one case, Northumberland, there is a Conservative Leader. Early ideas that Cabinets could include members from the opposition Parties have mostly not been put into practice in the North East, with 11 council Cabinets now drawing all their members from the ruling Party. Only one Executive includes opposition members: Hartlepool's Finance and Policy Committee - but Labour holds all the key portfolios and has an overall majority.

North East councils: executive systems and their political composition

Council	Executive system	Number of Executive members	Party
Darlington	Leader and Cabinet	7	Labour: 7
Durham	Leader and Cabinet	10	Labour: 10
Gateshead	Leader and Cabinet	10	Labour: 10
Hartlepool	Leader and Policy Committees	11 (Finance and Policy Committee)	Labour: 7 UKIP: 2 Local Conservative: 1 Independent: 1
Middlesbrough*	Elected Mayor and Executive	9	Labour: 9

Newcastle	Leader and Cabinet	10	Labour: 10
North Tyneside*	Elected Mayor and Cabinet	10	Labour: 10
Northumberland	Leader and Cabinet	8	Conservative: 8
Redcar & Cleveland	Leader and Cabinet	8	Labour: 8
South Tyneside	Leader and Cabinet	9	Labour: 9
Stockton	Leader and Cabinet	7	Labour: 7
Sunderland	Leader and Cabinet	8	Labour: 8

Council elections

Depending on the council, local elections were last held in 2015, 2016, or 2017. Where they were held in 2015 (in 5 council areas in the region), the turnout will have been significantly boosted by the holding of a general election on the same day (this helped move average local turn-out in England up to 65% in 2015). Average turn-out in the North East, including 2015 figures, was 45%. If these elections are taken out of calculations, the average turnout based on 2013 and 2016 figures is 34%, in line with the national average of 35%. In the two council elections held in May 2017, turnout was 31.4% in Durham and 39% in Northumberland.

Local Electoral Turnout

Council	Turnout %	Year of election
Durham	31.4	2017
Northumberland	39	2017
Darlington	62.4	2015
Hartlepool	57.5	2015
Middlesbrough	53.6	2015
Redcar & Cleveland	65	2015
Stockton	64	2015
Gateshead	35.2	2016
Newcastle	40	2016
North Tyneside	36.9	2016
South Tyneside	33.8	2016
Sunderland	32.8	2016

Councillors

There have been some notable changes in the characteristics of councillors – more have ‘middle’ class backgrounds (in terms of employment and qualifications), and there are far more women than there were in 2000. But North East councillors are still overwhelmingly older, white, Labour Party members. It has remained the case that there are few younger councillors and little representation from Black and Minority Ethnic communities.

The 2013 National Census of Local Authority Councillors (LGA, 2014) provides the most recent information on the characteristics of councillors, and we are able to compare that with data from the corresponding Census in 1997 (as used in our 2000 report). For gender and ethnicity we have figures for 2017. Key findings are:

- Gender. There are many more women serving as councillors in the North East than there used to be. Getting on for half (43%) of the councillors in the region now (in 2017) are women, up from just 23% in 2000. The North East has a much better gender balance than England as a whole. Even Durham County Council, which had one of the lowest proportions of women councillors (a mere 8% in 2000), had raised this to 43% by 2017. This shift is undoubtedly a reflection of the Labour Party's use of all-women shortlists in order to increase the numbers of women serving as councillors (and MPs) and, for local elections, reserving one seat per ward for women. As well as an increase in the numbers of women councillors, the gender balance of the executive has begun to improve, and in two council Cabinets (Gateshead and Newcastle) at least half of the portfolios are held by women. However, most of the very senior council leadership positions - Leaders, Elected Mayors, and their Deputies - are held by men (83%). This is a national problem, not just a feature of the North East (Fawcett Society, 2017; IPPR North, 2017).
- Age. Councillors continue to be older than the electorate, and are getting older. Nationally the average age of councillors has risen - to 60.3 years in 2013 – (Jeraj, 2013) and this trend is reflected in the North East. In 1997, the average age of the region's councillors was 56 and in 2013 it was 60.3. This is largely due to an increase in the over-65s (up from 25% of councillors in 1997 to 41% in 2013), including the over-70s who now make up nearly 20% of North East councillors. Half (50%) of the region's councillors class themselves as retired – up from 40% in 1979.
- Ethnicity. Almost all North East councillors are white. In the 12 councils in 2017, there are just 9 councillors altogether from Black, Asian and Minority Ethnic backgrounds (1.3%). Seven of the 12 councils have no councillors from BAME backgrounds at all. (For comparison, the Black and Minority Ethnic population of the North East is 4.8%, although there is considerable variation between local authority areas). Again, apart from in London, this remains a considerable challenge across the country (Runnymede Trust, 2017; Democratic Audit 2017b).
- Disability, Health and Caring Responsibilities. The North East has high levels of disability and long term health issues, and this is reflected in the characteristics of councillors. According to the 2013 survey, the North East region has the highest percentage of councillors who have long-term illness, health problems and/or disabilities. 17% of councillors describe themselves as disabled or having life-limiting health issues, and this has increased slightly since 1997 (when it was 14%). Just over a quarter (27%) of North East councillors have caring responsibilities, which is about the same as the average for England.
- Employment. Fewer councillors are in employment - and those that are – are much more likely to be in professional or managerial jobs than in manual jobs. There has been a decrease in councillors who are employed – whether full-time, part-time or self-employed. In the North East in 2013, 38% of councillors were in employment (compared with 44% of councillors in England as a whole). Of those North East councillors in employment, there has been a big drop since 1997 in the percentage of councillors who are manual or craft workers (down from 22.9% to just 5.5%) and a corresponding increase in those who work in managerial, professional, and technical jobs or were employed in education - up from 62.6% in 1997 to 79.8% in 2013. Half of the region's councillors are retired.

- **Education.** More people with higher levels of education are becoming councillors. In the North East, the proportion of councillors whose highest qualification is degree level or equivalent has more than doubled – up from 24% in 1997, to 52% in 2013 (59% for England as a whole). In addition, the proportion of councillors with no qualifications has fallen in the North East from 28% in 1997 to just 8% in 2013.
- **Workload.** Councillors in the North East spend more time on council business (weekly average of 25.3 hours) than in other regions; sit on more committees (average of 4.3); are likely to hold one or more positions/responsibilities (56%); and are more likely to be school governors (57%). Their average length of service (9.8 years) is slightly above the national average but down from 10.3 years in 1997. More councillors in the North East than in other regions report that their employer supports their role ‘to a great extent’ (42%). Councillors in the North East are around twice as likely (25%) to state that it was most important to hold surgeries, when compared to the national average (13%).

Council Leaders/Elected Mayors

We have collected the biographies of Leaders and Elected Mayors. Of the 12 Leaders/Elected Mayors, 10 are men and 2 are women (in England as a whole, just under 15% of council Leaders are women). All the North East council Leaders are over 45 years old, and half of them are over 60. None of them are from BAME backgrounds. 3 out of 12 have worked in manual trades in the past; all 12 have ‘white collar’ employment experience, including 4 who have worked for the Labour Party or a trades union. In terms of educational achievement, 7 of these leaders have been to university (including 2 to Oxbridge) - some of them have done so later in life. Eleven of the 12 are Labour Party members and 9 of them also mention their trades’ union membership in their biographies.

Remuneration of councillors

All councillors receive a basic allowance, and in addition those who have a senior role (e.g. Cabinet members) are paid a Special Responsibility Allowance (SRA). Member allowances are reviewed annually by a panel of independent lay people. The recommendations of the Independent Remuneration Panel have to be discussed at a full council meeting, during which members can agree, amend or reject the proposal. Councillors can also claim travel and subsistence expenses for costs incurred while undertaking council business.

The rates for these allowances are set by each council and vary considerably:

- Durham pays the highest basic allowance of £13,300 p.a. and Northumberland also pays over £13,000.
- Hartlepool pays the lowest basic allowance, at £5,953.
- The two Elected Mayors are paid the most of all the Leaders, both receiving over £61,000. The other Leaders’ SRAs range from £37,667 (Sunderland) to £12,890 (Redcar and Cleveland). At the present time, 4 of the Council Leaders (excluding Elected Mayors) are paid more than £40,000 (basic allowance plus SRA) – Durham, Gateshead, Northumberland and Sunderland.

Accountability and Openness

Accountability

Local politicians are primarily accountable to the public through the ballot box – they face an election every four years. Councillors are bound by a Code of Conduct based on the Nolan Principles of Public Life (<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>), which are the basis of the ethical standards expected of public office holders. In addition, Members have to declare any interests and withdraw if necessary from debates and decisions where there is a conflict. A Register of Members' Interests has to be published by the local authority, which includes any financial interests, property and land, memberships as well as employer and/or business interests, and spouse/partner interests. Each local authority now has a Standards Committee to oversee these matters.

Openness

In recent years councils have moved towards greater openness in providing information, not only about public services but also about 'behind-the-scenes' information, such as spending decisions, senior salaries, contracts and assets. Some of this is driven by legislation or regulation, such as freedom of information, transparency codes for local government and requirements to publish information about members' interests. Some of it is demand-driven – in that the public have more access to all kinds of information now than they did 20 years ago as a result of the development of the internet, and expect to be able to access council information easily. And some of it is about technological advances – it is simpler to make information available online than in paper documents or via contact with council officers.

In 2000, 23 of the region's 25 councils had websites, but many were simply promoting tourism or investment. In 2017, not only do all councils have websites, they are now indispensable resources for communication, information and direct service provision. The development of IT - websites, interactive technologies and social media – has enabled more cost-effective access to information. Publishing on the website is quick and inexpensive, even in the case of lengthy or complex documents, and most council sites now include an archive of all council meeting papers. Councils have also made use of their websites to enable residents to report issues; make applications e.g. for licences or permits, planning, school places or voter registration; and make payments to the council. Contacting the elected members can also be done via email, and via the council's website and in some cases, via social media. Visit any local authority's website and this range of functions is apparent, with some providing news updates, social media and links to a range of other organisations.

Council websites look broadly similar. This is possibly because many are built by the same IT firms, they are complying with the same regulations and they are using the same tools, applications and templates. Accessibility features are also standard now, for councils to comply with equality legislation and ensure that residents with disabilities are also able to use and interact with the different functions.

The Freedom of information Act (2000) introduced the right of access to information held by public authorities and this was updated in 2012 to provide the right of re-use of data, so councils now have to provide their information in specific formats so that the public (or

commercial bodies) can make use of it - for instance by comparing data from one local authority with others. Behind the 'open data' drive from central government is an explicitly political message about 'opening up' public services, to 'transform' local government through more public service delivery by voluntary or commercial organisations, increased choice and greater efficiencies.

The Local Government Transparency Code 2015 states that *'Transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society. The availability of data can also open new markets for local business, the voluntary and community sectors and social enterprises to run services or manage public assets'* (DCLG, 2015 p 4).

The code also requires that councils make the following information available: how money is spent; use of assets; decision-making (how decisions are taken and who is taking them, including how much senior staff are paid); and issues important to local people (such as parking, and trade union activity). Some of these require more perseverance to find on the websites, and some councils make it easier than others to search for information. However, in principle, all of this is available. And, if you can't find it, you can contact the council to ask for it – using a Freedom of Information request if necessary.

Partnerships and Joint Boards: 'The Extended World' of Local Governance

The local council does not operate in isolation; it has an important part to play in shaping the policies and activities of other organisations. Indeed, while there has been a substantial reduction in local government staffing levels and spending since 2010, the ability of local councils to nominate/appoint councillors and senior council officers to sit on partnership bodies, joint boards and participate in a wide range of local networks is still considerable. The wide 'reach' of local councils within the 'extended world' of local governance remains a key feature of local decision-making.

Our profiles of council Leaders and Elected Mayors demonstrate some of these connections. In addition, many councillors serve on the management committees of local organisations and the governing bodies of local schools. Some areas still have a Local Strategic Partnership (LSP), often led by the local council. LSPs were set up as multi-agency bodies bringing together public, private and voluntary sector agencies to develop a strategic approach to local issues. Partnership bodies have also been established to focus on specific concerns, such as health (since 2012, all local authority areas have had to set up a Health and Wellbeing Board) and Crime (through Police and Crime Panels).

Local authorities have a wide range of statutory functions such as fire and rescue and transport, and also more discretionary responsibilities in relation to areas such as arts and the environment.

Fire and Rescue Authorities

In the North East, there are four fire and rescue authorities, each with councillors drawn from the local authority areas they cover. Three are combined fire authorities – *Tyne and Wear; County Durham and Darlington; and Cleveland* – and each have councillors from all the local authorities that they cover. They can also have some independent members. *Northumberland*

is a county fire authority so it oversees its own fire and rescue services. In Northumberland, decisions are taken by elected councillors, either jointly as the Policy Board or as individual members making decisions. Cllr John Riddle (Conservative) is the Cabinet Member with delegated responsibility for the Fire and Rescue Service.

For serving on the three combined fire authorities, councillors are additionally remunerated:

- The chair of Cleveland Fire Authority is Cllr Jan Brunton (Middlesbrough), who receives £8,776 a year and the Vice Chair is Cllr Jean O'Donnell (Stockton), who receives £4,388. The basic allowance for other members of the Authority is £2,194 a year. The gender balance on the Authority is 9 men and 7 women.
- The chair of County Durham and Darlington Fire and Rescue Authority Councillor is Michele Hodgson (Durham County), who receives £10,637 and the Vice-Chair is Cllr Audrey Laing (Durham County), who receives £6,595. The basic allowance is £1,158. The gender balance on the Authority is 14 men and 11 women.
- The chair of Tyne and Wear Fire and Rescue Authority Councillor is Cllr Tom Wright (Sunderland City). He receives £12,798 and the Vice Chair, Cllr Nick Forbes (Newcastle City), receives £6,399. The basic allowance is £1,848. The gender balance on the Authority is 11 men and 5 women.

Transport

The region has one *Passenger Transport Executive* (Nexus, covering Tyne and Wear) which now operates on behalf of the North East Combined Authority (NECA) - which is discussed in the next chapter. Nexus is responsible for a number of aspects of the Tyne and Wear transport system including operating the Metro system and the Shields ferry, coordinating local bus services, subsidising school buses and local train services between Newcastle and Sunderland, and administering the concessionary travel scheme. The total income of Nexus in 2015/16 was £166.6m, mainly comprising £64.5m of grant funding from NECA, £24.5m of central government funding for the Tyne and Wear Metro and over £54m from fare revenue. The Combined Authority's Transport North East (Tyne and Wear) sub-committee oversees the activities of Nexus. The five councillors on the committee are:

- Cllr John Harrison (North Tyneside);
- Cllr Gladys Hobson (South Tyneside);
- Cllr Joyce McCarty (Newcastle);
- Cllr Michael Mordey (Sunderland)
- Cllr Malcolm Brain (Gateshead).

Nexus has an Executive Board made up of up to nine directors including the Director General and there are currently four executive directors and three non-executive directors. The remaining councils in the region are each responsible for their own area as a Local Transport Authority, although this is changing as the Tees Valley Combined Authorities will have responsibility for overseeing transport. There is also an important role now for the pan-regional Transport for the North (see chapter 6).

Local council involvement in transport also includes the two *regional airports*. *Newcastle International Airport* is run as a Public Private Partnership between seven local authorities in

the North East region and AMP Capital, who have a 51% and 49% shareholding respectively. The seven councils (The five in Tyne and Wear plus Northumberland and Durham County Councils) provide three of the non-executive directors: Cllr Iain Malcolm of South Tyneside Council; Cllr Simon Henig of Durham County Council and Cllr Paul Watson of Sunderland City Council and the Board's advisor, Martin Swales, Chief Executive of South Tyneside Council. *Durham Tees Valley Airport* has a majority shareholder in Peel Airports Ltd, which owns 89%, while the remaining 11% is owned by a consortium of six local authorities, consisting of Durham County Council, and Darlington, Stockton-On-Tees, Middlesbrough, Hartlepool, and Redcar & Cleveland Borough Councils.

Arts and Culture

In the area of arts and culture, an important joint body is the Tyne and Wear Archives and Museums (TWAM), which is supported by the five Tyne and Wear councils (Newcastle, North Tyneside, Gateshead, South Tyneside and, in relation to Archives only, Sunderland), and also Newcastle University. Arts Council England also helps to fund TWAM. It is now governed by a Strategic Board made up of councillors from each of the Tyneside local authorities, a representative of Newcastle University, plus independent members. The Chair (to be appointed) is one of the independent members and receives remuneration of £5,000 a year (see: <https://twamuseums.org.uk/governance/committees>)

Environment

Northumberland National Park is one of 15 such parks in the UK. Each National Park is looked after by a National Park Authority, which includes members, staff and volunteers. The statutory purposes of the 10 Parks in England are to conserve and enhance the natural beauty, wildlife and cultural heritage of the Park and to promote opportunities for the understanding and enjoyment of the special qualities of the area by the public. Park Authorities also have a duty to foster the economic and social well-being of local communities within their area. Most of a Park Authority's funding comes from the Department of Environment, Food and Rural Affairs (DEFRA) via the annual National Park Grant settlement.

While a national body, the board of the Northumberland National Park has 18 members, of which six are local councillors appointed to the board by Northumberland County Council; six are appointed by the Secretary of State (DEFRA) to represent local, regional, or national interests - these positions are advertised on the DEFRA and National Park web sites - and six are confirmed by the Secretary of State following a group selection process reflecting parish council elections in the 6 parish council areas in the National Park. At present, 7 of the 18 board members are women. Members receive allowances (a total of £37,000 was allocated in 2016/17) and expenses (a total of £8,000 was allocated in 2016/17).

Tourism

Local authorities (either via councillors or their senior managers) are also part of a variety of local public-private partnerships or destination management organisations. These include:

The Newcastle-Gateshead Initiative. Established in 2000, the Newcastle-Gateshead Initiative (NGI) is a non-profit public-private partnership supported by Gateshead Council, Newcastle City Council, and over 170 private sector partner organisations across North East England. NGI acts to promote economic development in the two local authority areas by promoting and

marketing the 'twin cities' as a location for investment, conventions, tourism and cultural activities. While its funding from the two councils has gradually declined, it also raises money from providing services via its research, marketing and PR agency, NGI Solutions, other public sector programme spending in areas such as Tourism, and partnership subscriptions from a range of private sector organisations. Its board of 20 includes 2 local authority chief executives and has an even gender balance.

Northumberland Tourism. Northumberland Tourism is a company limited by guarantee that serves as the Destination Management Organisation (DMO) for Northumberland. It works with Northumberland County Council, Active Northumberland and tourism businesses to promote tourism in the county. One of Northumberland Tourism's key activities is the coordination of the county's Destination Management Plan, encouraging partner organisations to conduct activities that will contribute to the jointly determined ambitions for developing Northumberland's tourism offer. It has a board which provides a strategic overview of the company's activities and who have been selected for their tourism experience or other relevant skills of benefit to the company operations. Formal board meetings are held 6 times a year. The board of 9 includes 2 council representatives (an elected member and senior officer) and only 2 women.

Visit County Durham. This organisation is the destination management organisation (DMO) for Durham and is a private, not-for-profit company, limited by guarantee. It works closely with Visit England and a wide range of public and private sector partners and tourism businesses, both in Durham and across England, to grow the county's visitor economy. It also coordinates the promotion of the county nationally and internationally as a place to live, work, visit, study, and invest, and performs the roles of destination management, destination marketing and place marketing. It is core funded by Durham County Council, has a board of 10 directors drawn from the public and private sectors, with the board meeting six times a year. The board includes one senior councillor from Durham County Council and has an even gender balance.

In Tees Valley, the development of a wider – Combined Authority - approach to tourism is still in progress, with tourism still being promoted at the level of local councils (for example, both Hartlepool and Stockton have their own DMO).

Conclusion

Local councils continue to be important, despite the steady erosion of their powers, functions and budgets and the decline in the number of councils - there are now only half as many councils as there used to be, and 40% fewer councillors.

The North East is still very much a Labour heartland; just over 67% of council seats are held by Labour and 11 of the 12 councils are Labour-controlled.

There has been one major change in the characteristics of councillors: far more of them (43%) are women – well above the national average. But only 2 of the 12 Leaders/Elected Mayors are women. It has remained the case that BME communities are substantially underrepresented: very few councillors are from these communities.

The same goes for younger people under 25. Councillors in the North East are now older (average age 60.3 in 2013) and half of them are retired. The average age of council leaders is 58.

The stereotype of the North East councillor as a working class man employed in heavy industry is historical. Today, more are from non-manual backgrounds, and over half of them have university degrees. But, the region's councillors still do not properly reflect the range and diversity of their communities.

The North East's councils function reasonably well, in difficult circumstances. However, local democracy continues to be at low ebb, with disappointing turnouts at elections, a dominant political party subject to little challenge, and widespread public indifference.

PROFILES OF COUNCIL LEADERS AND ELECTED MAYORS

Darlington Borough Council

www.darlington.gov.uk/

Leader:	Bill Dixon (Labour)
Born:	1953
Education:	BA, Durham University; MPhil Newcastle University.
Career:	Worked in the engineering industry, where he served as Shop Steward, District Delegate and Branch Secretary for the AEUW.
Political Career:	Darlington councillor since 1979. Deputy Leader 1991-2011; Leader since 2011.
Public Positions:	Vice Chair of the Leadership Board for Tees Valley Unlimited (Local Enterprise Partnership) and Tees Valley Combined Authority. Director of Durham Tees Valley Airport Ltd. Represents the council on the Board of Distinct Darlington Ltd, the Business Improvement District (BID) company for Darlington Town Centre. Board member of One Darlington Partnership; and County Durham and Darlington Fire and Rescue Authority. Local Transport Authority representative on the Association of Rail North Partner Authorities and Director of Rail North Limited. Member of the National Association of Councillors, General Management Committee; and the Local Government Association.
Other:	Awarded an MBE for services to local government in 2011.

Durham County Council

www.durham.gov.uk/

Leader:	Simon Henig (Labour)
Born:	1969
Education:	Moorside Primary School, Lancaster; Lancaster Royal Grammar School; Corpus Christi College, University of Oxford.
Career:	Principal Lecturer (Politics), University of Sunderland.
Political Career:	Councillor, Chester-le-Street District Council from 1999, and Deputy Leader at Chester-le-Street 2003-2008. Leader of Durham Council since 2008.
Public Positions:	Chair of the County Durham Partnership. Director and member of Business Durham Advisory Board (the economic development company for County Durham). Vice Chair of the Leadership Board of the North East Combined

Authority. Non-Executive Director of Newcastle International Airport Limited. Member of North East Local Enterprise Partnership and the North East Local Transport Body. Also member of Pelton Fell Community Partnership; and Locomotion (the National Railway Museum at Shildon). Chair of the Association of Labour Councillors. Nationally, he is a member of the Local Government Association and Vice Chair of their Culture, Tourism and Sport Board. Member of Labour's National Policy Forum; and the Executive Committee of the County Councils' Network.

Other: Appointed CBE, 2016.
Member of the Fabian Society, University and Colleges Union (UCU) and Political Studies Association.

Gateshead Council

www.gateshead.gov.uk/

Leader: Martin Gannon (Labour)
Born: 1958, County Durham
Education: BA, Open University
Career: Regional Officer for GMB Trade Union, 1987-2010.
Part-time Office Manager for Ian Mearns MP (Gateshead), 2010 –
Political Career: Member of Gateshead Council from 1984 – 1992 (Birtley ward) and from 1995 (Deckham ward).
Deputy Leader 2010-16; Leader from 2016.
Public Positions: Member of Gateshead and Newcastle Partnership. Chair of Gateshead Strategic Partnership Steering Group. Member of North East Combined Authority. Member of North East Leadership Board. Member of Northumbria Police and Crime Panel. Director, Newcastle Airport Local Authority Holding Company Limited. Board Member of North East Local Transport Body. Board Member of North East Local Enterprise Partnership. Member of Local Government Association. Member of LGA City Regions Board. Member of SIGOMA
Member of North Music Trust. School Governor of Cardinal Hume, St Peter's and Carr Hill Schools
Other: Member of GMB Union.

Hartlepool Borough Council

www.hartlepool.gov.uk/

Leader: Christopher Akers-Belcher (Labour)
Born: 1968
Career: Local government officer; now HealthWatch Manager (p/t)
Political Career: Hartlepool councillor since 2009; Leader since 2013.
Public Positions: Member of the Leadership Board for the Tees Valley Combined Authority. Local Transport Authority representative on the Association of Rail North Partner Authorities. Member of the National Association of Councillors, English Region, General Management Committee and Equalities Officer since 2012. Member of Local Government Association.
Other: Member of National Museum of Royal Navy Hartlepool.

Middlesbrough Council

www.middlesbrough.gov.uk/

Elected Mayor: Dave Budd (Labour)
Born: 1948, Ormesby
Education: Left school at 18.
Career: 29 years in local banking, from cashier to local bank manager.
Political Career: Middlesbrough councillor from 1991; was Executive Member for Regeneration and Culture under first Elected Mayor Ray Mallon. Then Deputy Mayor and held Finance portfolio from 2009, Elected Mayor of Middlesbrough 2015 -
Public Positions: Chair of Tees Valley Combined Authority. Local Transport Authority representative on the Association of Rail North Partner Authorities. Director of Durham Tees Valley Airport Ltd. Co-chair of the North East Cultural Partnership. Former member of Arts Council North. Board member of Hemlington Community Partnership Ltd; Easterside Partnership Ltd and LINX Ltd. Member of Local Government Association.
Other: UNITE union member.

Newcastle City Council
www.newcastle.gov.uk/

Leader: Nick Forbes (Labour)
Born: 1973
Education: Cambridge University 1997; Sheffield Hallam University 1999, and Open University 2010.
Career: Chief Executive: Involve North East, regional health charity (until June 2016)
Political Career: Newcastle City councillor since 2000; Leader since 2011.
Public Positions: Leadership Board of the North East Combined Authority and Chair of North East Transport (the regional lead for Transport, as part of the North East Combined Authority); Director, Newcastle Airport Local Authority Holding Company Limited; Vice Chair of Tyne and Wear Fire and Rescue Authority. Board member of the North East Local Enterprise Partnership. Chair of FRESH, the campaign for a Smoke Free North East. Local Transport Authority representative on the Association of Rail North Partner Authorities and Director of Rail North Limited. Member and Labour Group Leader in the Local Government Association, and Senior Vice Chair of the LGA Leadership Board. Vice Chair of the Core Cities Cabinet and leads for Labour Local Government nationally on Children and Young People issues. North East Representative, Labour's National Policy Forum. Co-opted member of the Court of Newcastle University since 2011. Member of Labour's National Executive Committee.
Other: Shortlisted: Politician of the Year, Stonewall 2012.
Member of the Musicians' Union and Community trades union.

North Tyneside Council
www.my.northtyneside.gov.uk/

Elected Mayor: Norma Redfearn (Labour)
Education: Newcastle University
Career: 30 year career in primary and secondary teaching, with 14 years as a Head Teacher, then education advisor and education related consultancy

Political Career: North Tyneside councillor since 2004. Elected as Mayor of North Tyneside in 2013.

Public Positions: Vice Chair of the Leadership Board, North East Combined Authority. Board Member of the North East Local Enterprise Partnership. Member of North East Local Transport Body. Member of Tyne and Wear Leaders' Group. Director, Newcastle Airport Local Authority Holding Company Limited. Member of Northumbria Police and Crime Panel. Member of Newcastle upon Tyne Hospitals NHS Foundation Trust. Member of the Local Government Association. Member of the Association of Labour Councillors

Other: Awarded Prize for Public Leadership, Office of Public Management, 1997. Member of National Union of Teachers, and Fabian Society.

Northumberland County Council
www.northumberland.gov.uk/

Leader: Peter Jackson (Conservative)

Born: 1958

Education: Bristol University

Career: Farmer. Chairman of Tynegrain Group.

Political Career: Member, Northumberland County Council 2005 - . Elected Leader in 2017. Previously Leader of Castle Morpeth Borough Council 2005–2009.

Public Positions: Member of the Leadership Board, North East Combined Authority. Director of Arch – The Northumberland Development Company and its associated companies. Director, Newcastle Airport Local Authority Holding Company Limited.
 Board Member, ONE North East 2007 – 2012.

Redcar and Cleveland Borough Council
www.redcar-cleveland.gov.uk/

Leader: Sue Jeffrey (Labour)

Born: 1958

Career: Housing professional since 2001, with more than 25 years' experience in the public, private and third sectors. Previously Interim Chief Executive of the North East Regional Assembly; and Executive Director of the Yorkshire and Humber Regional Assembly (until 2009).

Political Career: Redcar & Cleveland councillor 1997 - 2001 and from 2009. Became Leader in 2015. Labour's candidate for Tees Valley Metro Mayor.

Public Positions: Leadership Board for Tees Valley Unlimited (Local Enterprise Partnership) and Tees Valley Combined Authority (Chair 2015-2016). Local Transport Authority representative on the Association of Rail North Partner Authorities. Board member of Durham Tees Valley Airport. Member of Local Government Association, and LGA City Regions Board. Until September 2015 Chair of Tees Valley Housing Ltd and a Board member of the Thirteen Housing Group.

South Tyneside Council
www.southtyneside.gov.uk/

Leader: Iain Malcolm (Labour)

Born: 1966

Education: South Tyneside College; Sunderland University BA. Co-operative College Loughborough.

Career: Appointed Chief Executive of a public affairs consultancy, Sovereign Strategy Ltd, in 2001. Previously worked for an MEP and in 1998 appointed Chief of Staff to the Leader of the European Parliamentary Labour Party. Senior Adviser to the Co-operative Commission 2000-2001.

Political Career: South Tyneside councillor since 1988, and former Deputy Leader. Leader since 2008.

Public Positions: Leadership Board of the North East Combined Authority. Board Member of South Tyneside Foundation Trust. Board member of the North East Local Enterprise Partnership. Director of Newcastle International Airport and associated companies. Member of the Local Government Association. Governor of Seaview Primary School.

Other: Member of UNITE – the Union and the Fabian Society.

Stockton-On-Tees Borough Council
www.stockton.gov.uk/

Leader: Bob Cook (Labour)

Born: 1952

Career: Maintenance planner in the chemical industry for 31 years; since 2010, Agent/Office Manager for Stockton North MP.

Political Career: Stockton councillor 1987-1991; then a Cleveland county councillor 1993-1996, then Stockton councillor from 1995, becoming Leader in 2011.

Public Positions: Member of the Leadership Board for Tees Valley Unlimited (Local Enterprise Partnership) and the Tees Valley Combined Authority. Director, Durham Tees Valley Airport Ltd; North East Purchasing Organisation and North East Regional Employers Organisation. Local Transport Authority representative on the Association of Rail North Partner Authorities. Member of Local Government Association, and LGA Children and Young People Board. Leader of Stockton Youth Assembly. Governing Body Rep for Billingham South Community School and Norton Primary School. Director of Ropner Trust (Stockton-On-Tees charity).

Sunderland City Council
www.sunderland.gov.uk/

Leader: Paul Watson (Labour)

Born: 1954

Education: Teesside University (Degree in Law, 1998)

Career: After serving time as an apprentice, he worked as a shipwright at Sunderland Shipbuilders until he was made redundant in 1981. Has been a self-employed businessman ever since.

Political Career: Deputy Leader since May 2006; Leader since 2008.

Public Positions: Chair of the North East Combined Authority. Vice Chair of the North East Local Enterprise Partnership. Member of the Sunderland Economic Leadership Board and the Sunderland Partnership Non Executive Board. Director at Newcastle International Airport Limited and associated companies. Member of Northumbria Police and Crime Panel. Chair of the Port of Sunderland Board. A member of the Transport for North East Committee (TNEC) and Transport North East (Tyne and Wear) Sub-Committee (TWSC). An Executive Member of the Local Government Association; Member of the LGA City Regions Board and SIGOMA; Chair of the National Key Cities Group. UK Lead

Member of the European Union's Committee of the Regions, representing the UK delegation on the Economic and Social, and Education Committees. Trustee of the Parker Trust (a young people's charity in Sunderland).

Other: Member of GMB. Board member on the Sunderland Football Club Foundation.

THE EXTENDED WORLD OF LOCAL GOVERNANCE BOARDS

Fire and Rescue authorities

Cleveland

Councillor Neil Bendelow (Labour) Redcar & Cleveland Council
Councillor Jan Brunton (Labour) Middlesbrough Council (Chair)
Councillor Rob Cook (Labour) Hartlepool Borough Council
Councillor Norah Cooney (Conservative) Redcar & Cleveland Borough Council
Councillor Gillian Corr (Ingleby Barwick Independent Society) Stockton on Tees Borough Council.
Councillor Brian Dennis (Labour) Redcar & Cleveland Borough Council
Councillor Teresa Higgins (Labour) Middlesbrough Council.
Councillor Naweed Hussain (Labour) Middlesbrough Council
Councillor Marjorie James (Labour) Hartlepool Borough Council
Councillor Paul Kirton (Labour) Stockton on Tees Borough Council.
Councillor Tom Mawston JP (Marton Independent Group) Middlesbrough Council
Councillor Jean O'Donnell (Labour) Stockton on Tees Borough Council. (Vice Chair)
Councillor Mary Ovens (Liberal Democrat) Redcar & Cleveland Borough Council
Councillor Mick Stoker (Labour) Stockton on Tees Borough Council.
Councillor Ray Martin-Wells (Conservative) Hartlepool Borough Council
Councillor William Woodhead MBE (Conservative) Stockton on Tees Borough Council
*There are also two Independent co-opted persons – Mr Jeff Bell and Mr Mike Hill - serving on the Audit and Governance Committee (both also Independent Persons, Stockton-On-Tees Council)

Durham and Darlington

Councillor Michele Hodgson – chair – Durham County Council – Labour
Councillor Audrey Laing – vice chair – Durham County Council – Labour
Councillor Barbara Armstrong – Durham County Council - Labour
Councillor David Bell – Durham County Council - Labour
Councillor Jennifer Bell – Durham County Council - Labour
Councillor Colin Carr – Durham County Council - Labour
Councillor Jean Chaplow – Durham County Council - Labour
Councillor Bob Glass – Durham County Council - Labour
Councillor Barbara Graham – Durham County Council - Labour
Councillor Sarah Iveson – Durham County Council - Labour
Councillor Brian Jones - Darlington Borough Council - Conservative
Councillor Gerald Lee - Darlington Borough Council - Conservative
Councillor John Lethbridge – Durham County Council - Labour
Councillor Linda Marshall – Durham County Council - Labour
Councillor Christine Potts – Durham County Council - Labour
Councillor Peter Oliver - Durham County Council - Independent
Councillor George Richardson – Durham County Council - Conservative
Councillor Sue Richmond – Darlington Borough Council - Labour
Councillor John Robinson – Durham County Council - Labour

Councillor Kevin Shaw – Durham County Council - Labour
 Councillor Mamie Simmons– Durham County Council – Liberal Democrat
 Councillor David Stoker - Durham County Council - Liberal Democrat
 Councillor John Turnbull – Durham County Council - Labour
 Councillor Nick Wallis - Darlington Borough Council - Labour
 Councillor Audrey Willis - Durham County Council – Independent

Tyne & Wear

Councillor Joanne Bell	South Tyneside Council	Labour
Councillor Carole Burdis	North Tyneside Council	Labour
Councillor Kevin Dodds	Gateshead Council	Labour
Councillor Nick Forbes (Vice Chair)	Newcastle City Council	Labour
Councillor Gary Haley	Gateshead Council	Labour
Councillor John Harrison	North Tyneside Council	Labour
Councillor Karen Kilgour	Newcastle City Council	Labour
Councillor Peter Maughan	Gateshead Council	Liberal Democrat
Councillor Paul Middleton	Sunderland City Council	Labour
Councillor Robert Oliver	Sunderland City Council	Conservative
Councillor Jim Perry	South Tyneside Council	Labour
Councillor Bruce Pickard	North Tyneside Council	Labour
Councillor Robert Renton	Newcastle City Council	Liberal Democrat
Councillor Hazel Stephenson	Newcastle City Council	Labour
Councillor Mary Turton	Sunderland City Council	Labour
Councillor Tom Wright (Chair)	Sunderland City Council	Labour

Councillor Directors of Durham Tees Valley airport

Councillor Carl Marshall: Durham County Council
 Councillor Kevin Shaw: Durham County Council
 Councillor Sue Jeffrey: Redcar and Cleveland)
 Councillor Kevin Cranney: Hartlepool.
 Mayor David Budd: Middlesbrough
 Councillor Michael Rooney Middlesbrough
 Councillor Robert Cook (Stockton)
 Councillor Jim Beal (Stockton)
 Councillor Bill Dixon (Darlington)
 Councillor Nick Wallis (Darlington)

Tyne and Wear Archives and Museums board membership

Chair: Rt Hon. Baroness Joyce Quin
 Vice Chair: TBC
Gateshead
 Cllr John McElroy and Cllr Linda Green

Newcastle

Cllr Kim McGuinness and Cllr Veronica Dunn

North Tyneside Council

Cllr Eddie Darke and Cllr John Stirling

South Tyneside Council

Cllr Alan Kerr

Newcastle University

Prof Eric Cross

*Other Independent Members to be confirmed.

Northumberland National Park board membership

Local Authority Appointees (as appointed by Northumberland County Council)

Cllr John Riddle OBE

Cllr Anthony Murray MBE

Cllr Glen Sanderson (Chairman)

Cllr Alan Sharp

Cllr Eileen Cartie

Cllr Julie Foster

Parish representatives:

Cllr Sue Bolam

Cllr Johnny Wilson,

Cllr Val Gibson

Cllr Chris France

Secretary of State Appointees

Mr Mike Bell (Artist and Teacher)

Ms Fiona Gough (Director, Tyne Team Ltd)

Mr Peter Murray (Director, High Crane Ltd)

Ms Jean Davidson (Deputy Chair), Tourism Business owner

Tourism board membership

Newcastle – Gateshead Partnership Board

John Marshall (Chair). Recently retired as vice chairman of Bond Dickinson LLP. Served as Regional Council Member for the CBI, and is currently Council Member of the North East England Chamber of Commerce and sits on the International Advisory Board of Newcastle University Business School.

Professor Andrew Wathey CBE. Vice Chancellor and Chief Executive, Northumbria University. He is an elected Member of the CBI Regional Council, and also serves on the Boards of the BALTIC Centre for Contemporary Arts, and the NE LEP.

Mark Thompson. Director, Ryder Architecture Ltd. Chair of blood cancer charity Bright Red, board member of North East England LEP, member of the CBI North East Regional Council and the CBI National Construction Council. He also sits on the advisory board of Invest Newcastle.

Phil Steele. General Manager, Eldon Square Shopping Centre since 2010.

Michael Spriggs. Chair, Invest Newcastle Advisory Board. Managing Director of UK Land Estates.

Sheena Ramsey. Chief Executive, Gateshead Council

Pat Richie. Chief Executive, Newcastle City Council.

Emily Cox. Director of Public Affairs, Virgin Money
Giselle Stewart OBE. Director, UK Corporate Affairs, Ubisoft
Susan Wear. Director of Corporate Affairs, Port of Tyne
Graeme Mason. Planning & Corporate Affairs Director, Newcastle International Airport. Also a member of the CBI (Confederation of British Industry) regional council, the North East Chamber council and Northumberland Tourism.
Kevin Robertson. Partner & Head of Newcastle Office, Bond Dickinson LLP. Is the firm's main contact for Schools North East, an organisation dedicated to improving outcomes for the region's young people.
Tony Lewin. Principal, Newcastle College and executive member of the NCG executive board:
Louise Hunter. Director of Corporate Affairs, Northumbrian Water. Also a stakeholder member on the North East Cultural Partnership Board and a council member of the North East England Chamber of Commerce.
Colin Hewitt. Partner, Head of the Commercial Department, Ward Hadaway Solicitors. Member of the board of NDI as well as being a director of NOF Energy, and Secretary of Northern Business Forum Ltd.
Ellen Deboeck. General Manager, Crowne Plaza
Judith Doyle. Principal and Chief Executive Officer, Gateshead College since 2013. Previously deputy principal for curriculum and quality at Gateshead College for four years.
Professor Richard Davies. Pro-Vice Chancellor, Engagement and Internationalisation, Newcastle University
Nicole Atkin. Head of Business Development, Newcastle United
Helen Dalby. Editor, Chronicle Live. Regional Head of Digital, Trinity Mirror North East
Observers
Paul Borg. General Manager, Hotel Indigo, representing the North East Hotels Association
Jane Tarr. Director, Organisational Resilience and Environmental Sustainability, Arts Council England, North East
Maggie Pavlou. Director, People Gauge Limited, representing the North East England Chamber of Commerce
Sarah Stewart. Chief Executive

Northumberland Tourism Board

David Hall (Chair). Head of Leisure, Strategy and Transformation, Northumbria Water group.
Stuart Birkett. Former Managing Director of NCJ Media Ltd, the newspaper group owned by Trinity Mirror with responsibility for The Newcastle Chronicle and The Journal.
Tony Gates. Chief Executive of Northumberland National Park Authority; a post he has held since November 2005.
Graeme Mason. Planning & Corporate Affairs Director, Newcastle International Airport. Also a member of the CBI (Confederation of British Industry) regional council, the North East Chamber council and Northumberland Tourism.
Kari Owers. Chief executive of North East PR agency OPR.
Ben Quigley. Chief Executive of marketing agency Different.
Susan Davey. Councillor, Northumberland County Council.
Jeff Sutheran. Owns and runs St Cuthbert's House, accommodation business on the Northumberland coast. Currently also serves as Chair of the local North Northumberland Tourism Association, and as Business representative on the Northumberland Coast AONB Partnership Board.
Nigel Walsh. Culture, Heritage and Libraries Service Manager at Active Northumberland and has worked in local government for 18 years.

Visit County Durham Board

Ivor Stolliday (Chair). Held senior roles in television with ITV before spending 15 years as chief executive of the Dartington Hall Trust, a major arts and educational charity with visitor centre and conference facilities in Devon. Holds non-executive roles at the Tyneside Cinema and Baltic.

Oswald Johnson. Durham County Councillor. Portfolio Holder for Tourism, Culture, Leisure and Rural Issues.

Ian Thompson. Joined Durham County Council in 2008 as Corporate Director Regeneration and Economic Development. His responsibilities also include planning, housing and transport strategy.

Sandra Whitefield. Runs Low Urpeth Farm B&B.

Suzanne Duncan. Principal and Chief Executive Officer of East Durham College.

Liz Fisher. Auckland Castle Trust's Operations Director.

Ross Grieve FIH. Managing Director, Seaham Hall

Sally Dixon. Assistant Director at Beamish Museum. Also, a trustee of the County Durham-based participatory arts organisation The Forge.

David Harker. Chief Executive, Durham County Cricket Club.

Ruth Robson. Head of Marketing and Events at Durham Cathedral

5. POLICING AND CRIME

Until 2012, the governance of police forces was the shared responsibility of the Home Secretary, local Police Authorities and Chief Constables. The role of the *Police Authorities* was to represent the local community, draw up the police force budget, develop strategies and plans, and appoint senior police officers.

Each police force had a Police Authority, normally made up of 17 members, of which nine were local councillors, three were magistrates and five were 'independent' (local people who were neither councillor nor magistrate members). Members were appointed through a complex process involving Councils, the Magistrates' Court Committee and a nomination panel, which made recommendations to the Home Office. Members were paid.

Concerns had been raised about the lack of accountability of Police Authorities to their local communities. Both the Conservatives and the Liberal Democrats identified that issue in the 2010 General Election and the subsequent Coalition Government sought to tackle it by replacing Police Authorities with directly-elected *Police and Crime Commissioners* throughout England and Wales (apart from London and, now, Greater Manchester). The introduction of Police and Crime Commissioners (PCCs) was set out in the Coalition Government's Police Reform and Social Responsibility Act 2011 and the first Commissioners were elected in November 2012. At the same time, the Police Authorities were abolished.

Arrangements in London are different: there, the Mayor oversees the Metropolitan Police Force. Under devolution arrangements agreed with the government, the new elected mayor for Greater Manchester has also now taken over the role of the Police and Crime Commissioner in that city region. That is not the case in other Combined Authority areas.

Role of Police and Crime Commissioners

Police and Crime Commissioners are concerned with the oversight and strategic governance of each police force, providing a link between police and local communities. The operational independence of the police is protected, and the conduct of policing on a day-to-day basis remains the remit of the Chief Constable.

Commissioners are responsible for securing the maintenance of an efficient and effective police force in their area and holding the Chief Constable to account. They are responsible for:

- Appointing and, where necessary, removing the Chief Constable
- Representing and engaging with the community
- Producing a 5-year Police and Crime Plan, setting out objectives and resources for policing.
- Setting the annual police force budget and precept on Council Tax
- Publishing an Annual Report
- Commissioning community safety activity, including partnership working with local Councils and other agencies.

Police and Crime Commissioners are required to swear an oath of impartiality and serve all the people, not a political party or particular sections of the community. They are also required to adhere to the Nolan Principles of Conduct in Public Life. PCCs are paid a salary. Of the three elected Police and Crime Commissioners in the region, Durham and Cleveland receive £70,000 a year; in Northumbria, the Commissioner's salary is £85,000. A small staff team supports each Commissioner.

Police and Crime Panels were set up alongside the Police and Crime Commissioners. They are responsible for scrutinising the work of Commissioners, including reviewing the Police and Crime Plan and the Annual Report. They can suspend a Commissioner if he or she is charged with a serious criminal offence and can veto a Commissioner's proposed candidate for the post of Chief Constable, but these powers would be exercised rarely. Panels consist of local Council nominees and at least two independent members co-opted by the Panel.

Our 2000 report noted that Police Authorities in the North East were not particularly 'representative' of the region's population: 73% were men and almost all were aged over 45. In 2017, of the 40 members of Police and Crime Panels, 27 were men (68%).

Police and Crime Commissioners in the North East

There are three Police Forces in the North East, each with an elected Police and Crime Commissioner. They comprise 2 men and one woman. The three Commissioners were elected in November 2012 and all three stood again, and were re-elected, in May 2016. All three stood as Labour Party candidates. Commissioners have a four-year term of office and can serve for a maximum of two terms. Elections use the supplementary vote system: voters mark the ballot paper with their first and second choices. If no candidate gets a majority of first preference votes, the top two candidates go on to a second round in which second preference votes of the eliminated candidates are allocated to them to produce a winner.

In the 2016 Elections, two of the three candidates in the North East received a majority of first preference votes.

The three Commissioners in the region are:

- Vera Baird in Northumbria, former MP and Solicitor General;
- Ron Hogg in Durham, a former senior Police Officer;
- Barry Coppinger in Cleveland, a former Councillor.

All have been able to bring a good deal of experience to the job and have been reasonably prominent in the local media. They do appear to have sought to link policing priorities with local concerns and community issues. They have also helped to shape responses to difficult issues such as domestic violence, hate crime and drugs.

There are questions about their democratic legitimacy. In 2012, turnouts for the first elections were woefully low, not just in the North East but also across the country. In the North East, only around 15% of the electorate voted in 2012, but in 2016 turnout increased both regionally and nationally. In the North East in 2016, turn-out doubled in Northumbria to 32.1% -- although that was principally because the vote took place alongside local council elections

across Tyne and Wear. Elsewhere in the region, without the effect of local elections on the same day, there was only a small increase. In Cleveland only 20.2% voted in the PCC election in 2016 and turnout was just 17.7% in Durham (the lowest in England).

The PCCs are important – they can hire and fire Chief Constables. Nevertheless, their work is probably little understood by the public. This experiment in directly electing people to oversee the delivery of public services does not appear to have captured the public imagination, nor has it generated much enthusiasm. Debates on the relative merits of the office continue (Democratic Audit, 2013; The Guardian, 2016).

POLICE AND CRIME COMMISSIONERS IN THE NORTH EAST

Northumbria

Vera Baird (Labour)

First Elected in 2012

Re-elected in 2016, receiving 55.3% of the valid votes. Turnout in 2016 election: 32.1%

Education: Northumbria University; Open University; London Guildhall University

Career: barrister from 1975 (QC). MP for Redcar, 2001-10. Solicitor General, 2007-10

Website: www.northumbria-pcc.gov.uk/

Durham

Ron Hogg (Labour)

First elected in 2012

Re-elected in 2016, receiving 63.8% of the valid votes. Turnout in 2016 election: 17.7%

Education: University of York

Career: School teacher, 1973-78; Police Officer, Durham and Cleveland from 1978; Assistant Chief Constable, Durham 1998; Deputy Chief Constable, Cleveland, 2003-8

Website: <http://www.durham-pcc.gov.uk/Home.aspx>

Cleveland

Barry Coppinger (Labour)

First elected in 2012

Re-elected in 2016, receiving 41.0% of the valid votes – so second preference votes were counted for the top two candidates; He received 62.1% of first and second preference votes. Turnout in 2016 election: 20.2%

Education:

Career: Middlesbrough Councillor; Member of the former Cleveland Police Authority

Website: <http://www.cleveland.pcc.police.uk/Home.aspx>

Sources: Election results from Durham County Council, Gateshead and Stockton Council websites. Biographical information from Police and Crime Commissioners' websites.

POLICE AND CRIME PANELS

Northumbria

Gateshead Council - Councillors John McElroy (Chair) and John McClurey

Newcastle City Council - Councillors Nick Kemp and Arlene Ainsley

North Tyneside Council - Councillors Tommy Mulvenna and Carole Burdis

Northumberland County Council - Councillors Barry Flux and Susan Davey
Sunderland City Council - Councillors Paul Watson and Henry Trueman
South Tyneside Council - Councillors Geraldine Kilgour and Joyce Welsh
Independent Members - Mrs Janet Guy (Solicitor and Lay Chair Northumberland CCG) and
Mr Shlomi Isaacson (Jewish Council of Gateshead)

Durham

Councillor Allan Bainbridge (Durham County Council)
Councillor David Boyes (Durham County Council)
Councillor Peter Brookes (Durham County Council)
Councillor Pauline Crathorne (Durham County Council)
Councillor Lucy Howvells (Durham County Council)
Councillor Stephen Robinson (Durham County Council)
Councillor Mamie Simmons (Durham County Council)
Councillor Stephen Harker (Darlington Council)
Councillor Brian Jones (Darlington Council)
Councillor Marjory Knowles (Darlington Council)
Independent Members: Nicholas Cooke and Derek
Dodwell (Darlington Association of Parish Councils)

Cleveland

Cllr Norma Stephenson O.B.E (Chair), Stockton
Cllr Charles Rooney (Vice-Chairman), Middlesbrough
Cllr Alec Brown, Redcar and Cleveland
Cllr Tracey Harvey, Middlesbrough
Councillor Chris Jones, (Redcar & Cleveland)
Cllr Jim Lindridge, (Hartlepool)
Cllr Matthew Vickers, (Stockton)
Cllr David Wilburn (Stockton)
Cllr Dave Hunter, (Hartlepool)
Cllr David Coupe, (Middlesbrough)
Cllr Billy Ayre Redcar and Cleveland
Cllr Ken Dixon (Stockton)
Independent Members - Paul McGrath (Former Head of Personnel with Cleveland Police and Senior
Manager at Teesside University) and Andrew Dyne - Engineering and construction professional and
Governor of Middlesbrough College.

6. PAN-REGIONAL AND SUB-REGIONAL GOVERNANCE

In 2000, we were able to report that:

'Today, regionalism is back in favour, is probably more prominent than ever before, and is being taken forward by new institutions and arrangements...' (Robinson, Shaw et al, 2000, p 51).

Devolution to the constituent countries and regions of the UK was a strong theme of the Labour government that came to power in 1997. The new government soon established a Scottish Parliament and assemblies in Wales and Northern Ireland. In England, a Greater London Authority was set up, along with an elected mayor, and elsewhere Regional Development Agencies and Regional Assemblies were established.

By 2000, the North East had three interconnected regional bodies:

- One North East, the Regional Development Agency for the North East – a well-funded quango primarily concerned with economic development and regeneration (began operating in 1999).
- The North East Regional Assembly -- a forum predominantly made up of councillors, but with some representation from other regional interests, intended to oversee the work of One North East (established in 1999).
- The Government Office for the North East – a grouping of civil servants based in the region, from several government departments (set up in 1994).

Back in 2000, it seemed that the dominance of London was, at last, being countered by devolution of resources and decision-making to the region. Some saw these arrangements as just the start, anticipating that the North East would eventually have an elected assembly of its own (in fact, that idea was heavily rejected in a referendum in 2004).

All of that is long gone and largely forgotten. Regionalism was swept away after Labour lost the 2010 general election and the three regional bodies were soon abolished. Even the idea of a 'region' seemed anathema to the incoming Coalition Government (Shaw and Robinson, 2012).

More recently, there has been more acknowledgement of the need for government intervention in sub-national economic development, and the practical benefits of some form of devolution within England have become more evident (Shaw and Tewdwr-Jones, 2017). But regionalism – as it was in 2000 -- is definitely off the government's agenda, particularly now that leaving the EU has become the major preoccupation.

Local Enterprise Partnerships (LEPs)

Following the decision to abolish the RDAs, the government recognised that there was a need for some kind of mechanism to encourage local economic growth and development. In 2010, the then Department for Business, Innovation and Skills invited business leaders to develop and submit proposals for LEPs. These were conceived as voluntary partnerships, bringing together different interests but with a private sector-led approach to economic growth.

Although they were expected to help fill the gap left by the well-resourced RDAs, initially they did not receive public funding. That subsequently changed, and LEPs were able to bid for a share of the government's Local Growth Fund. They also acquired a role in the management of EU Structural and Investment Funds. But, they are still much less powerful than the former RDAs (Shaw and Robinson, 2012).

One feature of the new LEPs was a change to the geography of economic development policy and support. With 'regional' structures out of favour, the government wanted LEPs to cover sub-regions that had a distinct economic identity ('natural' economic areas). In the North East, two LEP areas were proposed, one for the north and another for the south of the region – acknowledgement of the differences and tensions between Tyneside/Wearside and Teesside. The formation of the LEPs therefore effectively split the old North East region in two (a split that was later reinforced when Combined Authorities were created).

The LEP established in the northern part of the region, somewhat confusingly called the *North East LEP* (NELEP), covers Northumberland, Tyne & Wear, and County Durham. To the south, the *Tees Valley LEP* covers Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-On-Tees.

The North East LEP

The stated vision of NELEP is to create 'Europe's premier location for low carbon, sustainable, knowledge-based private sector-led growth and jobs'. Its main target is job creation: helping to produce an extra 100,000 'new and better jobs' between 2014 and 2024. It is responsible for delivering the objectives set out in the latest North East Strategic Economic Plan (NELEP, 2017).

As well as providing strategic economic leadership, the LEP is heavily involved with allocating funding to support economic growth. NELEP manages two funds:

- The *Local Growth Fund* -- supports major capital projects such as transport schemes and investment in skills and innovation infrastructure (£42.5m in 2017-18).
- The *North East Investment Fund* – a capital 'evergreen' loan fund supporting capital projects (£38.7m available for new investments in 2017-18).

NELEP also has a major role in shaping how the EU Structural and Investment Funds (ESIFs) are spent in the region. It submits plans to the Government outlining how this money can be used to support the region's economy. NELEP also supports infrastructure investment in Enterprise Zones and business advice services (the 'Growth Hub' service for business support and access to finance).

NELEP has an annual operational budget of nearly £3m. It is governed by a board which, under its constitution, comprises: 9 private sector representatives (including the Chair); 7 Council Leaders; 1 representative from Higher Education and 1 from Further Education. According to NELEP's constitution, the private sector members are recruited to 'reflect the geography of the NELEP area, key sectors and different sizes of business operation' (<http://www.nelep.co.uk/wp-content/uploads/2016/11/NELEP-Constitution.pdf>). There are

4 female board members out of 18 and 2 BAME members (one of the highest proportions of BAME members among the region's public bodies).

According to the response to our 2017 Survey, there are no people with disabilities on this LEP. No information on the age profile of board members was provided. Agendas, minutes and board papers are available (and easily accessed) on NELEP's website (www.nelep.co.uk)

North East Local Enterprise Partnership Board Members

Andrew Hodgson (Chair). CEO of Soil Machine Dynamics. Chair of Subsea North East. Board member of International Centre for Life, Newcastle.

Councillor Paul Watson (Vice Chair). Leader of Sunderland City Council; Chair of the North East Combined Authority. Self-employed businessman.

Farooq Hakim. Senior Manager with BT.

Gillian Hall. Formerly national head of corporate law at Watson Burton LLP. Non-Executive Director, Port of Blyth, and Arch – the Northumberland Development Company. CBI Regional Councillor and member of the Entrepreneurs' Forum.

David Land. Formerly at Gestamp Tallent (Automotive industry).

Ammar Mirza CBE. Management consultant and entrepreneur. Chair, Asian Business Connexions. Board member, Your Homes Newcastle and Tyne & Wear Archives and Museums.

Andrew Moffat. CEO, Port of Tyne.

Heidi Mottram. CEO, Northumbrian Water.

Mark Thompson. MD, Ryder Architecture.

Paul Varley. Formerly CEO of Newcastle Falcons and MD of Carillion Energy Services.

Councillor Peter Jackson. Leader, Northumberland County Council.

Councillor Nick Forbes. Leader, Newcastle City Council. Chief Executive of Involve North East (a health charity). Chair, North East Transport. Vice Chair, Tyne and Wear Fire and Rescue Authority.

Councillor Martin Gannon. Leader, Gateshead Council. Former Regional Officer, GMB Trade Union, 1987-2010.

Councillor Simon Hennig. Leader, Durham County Council. Principal Lecturer in Politics at Sunderland University.

Councillor Ian Malcolm. Leader, South Tyneside Council. Chair, Newcastle International Airport. Non-Executive Director, South Tyneside NHS Foundation Trust. Deputy Chair of Sovereign Strategy, a public affairs consultancy.

Norma Redfearn. Elected Mayor, North Tyneside.

Karen Redhead. Principal, Derwentside College.

Professor Andrew Wathey CBE. Vice Chancellor, Northumbria University. Elected member, CBI Regional Council. Board member, BALTIC Centre for Contemporary Arts and Newcastle Gateshead Initiative.

Tees Valley LEP.

An existing business-led group, Tees Valley Unlimited (TVU), successfully bid to become one of the first LEPs, in 2011. Tees Valley LEP drew up a Strategic Economic Plan, with the aim of developing a 'high value, low carbon, diverse and inclusive economy' and creating 25,000 additional jobs over 10 years.

The LEP funds a grant programme (the Business Growth Investment Scheme) to help businesses invest and grow and provides grants to support innovation and the recruitment of trainees and apprentices. It set up the Tees Valley Business Compass to provide a single point

of access for SMEs to support business growth. The LEP develops and submits a European Structural and Investment Funds Strategy that helps to shape EU funding in the area, mainly comprising support from the European Regional Development Fund and the European Social Fund.

The LEP board has representation from business and the public sector across the Tees Valley. Until recently, the board was overwhelmingly male, with only 1 woman and 11 men. The appointment of new board members in March 2017 slightly improved the gender balance, to 3 women and 16 men. There is no BAME representation. According to the response to our 2017 Survey, there are no people with disabilities on the Tees Valley LEP board.

Tees Valley LEP Board members

Paul Booth OBE (Chair). Chair, SABIC UK. (Petrochemicals). Member of board of governors, Teesside University.

Councillor Christopher Akers-Belcher. Leader of Hartlepool Council. Former local government officer.

David Budd. Elected Mayor, Middlesbrough Council. Former bank manager.

Councillor Bob Cook. Leader, Stockton-On-Tees Council. Formerly worked in the chemical industry. Currently agent and office manager for Alex Cunningham, MP for Stockton North.

Phil Cook. Principal, Stockton Riverside College

Professor Paul Croney. Vice Chancellor, Teesside University.

Councillor Bill Dixon MBE. Leader, Darlington Council.

Jerry Hopkinson. Chief Operating Officer, PD Ports

Ben Houtchen. Elected Mayor, Tees Valley Combined Authority

Angela Howey. Head of Consumer, EE (Mobile Phone Network)

Alistair Hudson. Director of MiMa (Middlesbrough Institute of Modern Art).

Councillor Sue Jeffrey. Leader, Redcar and Cleveland Council. Former Executive Director of the Yorkshire and Humber Regional Assembly. Former board member, Thirteen Housing Group.

Ian Kinnery. Director, Team Massive Results.

Mike Matthews MBE. Managing Director, NIFCO UK Ltd (Plastics Manufacturer)

Siobhan McArdle. Chief Executive, South Tees NHS Trust

Alby Patterson. Managing Director, Hart Biologicals

Nigel Perry. Chief Executive, Centre for Process Innovation.

Graham Robb. Senior Partner, Recognition PR.

David Soley. Director, Cameron's Brewery.

The establishment of the Tees Valley Combined Authority has resulted in the LEP being integrated in the new Authority; there is now just one meeting (of the Combined Authority) that deals with the business of both organisations, and the LEP's resources are seen as part of the Authority's 'single pot' of funding for economic development. The LEP Chair is a member of the board of the Combined Authority and the other LEP board members are 'associate members' of the Combined Authority's board.

Information specifically about the work of the Tees Valley LEP is hard to find since it is subsumed within the work of the Combined Authority and no longer separately identified. Material on economic policy and development activity, including elements supported through funding allocated to the LEP, can be found on the Combined Authority's website, which also has minutes and papers from the Combined Authority's board meetings.

Given that they draw upon ‘influentials’ such as council leaders, senior private business leaders and university vice-chancellors, it could be said that LEP boards stand out as ‘high-status’ organisations whose members are also key players in other networks including health, education and housing.

Combined Authorities

Under the Local Democracy, Economic Development and Construction Act 2009, two or more councils can decide to set up a ‘Combined Authority’. This is a formal, legal entity and requires government approval. A Combined Authority enables the constituent councils to take collective decisions and work together across council boundaries, focusing particularly on economic development and transport.

The first Combined Authority was established in Greater Manchester in 2011, and several have been set up in various parts of the country since then. In our region, two Combined Authorities were set up, coinciding with the LEP areas:

- The *North East Combined Authority* (NECA) comprising 7 councils in the north of the region (Northumberland, Tyne & Wear and County Durham). Established in April 2014.
- The *Tees Valley Combined Authority* (TVCA) comprising the 5 Tees Valley councils in the south of the region (Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-On-Tees). Established in April 2016.

In 2015, the then Chancellor, George Osborne, announced that Combined Authorities could formally bid to take on further responsibilities, involving the devolution of powers and resources from central government and other agencies. Each area could negotiate with the Government the content of such a ‘devolution deal’. There was one key condition: Combined Authorities given these devolved powers and resources had to agree to have a directly elected Mayor because it was felt that this would enhance accountability (Terry, 2017). In the north of our region, the devolution process has not gone smoothly, while in the south of the region (Tees Valley) the deal has been accepted and a Mayor was elected in 2017.

The North East Combined Authority.

NECA has not agreed a devolution deal. It has retained the functions it started with – the co-ordination of economic development and transport across the 7 council areas. But it has not gone any further. In October 2015, NECA provisionally accepted a proposed devolution deal, subject to various issues being resolved. After months of discussion and negotiation, the councils reached a majority decision in October 2016 not to go ahead with the devolution deal. This partly reflects the internal splits and inter-authority competition between constituent councils (all Labour) and opposition to the requirement of having an elected mayor covering the 7 council areas. It was also bound up with concerns about long term funding and the situation following Brexit.

However, 3 of the 7 councils are still in favour of agreeing a devolution deal with the Government. These councils - Newcastle, Northumberland and North Tyneside – have been discussing with the Government the possibility of forming their own Combined Authority for

the 'North of Tyne' area and are prepared to agree a deal that would include an elected Mayor.

But, for now, NECA continues. It has a board comprising the 7 council leaders and the Chair of the LEP, Andrew Hodgson. Its website carries a considerable amount of information about policies, activities and governance, and includes minutes of board and committee meetings (See: <https://www.northeastca.gov.uk/who-we-are/north-east-leadership-board-governance/governance-members>).

The structure of NECA includes the Leaders' Board, Transport Committees, Governance and Overview and Scrutiny and an Economic Development Advisory Board. In addition to elected members, some of the committees involve lay/co-opted members:

- **David Taylor-Gooby**, Independent Chair of the Overview and Scrutiny Committee (also Lay Member, Durham Dales, Easington and Sedgefield Commissioning Group)
- **Mark Scrimshaw**, Independent Chair of the Governance Committee (also Chair, Newcastle City Council Standards Committee)
- **George J Clark**, Independent Vice-Chair of the Governance Committee (also member, Gateshead Council, Audit and Standards Committee)
- **Gillian Hall**, Vice-Chair of the Economic Development and Regeneration Advisory Board (North East LEP)
- **Jonathan Walker**, Economic Development and Regeneration Advisory Board (North East Chamber of Commerce)
- **Beth Farhat**, Economic Development and Regeneration Advisory Board (Northern Trade Union Congress)
- **Sarah Glendinning**, Economic Development and Regeneration Advisory Board (Regional Confederation of British Industry)
- **Simon Hanson**, Economic Development and Regeneration Advisory Board (Federation of Small Businesses, North East)

The Tees Valley Combined Authority.

TCVA was established in April 2016 (interestingly, 20 years to the day since the abolition of the former sub regional authority, Cleveland County Council). A devolution deal with the Government was agreed in principle in October 2016 and subsequently confirmed. In line with the deal, the election of a new Mayor for Tees Valley took place in May 2017.

TCVA has essentially absorbed the responsibilities of the Tees Valley LEP. Under the devolution deal, TCVA is able to create an Investment Fund, through the allocation of Government funding of £15m a year for 30 years. It has responsibility for a consolidated transport budget, with a multi-year settlement to be agreed at the Spending Review. It also has a key role in reviewing and developing education and skills provision, and business support services. TCVA has a particular interest in regenerating the former Redcar steelworks site through the mechanism of a Mayoral Development Corporation.

Ben Houchen (Conservative) was elected Mayor of Tees Valley in May 2017 defeating Sue Jeffry (Leader of Redcar & Cleveland Council). The former gained 51.1% of the second vote in

an election using ‘supplementary voting’ (the same as PCC elections). In this case, Liberal Democrat and UKIP candidates were eliminated after the first round. In the mayoral election, while Labour won the majority of votes in Middlesbrough, Redcar and Hartlepool, the Conservatives won the most votes in the local authority areas of Stockton and Darlington. The largest majority in any area was the Conservative majority in Stockton (5,000) and the borough also had the highest turn-out (24%) compared to the average of 21%.

The new mayor serves as Chair to the TCVA. The Mayor has a Cabinet, made up of the Leaders of the 5 Tees Valley councils. The LEP Chair is also a member of the board. The Mayor and Cabinet will be held to account by a scrutiny committee made up of back-bench councillors from the member councils. In addition, the authority’s Audit and Governance Committee includes lay members: *Colin Fyfe*, Chief Executive of the Darlington Building Society and *Paul Bury*, Head of Business Law firm, Endeavour Partnerships. The TCVA website has details about governance and minutes of board meetings, but information appears to be aimed largely at business investors, rather than the general public.

Tees Valley Elected Mayor: Ben Houchen (Conservative).

Age: 30.

Education: Attended Conyers School in Yarm before studying law at Northumbria University.

Employment: Solicitor for two Teesside law firms, in commercial litigation and employment law.

Political Career: Was elected to represent Yarm and Kirkclevington on Stockton Council in 2011 and again in 2015. Contested the Middlesbrough parliamentary constituency in the by-election that followed the death of Sir Stuart Bell, and stood as a candidate in the 2014 elections to the European Parliament.

Mayoral Salary: £35,800 a year.

Transport planning and development across the north

Transport for the North

The Transport for the North (TfN) Partnership is a pan-regional arrangement that enables council leaders and Local Enterprise Partnerships (LEPs) from the north of England to work together and speak to central government with a united voice. The Partnership Board is made up of councillors and LEP representatives from across northern England, along with the Secretary of State for Transport and representatives from Highways England, Network Rail and HS2 Ltd. The Board is chaired by an independent Chair, John Cridland CBE, the former Director-General of the CBI.

Transport for the North Board (North East Councillors and LEP members in bold)

Cllr Nick Forbes: Newcastle Council

David Land: North East LEP

Cllr Jennifer Mein: Cheshire and Warrington

George Beveridge: Cumbria and Lancashire LEP

Cllr Bill Dixon: Tees Valley CA

Paul Booth: Tees Valley LEP

Cllr Carl Les: North Yorkshire Council

Matthew Lamb: North Yorkshire LEP

Cllr Keith Wakefield: Leeds City Region

Roger Marsh: Leeds City Region LEP

Sir Richard Leese: Greater Manchester
Mike Blackburn: Greater Manchester LEP
Cllr Liam Robinson: Liverpool City Region
Robert Hough: Liverpool City Region LEP
Cllr Terry O'Neill: Cheshire and Warrington
Christine Gaskell: Cheshire and Warrington LEP
Cllr Julie Dore: Sheffield City Region
Martin McKervey: Sheffield City Region LEP
Cllr Martin Mancey: Hull and the Humber
Lord Haskins: Hull and the Humber LEP

Rail North Ltd

Rail North was formed in September 2014 as a limited company owned by its 29 member local councils and predates the discussions around TfN. While it is a separate body to TfN, the two have a strong working relationship and clearly overlap. Many authorities are in both – however, the geography differs, as TfN covers the north of England whereas Rail North covers the geography of the rail franchises, so has representation from the Midlands, to include the Northern and Trans Pennine Express franchises. The longer-term plan is to become one organisation, when TfN gains statutory status as a sub-national transport body.

Twenty-five Local Transport Authorities are members of Rail North, and each nominates one Councillor to represent them on the Association of Rail North Partner Authorities. Authorities are then grouped into 11 areas; each group nominates one person to act as a Director of Rail North Limited. The two directors from the North East are representing the North East Combined Authority, Cllr Nick Forbes (Leader, Newcastle City Council) and the Tees Valley Combined Authority, Ben Houchen (the Elected Mayor)

The Northern Powerhouse

Speaking in Manchester in June 2014, George Osborne argued that the lack of economic and physical connections between the cities and city regions of the north of England was holding back their growth. In response, he championed the idea of a 'Northern Powerhouse', a pan-regional approach to rejuvenating the economic fortunes of the North West, North East and Yorkshire and Humber regions (a large area with a population of 15 million). Osborne saw it as part of a process of devolution of powers and resources from the centre to the regions.

The Northern Powerhouse encompasses various initiatives, focusing mainly on transport - since improvements to road and rail connectivity are seen as crucially important. These initiatives include the establishment of a new (and now statutory) body, Transport for the North, made up of representatives from the Combined Authorities, local transport authorities, LEPs, the Department for Transport, Highways England, HS2 and Network Rail. TfN has powers and responsibilities that have been devolved from central government, and is producing a Strategic Transport Plan. Plans for High Speed rail connections between the south and the north (HS2) and between east and west (HS3) are key elements in the Powerhouse concept. Other elements included in the Powerhouse idea involve science and innovation, education and skills, and the attraction of inward investment. Culture is part of it as well; the 'Great Exhibition of the North' in 2018, to be based in Tyneside, is one of many initiatives packaged as part of the Northern Powerhouse – and one of the few directly benefitting the North East (<https://getnorth2018.com/>).

There is some understandable scepticism about the Northern Powerhouse. It is felt that it is a 'brand' that is poorly defined and lacks real political or economic substance, and that it offers little prospect of reducing deep-rooted spatial inequalities. There is relatively little new spending, and even additional transport commitments would leave per capita infrastructural investment well below that in the south. In addition, there are tensions within this 'larger north'; the Powerhouse appears to be very much centred on Manchester, and the benefit to other areas such as the North East is unclear.

The departure of Osborne from government has led to questions about the future of the Northern Powerhouse -- questions which continued when the Minister for the Northern Powerhouse, Andrew Percy, quit his post immediately following the June 2017 General Election. Despite the Government reiterating its commitment to the 'Powerhouse', the July 2017 decision to cancel plans to electrify the Trans Pennine rail route was seen as a major blow to the core ideas of the Northern Powerhouse.

The Northern Powerhouse remains, at best, a loose and informal network, without a clear governance structure. It has been pointed out that it is a male-dominated network since the Combined Authorities in the North are nearly all led by men. The annual Northern Powerhouse conference in February 2017 received unwelcome publicity because almost all (85 out of 93) of the invited speakers were men, reflecting the gender imbalance at the most senior levels of local government (The Guardian, 2017). The Northern Powerhouse is difficult to pin down and information about it is scant. The 'official' website (<http://northernpowerhouse.gov.uk>) has little information and the website of its supporters (<http://www.northernpowerhousepartnership.co.uk>) has even less.

Conclusion

The regional institutions we had in 2000 have all been abolished and 'regionalism' has become a distant memory. Even the North East itself, as an officially recognised 'region', has essentially been abolished and split in two. It is now hard to imagine the old region being put back together -- or, for that matter, any revival in 'regionalism'.

As in other English regions, there are now few institutions of governance between central government in London and the local councils. The sub-regional Local Enterprise Partnerships and the Combined Authorities have enabled some devolution of decision-making, particularly in Tees Valley, but it is very limited. Devolution may eventually go further, but that will not be a priority while the Government deals with Brexit. The Northern Powerhouse is an interesting concept, but even if it is retained, it is unlikely to do much to redress regional imbalances.

And, who runs the sub-regional institutions and the pan-regional Powerhouse? Local council leaders (almost entirely male) and some business representatives are in the driving seat. There seems little input from the public or from other interests. Only the election of sub-regional Mayors provides an opportunity for public involvement -- but lack of knowledge, interest and engagement produce low turnouts and, in effect, limited accountability.

7. THE NATIONAL HEALTH SERVICE

Founded in 1948, the NHS is one of Britain's most cherished public institutions. The NHS offers healthcare to everyone and the vast majority of people rely on its provision. It is an essential public service with a high political profile. Health Care is the second largest element of public expenditure (second only to Pensions), accounting for 18% (£146bn in 2017-18) of total public expenditure.

The NHS is a huge organisation, complex and unwieldy; and it is confusing – not least, because it has been repeatedly restructured. In our report in 2000, we said that *'structural change has become characteristic of the NHS, with the continuous revolution initiated by the Thatcher government being perpetuated by the Blair government'* (Robinson, Shaw et al, 2000, p 64). It is therefore not surprising that the subsequent Coalition Government brought in further reforms.

Structural changes have represented a response to many different pressures, including: the problems of effectively managing such a large organisation; trying to deal with ever-increasing demand; financial pressures and problems; the need to improve the quality and co-ordination of care; and changing views on where and how decisions should be taken. Efforts have been made to raise efficiency, reduce bureaucracy, and make the NHS more 'business-like' with the separation of 'purchasers' and 'providers' and, notably, the establishment of local NHS Trusts as service providers.

Each round of reforms has been disruptive, expensive and has generated criticism – the major changes made by former Health Secretary Andrew Lansley in the Coalition Government have been particularly controversial. Currently, there is opposition to the increasing involvement of private sector providers (although little of that has happened in the North East) and much concern about plans for service changes through the mechanism of 'place-based planning' involving the development of 'Sustainability and Transformation Plans'. The two STPs in the North East cover the two 'footprint' areas comprising Northumberland, Tyne and Wear and North Durham, and Durham, Darlington, Teesside plus parts of North Yorkshire (NHS England, 2016).

Structures

Policy-making and decision-making are – somewhat confusingly - spread across many organisations and many levels within the NHS. Some responsibilities rest with the Secretary of State, while others are devolved to many local bodies and individual clinicians. The main elements of the current structure are:

1. *The Secretary of State for Health* – has overall responsibility for the work of the Department of Health and issues an annual 'Mandate' which sets out the objectives and budget for the NHS.
2. *The Department of Health* – responsible for strategic leadership; it is a ministerial department, accountable to Parliament, that 'leads, shapes and funds' health and social care in England. The Department of Health is supported by 23 agencies and public bodies, such as

the National Institute for Health and Care Excellence (NICE), the Care Quality Commission, and NHS Blood and Transplant.

3. *NHS England* – an independent body, at arm’s length from central government. NHS England sets priorities and the direction of the NHS. It manages around £100 billion of the NHS budget. It commissions primary care services (GPs, dentists, opticians, pharmacists) and some specialist services, and allocates resources to the Clinical Commissioning Groups (CCGs). NHS England has four Regional Teams, including NHS England North which has offices across the north of England, including local offices in Newcastle and Darlington.

4. *Clinical Commissioning Groups (CCGs)* – these replaced Primary Care Trusts in April 2013. CCGs, a key part of the Lansley reforms, are clinically-led statutory NHS bodies responsible for the planning and commissioning of healthcare services for their local area. CCG members include GPs, nurses, consultants and lay members. They commission services such as elective hospital services, most mental health services, urgent and emergency care, and community care. They can commission services from hospitals, social enterprises, charities or private sector providers. CCGs are responsible for about two-thirds of the NHS budget. There are 10 CCGs in the North East.

5. *NHS Health Trusts* –these are semi-autonomous NHS ‘provider’ organisations that manage and deliver particular services at a local level. Many Trusts run hospitals; others run community services, mental health services or ambulance services. Trusts were established under the NHS and Community Care Act 1990; the concept has survived national structural changes, but many Trusts have merged, split or reorganised over time (in 1994 there were 27 Trusts in the North East; now there are 11). Most Trusts have become ‘Foundation Trusts’. These were introduced in 2003, with the aim of giving Trusts more managerial and financial freedom. The intention was to devolve decision-making to the local level. Foundation Trusts are authorised and regulated by an independent regulator, ‘NHS Improvement’. Foundation Trusts are accountable to the communities they serve and local people can become members or Governors. Each Foundation Trust has a duty to consult and involve its Council of Governors in the strategic planning of the organisation. There are now 11 NHS Trusts in the North East and all of them have Foundation Trust status.

6. *Health and wellbeing boards* - These forums were established by local authorities to facilitate connections and integration between health and social care and to ‘increase democratic input into strategic decisions about health and wellbeing services’ (NHS England: <http://www.nhs.uk/NHSEngland/thenhs/about/Pages/nhsstructure.aspx>). For an example of governance, membership and the role of these boards see: <https://democracy.durham.gov.uk/mgCommitteeDetails.aspx?ID=919>. Local Authority Overview and Scrutiny Committees also have a role; they have to be consulted about each Trust’s Quality Account (an annual report on service quality), and about any major service reconfigurations.

7. *Healthwatch*. As part of the 2012 reforms, every local authority area has a Healthwatch, commissioned by the council. The local Healthwatch representative is a member of the Health and wellbeing board and their role is to ensure that people’s views on health and social care

services are heard. The local Healthwatch may also deal with complaints if commissioned to do so by the council.

8. *Local Public Health Services* – now placed within local authorities, responsible for commissioning local public health services.

In addition, there is:

- Public Health England – provides national leadership and expert services to support public health;
- Vanguards – 50 ‘Vanguards’ designated in 2015 to develop new care models and improvements to the health and care system;
- Regulation and oversight functions – various regulatory bodies such as the Care Quality Commission (CQC), professional regulatory bodies such as the General Medical Council (GMC), etc. Also NHS Improvement (which includes the former Monitor), set up in 2016.

Who runs the NHS in the North East?

The Governance of Clinical Commissioning Groups. CCGs are membership bodies, with local GP practices as the members. Each CCG is led by a Governing Body made up of GPs, other clinicians including a nurse and a secondary care consultant, and lay members, as well as senior officers of the CCG. Each CCG has professional staff and they make many of the decisions; but the Governing Body is responsible for reviewing decisions and formally approving the CCG’s plans.

There are some variations in governance arrangements, but most have a board comprising representatives from each of the GP practices in their area. That may meet infrequently; much of the formal governance is delegated to a Governing Body and its committees. That Governing Body includes several GPs, usually including one who has been elected by the constituent GP practices to serve as Chair (Northumberland CCG is an exception; it has a lay Chair). The Governing Body has other clinicians and also lay members – these are people who live in the area, mainly individuals with professional skills and experience. The Deputy Chair is often one of these lay members. Some lay members serve on more than one CCG. Meetings of the Governing Body (generally held every two months) of a CCG are open to the public.

The chair (usually a GP) may be expected to work for the CCG on a half time basis. The deputy chair’s role is also important, and may amount to a commitment of one day a week. The chair is paid (if a GP, generally at a level commensurate with that of a GP) and the lay members are usually paid as well (typically in the £5,000-£15,000 range). Non-GP clinicians, not themselves working for the CCG or its contractors, are normally paid for their role on the Governing Body. Governing Bodies also include salaried senior CCG staff.

Each CCG has a Constitution that sets out how governance is structured and how it works. Appointments to the Governing Body of a CCG are made by the Governing Body itself. Under a CCG’s Constitution, there are provisions for these posts to be advertised, but the process does not appear to be particularly open or transparent – and none of the websites of the

CCGs in the North East gives any information about how an individual might become a member of the Governing Body. However, several CCGs do say how someone can be involved in other ways, by joining a public consultative group for example.

North East CCG websites are very variable in quality and scope. Some are difficult and frustrating to navigate – that is surprising, given the scale of their operations; a typical CCG may have an annual budget of £300 million. Transparency seems limited – more limited than the predecessor Primary Care Trusts. All the North East CCG websites have lists of Governing Body members, some with at least short biographical profiles. Papers for Governing Body meetings are usually on these websites, but can be incomplete and sometimes very out of date. Annual Reports are available, but often are posted late. Constitutions and registers of members' interests are published on websites in most cases but can be hard to find.

Our survey of CCGs in 2017 found that the composition of their Governing Bodies varies considerably.

- Nine of the region's ten CCGs responded. In terms of gender composition, Darlington CCG and North Tees CCG were unusual – not just among CCGs but among all public organisations -- in having a majority of female governors. All the others had a majority of male governors (plus Sunderland CCG had 50% male and 50% female). South Tyneside CCG had the least balanced board in relation to gender; only three of their 12 board members were female.
- Stockton-on-Tees, South Tees, Sunderland and South Tyneside CCGs had governors from BAME backgrounds. Interestingly, especially for organisations concerned with community health, none of the CCGs said they had *any* governors who were disabled. Only 10% were under 45, 80% were aged 45-65, and 10% over 65. Most said that they had policies and practices in place to promote diversity.

The Governance of Foundation Trusts.

Foundation Trusts have a ***Board of Directors*** and a ***Council of Governors***.

The Board of Directors is responsible for running the Trust -- exercising all of the powers of the Trust. It is the body that sets the strategic direction, allocates the Trust's resources, and monitors its performance. The Board consists of Executive and Non-Executive Directors. The Executives include the Trust's Chief Executive and key senior managers. The Non-Executives, including the Trust Chair, are appointed in accordance with legislation (the Health and Social Care Act 2006) and Trust Constitutions. Trusts have external recruitment processes and nomination committees to identify potential board members; Chairs and Non-Executives are then formally appointed by the Council of Governors.

Most Non-Executives are local professional people, often with a background in health. Back in 2000, virtually all Trusts had at least one local councillor on their board. Now (as far as we can tell) there are only three councillors on the 11 Trusts.

Non-Executive Directors serve on a part-time basis. They are paid. Ordinary Non-Executives are paid £15-20k; Chairs are paid £50-55k p.a. The Chairmanship of a Foundation Trust is among the best paid non-executive positions in the region's public sector – their remuneration is a little above the allowances received by the Leaders of the region's biggest councils.

Ten of the North East's 11 Trusts responded to our survey in 2017:

- Their boards had a total of 140 members, of whom 88 (63%) were male. All except the North East Ambulance Service had a male majority. The largest male majority was the board of City Hospitals Sunderland (77% male). Only three out of the 11 Trusts in the region has a female Chair. The gender balance is much the same as it was in 2000; then, 58% of Trust board members were male.
- Four of the ten respondent Trusts had someone from a BAME community on their board.
- Only one Trust board had someone who was disabled.
- Young people were largely absent: only three Trusts said they had a board member under 45.

However, nearly all the Trusts said they took into account the need for diversity when making such appointments.

The underrepresentation of women and BAME groups on Trust boards and particularly in leadership positions is certainly not just an issue in the North East. (One recent national study showed that only 2% of NHS Trusts are chaired by people from a black and minority ethnic background. While 80% of NHS staff are women, women make up just 28% of Trust chairs, outnumbered three to one by men. Commenting on the survey, former Heath Trust chair (and shadow Health spokesman) Lord Hunt said, *'The lack of women chairs is bad enough. But the BME proportions are disgraceful .. too many chairmen want to appoint executives who are in their own image .. (and) ignore suitably qualified people from the local area who would change the mix'* (quoted in, The Guardian, 2016)

Information about Trust boards, their operation and membership is given on their websites. The standard of disclosure is generally good.

- Nine of the 11 Trusts had easily accessible profiles of Board members on their websites. The other two (City Hospitals Sunderland Trust and the Northumberland, Tyne and Wear Trust) had information about Board members in Annual Reports that are published (though dated, and much less easy to find) on their websites.
- Trust Board meetings are open to the public (at least for their non-confidential business) – and their agendas, minutes and papers are published on their websites and are fairly easy to find.
- Prior to 1998 Trusts did not have to hold their meetings in public; consequently only three of the region's then 27 Trusts opened their meetings to the public.
- Some publish the Register of Board members' declared interests on their website.
- The only notable omission is information about how to become a Board member; none of the Trusts provide that.

The Council of Governors of each Trust is expected to provide a link between the community and the Trust's Board of Directors. The Council of Governors is made up of some *elected* governors and some *appointed* governors. The elected governors are elected through a postal ballot of Trust members. In most Trusts, there are governors elected by staff; governors elected by patients, and governors elected by members of the public. Appointed governors are appointed by relevant local organisations such as the local authority, medical schools and the voluntary sector.

Governors from the public and staff constituencies are elected for up to 3 years (see for example: <https://www.northumbria.nhs.uk/get-involved/members-and-governors/your-governors/governor-profiles/governor-profiles-public>)

In many cases they are elected unopposed or on small turnouts (typically around 20%). The public constituency is made up of local residents who apply to be members of the Trust. Relative to the population it serves, residents' membership is usually fairly modest (e.g. the City Hospitals Sunderland Trust has about 6,000 members; North East Ambulance Service has nearly 10,000) but in some cases it is substantial (Northumbria Healthcare NHS Foundation Trust has over 52,000 public members). Trust Annual Reports have demographic profiles of the membership, benchmarked against local demographic structure.

The majority of those serving on the Council of Governors must be elected governors. Typically, the Council of Governors meets formally 4 times a year. Meetings are chaired by the Trust Board's Chair. The Council of Governors is large: 39 members in the case of County Durham and Darlington NHS Foundation Trust; 70 Governors at Northumbria Healthcare NHS Foundation Trust. Unlike the Non-Executive members of Trust boards, the Governors are not paid.

The Council of Governors do not set strategy or take many decisions but they have one key power: they are responsible for appointing (or removing) the Trust Board's Chair and other Non-Executive Directors, and deciding on their remuneration. Governors are formally responsible for holding the Trust Board to account. They are also there to represent the views of the Trust's members and stakeholders.

Information about the Council of Governors for each Trust is generally not particularly comprehensive and can be surprisingly hard to find on websites – surprising, given that the Governors are seen as the representatives who provide a route to information about the activities and policies of Trusts. Some websites are better organised than others (see, for example, the Northumberland Ambulance Trust: <https://www.neas.nhs.uk/get-involved/foundation-trust-membership/governors.aspx>). Some have links between the webpages about their Governance/Board, and their Council of Governors; others have included it in their 'Get Involved' web pages. In some cases, it is necessary to resort to putting 'Council of Governors' into their Search box. Some websites need just two clicks to get to the information; others need five or six clicks (plus guesswork and pre-existing knowledge).

They all seem to have, as a minimum, names of their governors, information about elections, and links to meeting dates/papers. Only half of them have profiles of their governors, and most do not provide a Register of Governors' Interests on their website.

Conclusion

This brief account has focused on the most important institutions purchasing and delivering health services within the North East: the 10 Clinical Commissioning Groups and the 11 NHS Foundation Trusts. These organisations are not autonomous; they are subject to direction and control from NHS bodies above them (NHS England controls CCGs; NHS Improvement regulates the Foundation Trusts). They are also subject to some scrutiny from within (by the Council of Governors of a Foundation Trust) and by external organisations (notably through the local Health and Wellbeing Board). But, they do have a considerable amount of power and a simple answer to the question 'Who runs health services in the North East?' would be: primarily the people who are on the boards of the CCGs and the Trusts.

The boards of CCGs largely consist of local GPs, and the Trust boards are made up of senior NHS Managers and Non-Executive members, mainly professional people often with a background in health (health professionals or people who have served as non-executives on a succession of NHS bodies). More than half are male, most are middle-aged, few are from BAME backgrounds and even fewer are disabled. They are paid for their work on these bodies. Looking across the Trust boards, it is noticeable that - given the importance of collaborative approaches to public health - only 3 local councillors are members.

In our report back in 2000, we pointed to the progress that had been made in ensuring that appointments to the boards of local NHS organisations were fair and based on merit; in the past they had involved at least an element of political patronage – people were nominated by MPs and local councils. The implementation of a fairer appointments system is commendable, as is the requirement for a degree of openness and accountability, which can be seen in meetings being open to the public and in the publication of board papers on websites.

However, it is evident that big decisions about our health services are being taken by small groups of unelected people who are not at all representative of the population – despite formal commitments to diversity. Moreover, in practice they are largely appointed by each other -- it is telling that websites do not say how one can become a board member. In addition, despite attempts at public consultation and the introduction of Governors, accountability (never a strong feature of the NHS) is still quite limited. As we said in the 2000 report, these organisations '*are not accountable to the local community in the way that, for example, Local Authorities are accountable to the electorate*'. In the 2000 report we concluded that:

'To most people, the structure of the NHS is confusing, the way it works is mysterious, and decisions about local service changes often come as a surprise'. (Robinson, Shaw et al, 2000, p 77).

That is still the situation today.

GOVERNING BODIES OF CLINICAL COMMISSIONING GROUPS IN THE NORTH EAST: CHAIRS AND VICE CHAIRS

Northumberland CCG

Lay Chair: Janet Guy. Solicitor. Member of Northumbria Police and Crime Panel.

Clinical Chair: Dr Alistair Blair. GP in Morpeth.

Newcastle and Gateshead CCG

Clinical Chair: Dr Guy Pilkington

Assistant Clinical Chair: Dr Mark Dornan. GP in Gateshead.

Lay Deputy Chair: Jeff Hurst. Chief Executive, Newcastle YMCA

North Tyneside CCG

Clinical Chair: Dr John Matthews. GP in Wallsend.

Deputy Lay Chair: Mary Coyle MBE. Former chair of North Tyneside PCT. Freelance leadership consultant.

South Tyneside CCG

GP Chair: Dr Matthew Walmsley. GP in South Shields

Deputy Lay Chair: Stephen Clark. Former chair, South Tyneside PCT. Former Chief Executive of South Tyneside Council and ENTRUST.

Sunderland CCG

Clinical Chair: Dr Ian Pattison. GP in Ryhope.

Lay Vice Chair: Pat Taylor. Former Director of Finance at County Durham PCT and Darlington PCT. Chartered Accountant.

North Durham CCG

Chair: Dr David Smart. GP in Durham.

Lay Members – Governance and Audit: John Whitehouse. Director, Audit North NHS. Governing

Body: Andrew Atkin Former Assistant Chief Executive for Hartlepool Borough Council

Durham Dales, Easington and Sedgefield CCG

Clinical Chair: Dr Jonathan Smith. GP in South Hetton.

Lay Members – Governance and Audit: John Whitehouse, Director Audit North NHS. Patient and

Public Involvement: David Taylor-Gooby, Author and Journalist.

Darlington CCG

Chair: Dr Andrea Jones. GP in Darlington.

Lay Member - Governance and Audit (Deputy Chair): John Flook. Former Director of Finance in NHS.

Hartlepool and Stockton-on-Tees CCG

Chair: Dr Boleslaw Posmyk. GP in Hartlepool.

Lay Member - Governance and Audit (Deputy Chair): John Flook. Former Director of Finance in NHS.

South Tees CCG

Chair: Dr Janet Walker. GP in Eston.

Lay Member - Governance and Audit (Chair) Mrs Karen Dales, Assistant Principal, Corporate Services at Hartlepool College of Further Education.

NHS TRUSTS IN THE NORTH EAST: BOARDS OF DIRECTORS

City Hospitals Sunderland NHS Foundation Trust

Includes Sunderland Royal Hospital and Sunderland Eye Infirmary. NHS Trust established 1994; became an NHS Foundation Trust in 2004. Part of the South Tyneside and Sunderland Healthcare Group (STSHG) alliance.

John N. Anderson CBE (Chair). Former MD, Mill Garage Group. Regional Chairman of Coutts & Co (Private Banking) and RBS Group. Chair, Sun FM and Durham FM Radio. Executive Chairman, Milltech Training Ltd. Chairman, NE Business and Innovation Centre. CBE, 1996.

Mike Davison, Vice Chair, Non-Executive Director and Senior Independent director. Chartered Management Accountant. Was Finance Director at the Port of Tyne Authority (now retired) and now a Trustee of the Pension Scheme. Lay member of the Newcastle University Council.

David Barnes, Non-Executive Director. Chartered Accountant and Non-Executive Chairman of TTR Barnes Ltd based in Sunderland. He was a Trustee and Audit Chair of United Learning, a national group of schools and academies until his retirement in 2013. Formerly a Non-Executive Director of Sunderland Teaching Primary Care Trust and also held its appointed Governor position to the Trust's Council of Governors until December 2011.

Stewart Hindmarsh, Non-Executive Director. Chairman and Managing Director of SHA Advertising and Marketing in Sunderland. Also Chairman and Managing Director of The Cedars Nursery Ltd; Chairman and Managing Director of A and R Healthy Living and Grainger CD; Chairman and Director of JG Windows music store; and Managing Director of Cedar Grove Developments.

Alan Wright, Non-Executive Director. Chair of Soundswright Ltd (media training and consultancy). Previously Chief Executive of Durham County Cricket Club and a founder member of the Advisory Committee for England for Ofcom. He is Chairman of UK Regions and Nations for children's charity the Lord's Taverners.

Mike Laker, Non-Executive Director (non-voting). Was Medical Director at Newcastle Hospitals NHS Foundation Trust from 1998 until 2006. He was also an adviser in Patient Safety for the North East Strategic Health Authority until 2010. He was lead clinician in the Independent Case Note Reviews at the Mid-Staffordshire NHS Trust. He is a member of Newcastle University Audit Committee.

Pat Taylor, Non-Executive Director. Also on the Council of Governors, representing Sunderland Clinical Commissioning Group.

Ken Bremner, Chief Executive. Accountant. Joined the Trust in 1988, became Deputy Chief Executive in 1998 and Chief Executive in 2004. Member of the SAFC Foundation of Light Development Board and Chair of the Sunderland Partnership Executive. Also a Non-Executive Director of the Academic Health Science Network for the North East and North Cumbria.

Sean Fenwick, Director of Operations (non-voting).

Melanie Johnson, Director of Nursing & Patient Experience. Registered nurse. Former Director of Nursing in Newcastle and Edinburgh.

Ian Martin, Medical Director. Consultant Oral Maxillofacial surgeon and continues to combine this role with that of Medical Director. Previously held the posts of Deputy Medical Director and Clinical Director for Head and Neck within the Trust. President of the Federation of Surgical Specialty Associations and President of the European Association for Cranio-Maxillofacial Surgery.

Julia Pattison, Director of Finance. Accountant. Previously Head of Finance and Service Level Agreements at North of Tyne Commissioning Consortium.

Peter Sutton, Director of Planning & Business Development. Previously held the post of Director of Service Transformation working on behalf of NHS South of Tyne and Wear, South Tyneside NHSFT, Gateshead NHSFT and City Hospitals Sunderland NHSFT.

Website: <http://chsft.nhs.uk/about-us/board-of-directors/>. Does not provide biographical information for Board Directors but some is available in their 2015/16 annual report (pp.142-148). For information about the Trust's Council of Governors, see <http://chsft.nhs.uk/about-us/the-trust-board/>. This has names of Governors and their constituencies, with links to minutes and papers.

Gateshead Health NHS Foundation Trust

Includes Queen Elizabeth Hospital; Dunston Hill Day Hospital; QE Metro Riverside; Bensham Hospital. Became a Foundation Trust in 2005.

Julia Hickey (Chair). Accountant. Appointed as Chair in 2012; a Non-Executive Director from July 2004.

Shaun Bowron, Non-Executive Director. Experience in the media industry - newspapers and commercial radio. Formerly Group Operations Director for GMG Radio.

Joan Bryson, Non-Executive Director. A GP in Low Fell since 1988. Former GP member of the Primary Care Group.

Mick Henry, Non-Executive Director. Former Leader of Gateshead Council (2002 to 2016), councillor for the Saltwell ward since 1986. Previously Chair of Northumbria Police Authority and the Association of North East Councils. Board Member of BALTIC Centre for Contemporary Art, Sage Gateshead, Live Theatre and the Arts Council North Area Council.

Paul Hopkinson, Non-Executive Director. Qualified as a solicitor in 1999 having had a previous career in banking. School governor and trustee of a cancer charity.

Kathryn Larkin-Bramley, Non-Executive Director. Fellow of the Institute of Chartered Accountants.

John Robinson, Non-Executive Director. Background in environmental health. Before retirement he was Strategic Director, Local Environmental Services at Gateshead Council.

David Shilton, Non-Executive Director. Nurse manager in both the NHS and independent sector. Executive Nurse Director in South Tyneside, 1993 – 2012.

Ian Renwick, Chief Executive. Formerly Director of Finance and Information at the Trust. Accountant.

Andrew Beeby, Medical Director. Consultant Obstetrician & Gynaecologist.

Hilary Lloyd, Director of Nursing, Midwifery and Quality. Has held a number of nursing posts including acute health care, education and research.

John Maddison, Director of Finance and Informatics.

Claire Coyne, Director of Diagnostic & Screening Services.

Susan Watson, Director of Strategy and Transformation. Susan joined the Trust in December 2014. Previously Chief Operating Officer at South Tees Hospitals NHS Foundation Trust.

Website: <http://www.qegateshead.nhs.uk/board>. For information about the Trust's Council of Governors see: <http://www.qegateshead.nhs.uk/governors>. This has a list of the Governors and their constituencies, with names, photos and some information about them, members, as well as a link to the Governors' Annual Report.

County Durham and Darlington NHS Foundation Trust

Includes Darlington Memorial Hospital; University Hospital of North Durham; Bishop Auckland Hospital; Chester-le-Street Community Hospital; Shotley Bridge Community Hospital; Sedgfield Community Hospital, Richardson Hospital; Weardale Community Hospital. Became a Foundation Trust in 2007.

Professor Paul Keane OBE (Chair). Career in NHS, then Dean of the School of Health and Social Care, Teesside University, since 2001. An appointed Governor of this Trust since 2007; appointed Trust Chair in 2015.

Sue Jacques, Chief Executive. Appointed as Chief Executive in 2012, having previously held the position of Deputy Chief Executive and Chief Operating Officer at the Trust.

Noel Scanlon, Executive Director of Nursing and Patient Experience.

Jeremy Cundall, Executive Medical Director. A consultant surgeon at the Trust; has held the position of Care Group Director for Surgery since August 2014.

Ms Carole Langrick, Executive Director of Operations. Former Director of Strategic Development and a former Chief Operating Officer and Deputy Chief Executive.

David Brown, Executive Finance Director.

Jennifer Flynn MBE, Non-Executive Director and Senior Independent Director. Previously served on the Board of the Durham Dales PCT and then County Durham PCT. Also member of the Joint Audit Committee for the Office of the Police and Crime Commissioner and Durham Constabulary. Appointed a Deputy Lieutenant for County Durham in 2005. Solicitor.

Dr Ian Robson, Non-Executive Director. An independent consultant with experience in sales, marketing and business development in healthcare, utilities and environmental services.

Michael Bretherick, Non-Executive Director. Previously served on the Board of North Tees and Hartlepool NHS Foundation Trust and with the housing association Tees Valley Housing. Former Principal and Chief Executive of Hartlepool College of Further Education.

Paul Forster-Jones, Non-Executive Director. A management consultant, helping businesses improve their commercial performance.

Andrew Young, Non-Executive Director and Vice Chairman. Previously Chief Executive of Durham and Chester-le-Street PCT and Director of Commissioning and Deputy Chief Executive of County Durham and Darlington Health Authority. An independent Board member of the National Tenant Voice, a non-departmental public body.

Website: <https://www.cddft.nhs.uk/about-the-trust/trust-board.aspx>. For general information about the Trust's Council of Governors, see <https://www.cddft.nhs.uk/about-the-trust/council-of-governors.aspx>. For names, photos and biographies of individual governors: <https://www.cddft.nhs.uk/about-the-trust/council-of-governors/meet-your-governors.aspx>

Newcastle upon Tyne Hospitals NHS Foundation Trust

Includes Royal Victoria Infirmary (RVI); Freeman Hospital; Campus for Ageing and Vitality – former Newcastle General Hospital site; Newcastle Dental Hospital; Newcastle Fertility Centre; Northern Genetics Service. NHS Trust formed 1998; became an NHS Foundation Trust in 2006.

Kingsley W. Smith (Chair). Former Treasurer, then Chief Executive, of Durham County Council. Appointed 2006.

Louise Robson, Executive Director of Business & Development

Andrew Welch, Medical Director

Angela Dragone, Finance Director

Helen Lamont, Nursing & Patient Services Director

David Stout OBE, Vice Chairman. Chartered Accountant. Formerly the Director of Finance and Communications and also Acting Chief Executive at the North East Strategic Health Authority (NESHA).

Hilary Parker, Non-Executive Director. Solicitor, formerly a lecturer in law at Hull and Newcastle Universities. Non-Executive Director at Three Rivers Housing Association before becoming Chair. Chair of the Newcastle Development Trust, a charity supporting Newcastle University.

Professor Kathleen McCourt CBE, Non-Executive Director. Retired as Executive Dean, Health and Life Sciences at Northumbria University. A registered nurse and midwife; worked in cardiothoracic, adult and paediatric intensive care units before moving into Higher Education.

Jonathan Jowett, Non-Executive Director. Company Secretary & General Counsel at Greggs plc. Lawyer. Vice Chair of the Percy Hedley Foundation and Company Secretary at Darlington Football Club.

Professor Christopher Day, Non-Executive Director. Vice-Chancellor of Newcastle University since January 2017. Trained in General Medicine and Hepatology in Newcastle, becoming a Consultant Hepatologist at the Freeman Hospital. Fellow and Clinical Vice President of the Academy of Medical Sciences, an NIHR Senior Investigator and a member of the Council of the MRC. In 2014 became a Deputy Lieutenant of the County of Tyne and Wear.

Ewen Weir, Non-Executive Director. Director of Wellbeing Care and Learning, Newcastle City Council. Director of Children's Services and the Director of Adult Social Services. Formerly Policy and Performance lead at the North East Strategic Health Authority.

Dr Patrick Kesteven, Non-Executive Director. Consultant Haematologist at the Freeman Hospital and Royal Victoria Infirmary, Newcastle. (calibri font)

Website: <http://www.newcastle-hospitals.org.uk/about-us/board-of-directors.aspx>. For information on the Trust's Council of Governors see <http://www.newcastle-hospitals.org.uk/about-us/governor-information.aspx>. The website has information about role, elections and results, as well as governor names listed by constituency and a link to meeting papers.

North East Ambulance Service NHS Foundation Trust

Provides Emergency Care, Patient Transport Services and NHS 111 Service across whole of North East. Became a Foundation Trust in 2011.

Ashley Winter OBE (Chair). Former Chair and Managing Director of Patterson Motor Group. Chair, Community Foundation of Tyne & Wear and Northumberland, Director of Herbert Dove Trustees Ltd and a trustee of the Charlotte Straker Project. Former Chair of Tyneside Training and Enterprise Council, Tyne and Wear Learning and Skills Council, and Business Link Tyneside. High Sheriff of Tyne and Wear in 2012/13.

Wendy Lawson, Non-Executive and Senior Independent Director. Runs a Contact Centre consultancy based in Newcastle, following a career in sales and business development.

Jeff Fitzpatrick, Non-Executive Director and Vice Chair. Investor; recently formed World Class Investors Ltd advising on pension investments.

Helen Suddes, Non-Executive Director. A qualified nurse; currently works in health education in the North East.

Carolyn Peacock, Non-Executive Director. Retired as Assistant Chief Constable at Northumbria Police. A lay panellist for the Nursing and Midwifery Council's fitness to practice hearings. An accredited workplace and community mediator, and a performance and leadership coach.

Catherine Young, Non-Executive Director. Chartered Accountant. Non-executive position with Breast Cancer Care; Governor at the University of Sunderland; a Commissioner, and pension scheme trustee, at the Port of Blyth.

Douglas Taylor, Non-Executive Director. Was Director of Finance in a major teaching hospital trust and has been Chief Executive of a regional housing association. Served as a Non-Executive Director at Tees, Esk & Wear Valleys NHS Foundation Trust.

Yvonne Ormston, Chief Executive. Previously Deputy Chief Executive of Gateshead Health NHS Foundation Trust. Former Locality Director at Northumberland Care Trust and Chief Executive of Gateshead PCG.

Lynne Hodgson, Director of Finance & Resources. Previously Director of Finance, ICT and Support Services at North Tees and Hartlepool NHS Foundation Trust.

Paul Liversidge, Chief Operating Officer.

Caroline Thurlbeck, Director of Strategy & Transformation. Previously at the North East Strategic Health Authority, Gateshead PCT and City Hospitals Sunderland.

Joanne Baxter, Director of Quality & Safety.

Kyee Han, Medical Director (Job-share). Consultant within A&E since 1990.

Dr Mathew Beattie, Medical Director (Job-share). GP. South Tyneside Clinical Commissioning Group.
North East Urgent and Emergency Care Network.

Website: <https://www.neas.nhs.uk/about-us/our-board.aspx>. For information about the Council of Governors, see <https://www.neas.nhs.uk/get-involved/foundation-trust-membership/governors.aspx>. This includes links to meeting papers, role and individual biographies of governors.

North Tees and Hartlepool NHS Foundation Trust

Includes University Hospital of North Tees; University Hospital of Hartlepool; also some Community Services. Became a Foundation Trust in 2007 and in 2008 became an integrated provider of acute and community services.

Paul Garvin (Chair). Former Chief Constable, Durham Constabulary. Former Chair, County Durham Strategic Partnership. Appointed as a Non-Executive Director in 2006; became Chair in 2009. Deputy Lord Lieutenant for County Durham.

Brian Dinsdale OBE, Non-Executive Director and Deputy Chair. Formerly Chief Executive of several local councils. Currently Chair of Erimus Housing Association, and Board Member of the Thirteen Housing Group. Former Non-Executive Director of Government North East. Member of CIPFA.

Steve Hall, Non-Executive Director. Independent consultant. JP for Cleveland and Hartlepool. Trustee /director of Ad Astra Academy Trust.

Rita Taylor, Senior Independent Non-Executive Director. Youth offending manager at Darlington Borough Council and former teacher. Formerly non-executive director of County Durham and Tees Valley Strategic Health Authority.

Kevin Robinson, Non-Executive Director. Formerly chief executive of Lancashire Probation Trust.

Jonathan Erskine, Non-Executive Director. Research Fellow, Centre for Public Policy and Health at Durham University and executive director of the European Health Property Network. Was a non-executive director of the former Stockton on Tees Primary Care Trust.

Alan Foster MBE, Chief Executive. Former positions in NHS and Strategic Health Authority, including director of finance and chief executive of a Foundation Trust. Member of CIPFA. Honorary Colonel 201 Field Hospital (volunteers).

Julie Gillon, Chief Operating Officer/Deputy Chief Executive. Registered General Nurse. Formerly an assistant director and head of strategic planning.

Julie Lane, Director of Nursing, Patient Safety & Quality.

Deepak Dwarakanath, Medical Director. Consultant in General Medicine and Gastroenterology. Currently vice president of the Royal College of Physicians, Edinburgh.

Caroline Trevena, Director of Finance. Chartered Management Accountant.

Ann Burrell, Director of Human Resources & Education (non-voting). Former positions include Director of human resources at Department of Work and Pensions and at the Child Support Agency. Board trustee for One Awards and Member of CIPD.

Graham Evans, Chief Information & Technology Officer (non-voting).

Peter Mitchell, Director of Estates & Facilities. Chartered electrical engineer.

Website: <https://www.nth.nhs.uk/about/trust-board>. For information about the Trust's Council of Governors, see <https://www.nth.nhs.uk/about/membership/council-governors/>.

Northumbria Healthcare NHS Foundation Trust

Runs three general hospitals: Hexham, North Tyneside and Wansbeck; five community hospitals, and a new specialist emergency care hospital in Cramlington (The Northumbria); also delivers adult social care services in Northumberland, in partnership with Northumberland County Council. Trust formed in 1998, becoming a Foundation Trust in 2006. In 2016 became a Foundation Group – accredited to offer clinical and corporate support services to other parts of the NHS (one of only four such groups in the country).

Alan Richardson (Chair). Chartered Engineer. Former Board member of Scottish Power Plc, Reyrolle Ltd and Glasgow Development Agency. Former Chair of Coventry University.

David Evans, Chief Executive Officer. Previously the Trust's medical director and clinical director for obstetrics and gynaecology.

Birju Bartoli, Director of Performance and Governance. Previously project director for the Northumbria Specialist Emergency Care Hospital (opened in June 2015).

Paul Dunn, Director of Finance. Accountant.

Ann Wright, Director of Operations. Previous roles include operational management in Durham and Newcastle hospitals and Cheviot and Wansbeck Trust.

Debbie Reape, Interim Executive Director of Nursing.

Ann Stringer, Director of HR & OD.

Claire Riley, Director of Communications and Corporate Affairs. Previously Director of Communications for the North East Strategic Health Authority.

Annie Laverty, Director of Patient Experience. A speech and language therapist; previously in the Trust's stroke team.

Mark Thomas, Director of Clinical Informatics. Previously at social services, Cumbria County Council.

Jeremy Rushmer, Executive Medical Director. Consultant in intensive care medicine and anaesthesia. Formerly medical director at North Cumbria University Hospitals NHS Trust.

Daljit Lally, Director of Community Services. A joint role between Northumbria Healthcare NHS Foundation Trust and Northumberland County Council; she is the combined Executive Director of Adult Social Services and Community Health, and Executive Director of Children's, Housing and Public Health. Registered General Nurse (RGN).

Steven Bannister, Director of Estates and Facilities. Includes Managing Director of Northumbria Healthcare Facilities Management Ltd. Previously at Newcastle University Hospitals NHS Foundation Trust, and Calderdale and Huddersfield NHS Trust.

Martin Knowles, Non-Executive Director and Senior Independent Director. Was chief executive of South Tyneside Homes and Four Housing Group. Formerly finance director at North Tyneside General Hospital. Vice-chair of Audit at Sunderland Council and Tyne and Wear Fire Service. Board member at New College Durham.

Peter Sanderson, Non-Executive Director. Retired GP. Formerly secretary of the Northumberland Local Medical Committee and held a part-time role as GP clinical advisor with Northumbria Healthcare.

John Marsden, Non-Executive Director. Former chief executive of both North Tyneside and North Yorkshire councils and director of social services at Sunderland City Council.

Alison Marshall, Non-Executive Director. Lawyer; previously a partner at Dickinson Dees LLP. A non-executive director at Northern Powergrid.

Allan Hepple, Non-Executive Director. Councillor for Cramlington South East on Northumberland County Council.

David Chesser, Non-Executive Director. Chief Operating Officer at the University of Cumbria.

Moira Davison, Non-Executive Director. Previously held director roles in South of Tyne and Wear PCT and the North of England Cancer Network, and was the managing director of Northumbria Primary Care.

Website: <https://www.northumbria.nhs.uk/about-us/board-directors>. For general information about the Trust's Council of Governors, see <https://www.northumbria.nhs.uk/get-involved/members-and-governors/your-governors>. For links to governors' profiles, see: <https://www.northumbria.nhs.uk/get-involved/members-and-governors/your-governors/governor-profiles/governor-profiles-public>.

Northumberland, Tyne and Wear NHS Foundation Trust

Includes St Nicholas Hospital, Gosforth; Northgate Hospital; St George's Park, Morpeth; Walkergate Park, Newcastle; Hopewood Park, Sunderland; Prudhoe Hospital; Monkwearmouth Hospital. Established in 2006 following merger of three Trusts. Became a Foundation Trust in 2009.

Hugh Morgan-Williams (Chair) (Currently in abeyance). Chairman of large and small organisations with particular experience in change management, Small and Medium Enterprise (SME) start-ups, funding, acquisition and divestment.

Alexis Cleveland, Non-Executive Director and Acting Chair. Director General for Transformational Government and Cabinet Office Management at the Cabinet Office. Experience at Board level in both Executive and Non-Executive roles with major government departments, agencies, non-departmental public bodies and in the voluntary sector, including Chief Executive Of The Pension Service; Chief Executive of Benefits Agency, Department of Works and Pensions; and Head of Analytical Services Division in DSS. Currently a Trustee of Barnardo's; Deputy Chair and Trustee of Durham University Council; Chair of University College at Durham University.

John Lawlor, Chief Executive. Held several Chief Executive roles for NHS Trusts, including Leeds Primary Care Trust (PCT) and Harrogate and District NHS Foundation Trust. Area Director in NHS England.

James Duncan, Deputy Chief Executive and Director of Finance. Previously Director of Finance, at Newcastle, North Tyneside and Northumberland Mental Health NHS Trust; and Director of Finance, Northgate and Prudhoe NHS Trust. Member of CIPFA.

Gary O'Hare, Director of Nursing and Operations. Nurse and RMN; experience in Psychiatric Intensive Care and Forensic Mental Health nursing. Previously Director of Nursing at Newcastle, North Tyneside and Northumberland Mental Health NHS Trust.

Lisa Quinn, Director of HR and Organisational Development. Previously Associate Director of Financial Delivery and Business Support at the Trust. Member of the Chartered Institute of Management Accountants (CIMA).

Lisa Crichton Jones, Director of Commissioning and Quality Assurance. Fellow of Chartered Institute of Personnel and Development (CIPD). Board Governor, East Durham College.

Dr Rajesh Nadkarni, Medical Director. Consultant Forensic Psychiatrist. Previously Training Programme Director for Forensic Psychiatry (North East) and has served as an elected member of the Forensic Executive Faculty and the Joint Chair of the Community Diversion and Prison Psychiatry Group, Royal College of Psychiatrists.

Paul McEldon, Non-Executive Director. Chartered Accountant. Currently Chief Executive of North East Business and Innovation Centre. Previously Financial Director of Sunderland City Training and Enterprise Council. Founding Director and Company Secretary of Sunderland Science Park.

Miriam Harte, Non-Executive Director. Chartered Accountant. Arts Heritage Museum Consultant.

Ruth Thompson OBE, Non-Executive Director. Solicitor in local government and energy industry. High Sheriff of the County of Tyne and Wear 2014/15. Fellow of the Royal Society of Arts (FRSA) and Fellow of Energy Institute (FEI).

Peter Studd, Non-Executive Director. Experience includes: Independent Board Member at Dale and Valley Homes; Member of Audit and Risk Committee, County Durham Housing Group; Governor at Middlesbrough College; Director UK Skills Education – A4e; Group Board Director at Newcastle College Group (NCG); Divisional Board Director at Mouchel Group plc; Operating Board Director at Capita plc; and Director on the Board of Cumbria Inward Investment Agency (CIIA).

Martin Cocker, Non-Executive Director. Chartered Accountant. Previously Managing Partner North Russia Region, Deloitte and Touche. Independent non-executive director and chairman of the Audit Committee, Etalon Group Limited; and of the Audit Committee, EFKO Foods PLC.

Dr Les Boobis, Non-Executive Director. Consultant Surgeon; formerly Medical Director of an NHS Acute Trust.

Website: <https://www.ntw.nhs.uk/section.php?l=1&p=49> Does not provide biographical information for Board Directors but some is available in their 2015/16 annual report (pp.46-51). For Council of Governors information, see <https://www.ntw.nhs.uk/section.php?l=1&p=569> and also <https://www.ntw.nhs.uk/section.php?l=2&p=572>.

South Tees Hospitals NHS Foundation Trust

Includes James Cook University Hospital, Middlesbrough; Friarage Hospital, Northallerton; and six Community Hospitals. Trust created in 1992 and became a Foundation Trust in 2009, with further responsibility for community services in 2011.

Amanda Hullick, Interim Chair and Non-Executive Member. Previous senior positions worked at private companies (Shell, ICI, Rolls Royce) and British Rail.

Siobhan McArdle, Chief Executive and Transformation Director. Formerly supervising consultant with PWC, and management consultant.

Maxime Hewitt-Smith, Director of Finance. Chartered Accountant. Has over ten years' experience across both NHS and the private sector.

Ruth James, Director of Quality. Biomedical scientist and formerly a laboratory manager.

Gill Hunt, Director of Nursing.

Simon Kendall, Medical Director – clinical and diagnostic support services. Cardiothoracic surgeon.

David Chadwick, Medical Director – planned care. Consultant urologist.

Mike Stewart, Medical director – specialist care. Previously chief of service for cardiothoracic services.

Adrian Clements, Medical Director – urgent and emergency care. Consultant in accident and emergency medicine.

Sath Nag, Medical Director – community care. Consultant in acute medicine, diabetes and endocrinology.

Richard Carter-Ferris, Non-Executive Member. Self-employed consultant providing financial and non-executive support.

David Heslop, Non-executive member. Previously at Aviva. A director for the teachers' pension scheme at Capita in 2015, following a 20-year career at Aviva.

Hugh Lang, Non-Executive Member. Group airports' director of Peel Airports Group. Chairman of Tees Valley Unlimited (the governing body of the Tees Valley City region).

Maureen Rutter, Non-Executive Member. Registered nurse with an MBA and post graduate qualifications in teaching and palliative care. Formerly a director of Macmillan Cancer Support.

Mike Reynolds, Non-Executive Member. Chartered Accountant. Former Group Finance Director at Cape PLC. Established a nursing home group in 2011. A Non-Executive Director of Mindmatters, a business which provides brain training.

Jake Tompkins, Non-Executive Member. Established Darlington-based Modus Seabed Intervention (provider of autonomous and remotely operated vehicle services).

No survey return received.

Website: <https://www.southtees.nhs.uk/about/board/>. For information about the Council of Governors, see <https://www.southtees.nhs.uk/about/membership/governors-council/>. For links to governor profiles and meeting papers, see <https://www.southtees.nhs.uk/about/membership/elected-governors/>.

Tees, Esk and Wear Valleys NHS Foundation Trust

Provides mental health, learning disability and eating disorder services for people in County Durham and Darlington, the Tees Valley and most of North Yorkshire. Trust created in 2006 following the merger of County Durham and Darlington Priority Services NHS Trust and Tees and North East Yorkshire NHS Trust. Became a Foundation Trust in 2008.

Lesley Bessant (Chair). Former senior officer at Gateshead Council. Chair of Northumbria Probation Service Board and has held a number of non-executive roles including on the board of governors at Northumbria University.

Colin Martin, Chief Executive. Accountant. Previously the director of finance for Tees and North East Yorkshire NHS Trust. Chair of the Audit North NHS audit consortium.

Jim Tucker, Deputy Chair and Non-Executive Director. A former senior executive with Nike.

Dr. Hugh Griffiths, Non-Executive Director. Consultant psychiatrist. Retired senior manager in NHS.

Marcus Hawthorn, Non-Executive Director and Senior Independent Director. A former Colonel in the British Army. Was the head of group risk and compliance at Age UK; now northern area manager for the Royal British Legion.

David Jennings, Non-Executive Director. Accountant. Previously with Audit Commission. Currently financial services manager at Redcar and Cleveland Borough Council.

Paul Murphy, Non-Executive Director. Formerly an assistant director at City of York Council. Now a freelance consultant, with a particular interest in mental health.

Shirley Richardson, Non-Executive Director. Former nurse director at Gateshead NHS Foundation Trust until her retirement in 2010. A registered nurse. Chair of Carers Together Foundation.

Richard Simpson, Non-Executive Director. Coaching, training and public relations consultant. A Trustee of the Millin Centre, and of Age UK Newcastle.

Drew Kendall, Interim Director of Finance and Information.

Brent Kilmurray, Chief Operating Officer. Previously at City Hospitals Sunderland, NHS South of Tyne and Wear and South Tyneside NHS Foundation Trust. Vice-chair (and the Trust's appointed director) of the Achieving Real Change in Communities CIC Ltd, the Durham and Tees Valley Community rehabilitation company.

Elizabeth Moody, Director of Nursing and Governance. An RMN. Previously a Senior Nurse at Northumberland, Tyne and Wear NHS Foundation Trust.

Dr. Nick Land, Medical Director. A consultant psychiatrist for people with learning disabilities. Previously clinical director for learning disability and forensic services at the Trust. On the executive of the NHS Confederation Mental Health Network, and chairs the Northern School of Psychiatry's workforce sub-committee and the Health Education North East (HENE) mental health workforce planning group. Also a member of the General Synod of the Church of England.

David Levy, Director of HR and Organisational Development. Has worked at City Hospitals Sunderland Trust, North Tees and Hartlepool Trust, Newcastle upon Tyne Hospitals Foundation Trust and latterly the North East Strategic Health Authority. Member of the Institute of Personnel and Development and also an NHS Employers' Assembly representative.

Sharon Pickering, Director of Planning, Performance and Communications. Member of Chartered Institute of Public Finance and Accountancy.

Website: <http://www.tewv.nhs.uk/site/content/About/How-we-do-it/Governance/Board-of-Directors>. For information about the Trust's Council of Governors, see: <http://www.tewv.nhs.uk/site/content/Get-Involved/Governors>. This includes information about governors' roles, elections, meeting dates and papers, and register of interests].

South Tyneside NHS Foundation Trust

Provides hospital services in South Tyneside and full range of community services across South Tyneside, Gateshead and Sunderland. Became a Foundation Trust in 2005. Part of the South Tyneside and Sunderland Healthcare Group (STSHG) alliance.

Neil Mundy (Chair). Chartered Accountant. Vice Chair of the Joint Audit Committee for the Police and Crime Commissioner and Chief Constable of Northumbria Police. Former senior officer at Tyne and Wear Development Corporation and Director of Finance at One North East (Regional Development Agency). Former Non-Executive Director, Port of Tyne. Trustee, Age Concern Northumberland.

Ken Bremner, Chief Executive. Previously Director of Finance and Deputy Chief Executive at City Hospitals NHS Trust, and then appointed Chief Executive at that Trust. Became Chief Executive of this Trust in 2016, as part of the single executive and management team which supports the South Tyneside and Sunderland Healthcare Group. Currently Chair of the Sunderland Partnership Board; a member of the Foundation of Light Development Board; and a member of the North East and North Cumbria Academic Health Science Network.

Julia Pattison, Director of Finance. Accountant.

Melanie Johnson, Director of Nursing and Patient Experience. Registered nurse. Previously Director of Nursing in Newcastle and Edinburgh.

Dr. Shaz Wahid, Medical Director. Previously the Clinical Lead Emergency Care at the Trust. Specialist skills in Acute Medicine, General Medicine, Diabetes and Endocrinology.

Bob Brown, Director of Quality and Transformation. Previously Executive Director of Nursing and Patient Safety at South Tyneside NHS Foundation Trust, and Director of Nursing and Professional Practice at Torbay and Southern Devon Health and Care NHS Trust. A Trustee and Council Member of the Queen's Nursing Institute.

Kath Griffin, Director of Human Resources and Organisational Development.

Allison Thompson, Non-Executive Director/Vice-Chair. Has held positions as Chief Operating Officer and HR Director.

Alan Clarke CBE, Non-Executive Director/Senior Independent Director. Formerly Chief Executive of Northumberland County Council, and Chief Executive of One North East 2003 – 2012.

Pat Harle MBE, Non-Executive Director. Previously a Non-Executive Director with NHS Primary Care Trusts in South of Tyne and Wear and a former Trust Governor. positions. Former president of the British Association of Dental Nurses, a training advisory board chairman and deputy chairman of an examining board.

Keith Tallintire, Non-Executive Director. Deputy Chief Executive/ Director of Resources at social housing provider Derwentside Homes, and also Chief Executive of its commercial arm, Prince Bishops Homes. Previously a board member of NHS Durham Dales, Easington and Sedgfield CCG and a Non-Executive Director of County Durham and Darlington PCT.

Iain Malcolm, Non-Executive Director. Councillor and Leader, South Tyneside Council. Former Member of the European Parliament. Chief Executive of a Public Affairs Consultancy, Sovereign Strategy.

Mike Davison, Non-Executive Director. Chartered Management Accountant. Was Finance Director at the Port of Tyne Authority and now a Trustee of the Pension Scheme. Lay member of the Newcastle University Council and Chairman of the Audit Committee. Also a Church Elder.

Website: <https://www.stft.nhs.uk/about/directors-profiles>. For general information about the Trust's Council of Governors, see <https://www.stft.nhs.uk/about/council-of-governors> . Governors' profiles and meeting dates/papers are at <https://www.stft.nhs.uk/about/council-of-governors/governors-profiles>].

8. EDUCATION

Education accounts for about 11% of all public expenditure. Leaving aside spending on pensions and welfare, state education is the second largest public service, after the NHS. Central and local government in the UK spend altogether about £85 billion a year on education.

In the North East there are 1,159 state schools (and 43 private sector schools), 18 Further Education Colleges and 5 Universities. All are run by some form of ‘governing body’ that works closely with senior staff in shaping policy and setting strategy. The Head Teacher of a school, the Principal of an FE College, or the Vice Chancellor of a University has considerable power, but the governing body certainly matters and it has ultimate responsibility for the institution.

In our 2000 report, we noted that some governing bodies are much more visible than others:

‘Most parents will be aware of the governing body of their child’s school and may well know some of its members. By contrast, few members of staff at a university will know who governs their institution and, therefore, who ultimately employs them. Virtually none of the students at a university will know who is on the governing body – and, in most cases, no attempt will be made to inform them’. (Robinson, Shaw et al, 2000, p 92).

That remains broadly the situation today. Since 2000 there have been many changes in the structure, funding and management of education resulting in some changes in governance -- but there is still a limited awareness of how governance operates in educational institutions, particularly in FE Colleges and Universities.

Schools and Academies in the North East

In our 2000 report, we noted how local councils had seen their involvement in the provision of education steadily eroded. They had lost control of colleges and polytechnics in the 1980s, leaving them with responsibility for schools. Schools were then given new powers to manage their own finances, and the role of local councils was further reduced by central government interventions, including the development of the National Curriculum and the establishment of OFSTED (the Office for Standards in Education).

Since 2000, there has been further erosion. One of the most significant changes has been the drive to take schools out of local council control, turning them into academies -- either with an individual trust or as part of a multi-academy trust arrangement. To date, nearly one in four schools in the North East has become an academy – although in some parts of the region the proportion of academies is much higher, in others much lower. Academies receive their public funding direct from central government and are run by governing boards of trustees, thus bypassing the local council, and effectively removing their assets and staff from public sector governance. The Government favours the progressive ‘academisation’ of schools – and, consequently, further reduction in the role of local councils in the running of schools (see the White Paper, *Educational Excellence Everywhere*, March 2016).

State-funded schools (including primary, secondary and special schools for pupils with special educational needs) are in two main groups:

- *Maintained Schools*—where funding and oversight is through the local council. The majority of state-funded schools are ‘maintained schools’. Many of these are Community Schools, where the local council employs the school's staff and is responsible for admissions. Others are Foundation schools, where the school itself employs the staff and has responsibility for admissions. Foundation Schools have a foundation body (such as the Church of England or the Catholic Church), and that body determines the ethos of the school and often owns the school buildings.
- *Academies*—where funding and oversight is from the Department for Education (DfE), via the Education Funding Agency. They are run by an academy trust that employs the staff and can make decisions about the curriculum and management of the school. Some academies have sponsors, such as businesses, universities, other schools, faith groups or voluntary groups, who have majority control of the academy trust. Most, but not all, sponsored academies were previously underperforming schools that became academies in order to improve their performance. Others do not have sponsors; these are ‘converter academies’ -- schools previously assessed as 'performing well' that have 'converted' to academy status. Studio Schools, University Technical Colleges (UTCs) and Free Schools are all types of academies.

The Department for Education maintains a register of educational establishments in England and Wales, searchable by school type and location: www.education.gov.uk/edubase/home.xhtml

Governance of Maintained Schools. School governors provide strategic leadership and accountability in schools. They appoint the head teacher and deputy head teacher, and set the school’s aims and objectives. They hold the main responsibility for finance in schools, and work with the head teacher to make decisions about resources. There are different categories of governor on the governing bodies of Maintained Schools:

- Parent (elected by parents)
- Staff (elected by staff)
- Foundation (at Foundation Schools, appointed by the foundation)
- Partnership (appointed by the governing body)
- Local Authority (nominated by the local council, but appointed by the governing body)
- Co-opted (appointed by the governing body)

Each individual governor is a member of the governing board, which is established in law as a corporate body. Individual governors may not act independently of the rest of the governing board; decisions are the joint responsibility of the governing board. The governing body has to have at least 7 members, and must include: at least 2 parent governors; normally the head teacher; 1 staff governor; 1 local authority (council) governor. The governing body may also co-opt governors. Governors usually have a 4-year term of office. Foundation Schools appoint governors from their foundation body (and, in most cases, these governors may form the majority of members of the governing body).

Governance of Academies. An academy trust is a company limited by guarantee and is an exempt charity. It may run one or several academies. Academy trusts have a two-tier governance structure, unlike other state schools which have one governing body. Each academy trust has a board of trustees, appointed from business, education, faith or other backgrounds, with similar responsibilities to the governors in other state schools. A smaller group of these (usually 2 or 3 people) are members who meet less frequently, maintain an overview and appoint the trustees. Where a trust runs several academies there can also be local governing bodies for each school, operating with delegated authority and running as a committee of the academy board.

Governance and Transparency. The Department for Education has a searchable, public access database of all school governors: <http://www.education.gov.uk/edubase/searchgov.xhtml>

The Department has recently published statutory guidance regarding governance, the publication of governors' details and the register of interests:

'Governors hold an important public office and their identity should be known to their school and wider communities. In the interests of transparency, a governing body should publish on its website up-to-date details of its governance arrangements in a readily accessible form (readily accessible means that the information should be on a webpage without the need to download or open a separate document).'' (DfE, 2017, p 11-12)

This information should include the structure and remit of the governing body and any committees, and the full names of the chair of each. For each governor who has served at any point over the past 12 months:

- their full names, date of appointment, term of office, date they stepped down (where applicable), who appointed them (in accordance with the governing body's instrument of government),
- their relevant business and pecuniary interests (as recorded in the register of interests) including:
- governance roles in other educational institutions;
- any material interests arising from relationships between governors or relationships between governors and school staff (including spouses, partners and close relatives); and
- their attendance record at governing body and committee meetings over the last academic year.

Source: DfE, (2017)

OFSTED inspection reports are published (<https://reports.ofsted.gov.uk/>) as are the reports of the Independent Schools Inspectorate (www.isi.net/reports/).

Diversity of School Governors. There are over 300,000 school governors/trustees in England. Comprehensive information about their characteristics is not available, but surveys of school governors and trustees show that although school governing bodies are more diverse than 20

years ago, governors are still mostly white and middle aged or older. There is an approximate gender balance, but Chairs are significantly more likely to be older, white men (Whitby 2011). Researchers at Bath University (quoted in Whitby, 2011) found that 97% of the Chairs of school governing bodies were 'White British' and only 3% were from Black or Minority Ethnic backgrounds. (At the 2011 Census, 86% of the population of England and Wales described themselves as 'White' and 80.5% as 'White British').

The more recent NGA/TES 2016 survey (NGA, 2017), found that 22% of governors were over 65, and at the other end of the scale, only 11% of respondents were under 40. In the same survey, just under a quarter of respondents were retired, half of respondents were employed full-time, 23% were employed part-time and 6% were self-employed.

In one 2014 survey of Chairs, about two thirds of the respondents were employed and about one third were retired; and a small proportion (6.1%) were looking after a family at home. The current or previous job roles cited most frequently by Chairs in the survey were: 'manager' (23%); 'director' (11%); 'teacher' (8%); and 'consultant' (5%). Around 12% have or have had some involvement with education professionally (James et al, 2014).

School governors and trustees are not paid for the role, although clearly head teachers and other school staff who are on governing bodies will be paid as employees. There is some limited support for paying governors; in the NGA/TES 2016 survey, 29% of governors supported the idea of governors receiving pay for their service. Governors who are employed elsewhere are entitled to paid time off from their employers as school governorship is recognised as public service. The NGA/TES 2016 survey found that 46% of those who are employed get paid time off work for governance, and 18% get unpaid time off; both of these figures are higher than the previous year. Although 36% get no time off for governance, the vast majority (88%) of these hadn't asked for it. Maintained school governors are legally entitled to 'reasonable' time off for public duties such as school governance. Given the limited opportunities for lay/independent board members more generally, the recent DfE decision to allow school boards to vote to remove any other governors (including elected parent governors) can be open to criticism (The Telegraph, 2017).

Further Education Colleges

Further Education (FE) Colleges provide technical and professional education and training for young people, adults and employers. They prepare 2.7 million students with employability skills, helping to develop their career opportunities. The FE sector also includes Sixth Form Colleges, which provide academic education to 16 to 18-year olds enabling them to progress to university or higher-level vocational education. The North East has 15 General FE Colleges, 3 Sixth Form Colleges and 1 Arts, Design and Performing College (19 in total).

The number of FE Colleges has been steadily reducing because of mergers and that is likely to continue. Currently there is a national programme of 'area reviews' which is intended to lead to 'fewer, larger and more financially resilient organisations' through mergers, federations, shared services and other structural changes.

In the North East, Prior Pursglove College and Stockton Sixth Form College merged in 2016, and several others are exploring the possibility of mergers, including: Sunderland College and

Hartlepool Sixth Form College (agreed in August 2017); Middlesbrough College and Redcar and Cleveland College; and South Tyneside College and Tyne Metropolitan College. Darlington College and Stockton Riverside College were considering a merger, but in June 2017 decided not to proceed with it.

Governance. FE Colleges are established as Independent Corporations under the Further and Higher Education Act 1992. Under their Articles of Government, a Corporation is responsible for:

- the determination of the educational character and mission of the Institution and for the oversight of its activities
- the effective and efficient use of resources, the solvency of the Institution and the Corporation and for safeguarding their assets
- approving annual estimates of income and expenditure
- the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk (including, where the Clerk is, or is to be appointed as, a member of staff, their appointment, grading, suspension, dismissal and determination of pay in their capacity as a member of staff)
- setting a framework for the pay and conditions of service of all other staff

FE Corporations are formally committed to upholding standards of openness and public accountability. Most FE Colleges in the North East have a section on Governance on their College website. But the information they provide varies considerably. The best of them (e.g. Middlesbrough College, South Tyneside College) have an easy-to-find Governance section on their website, with names and biographies of governors, and the minutes and reports of Corporation board meetings and related committee meetings. Some provide information about the attendance records of governors and give clear guidance on how someone could become a governor. But others provide only a list of governors with nothing about them and nothing about how governors are appointed. Some do not publish minutes or reports on their websites – or if they are there, they are hard to find, or very out of date, or remarkably uninformative.

The majority of the governors of FE Colleges are people who are appointed by the existing board of governors. These are ‘independent’ or ‘external’ members, who are chosen for their skills, knowledge and experience. Potential new members may often be known to existing governors; boards often convene a Search Committee, a sub-committee of governors who consider who might be approached or selected. In addition, there are some governors who are elected by students and by staff. The College Principal is normally a member of the board. Governors do not receive remuneration.

Fourteen of the (then) 19 Colleges in the North East responded to our survey in 2017.

- Altogether, they had 210 governors, of whom 63% were male. This is similar to the national picture. At two Colleges (Newcastle College Group and South Tyneside College) over 80% of governors were male. Only one (New College Durham) had more women than men on their governing body. It is interesting to note that well over half of the FE College Principals in the North East are women.

- Fewer than half of the North East FE Colleges had a governor from a BAME background -- only 6 of the 14 Colleges that responded had a governor from a BAME background. In England, 14% of the governors of FE Colleges are from an ethnic minority background, compared to just 3% in the North East.
- Only 4 Colleges in the region said they had a governor who was disabled.
- Most governors are middle-aged. 13% of governors were under 45 (many of these are the student representatives) and a similar proportion (11%) were over 65.
- Some FE Colleges in the North East note that they undertake skills audits of their governors and when they make new appointments they seek to fill gaps; some report that they monitor characteristics such as age profile, gender, disability and ethnicity (one also monitors data on marital status, religious beliefs and sexual orientation). But, others do not do this – and may not see the need to do more than fulfil the bare minimum laid down in their formal Equality and Diversity policies.

Universities

There are 5 Universities in the North East: Durham, Newcastle, Northumbria, Sunderland and Teesside. Durham is the third oldest university in England, founded in 1832. Newcastle University was established in the late nineteenth century, and formed part of Durham University until 1963. Northumbria, Sunderland and Teesside are former Polytechnics, which became Universities in 1992.

Governance. Universities are ‘exempt charities’, meaning they are charities that are regulated by the Higher Education Funding Council for England rather than the Charity Commission. (The former Polytechnics are also formally constituted as ‘Higher Education Corporations’). All have governing bodies which have considerable power and responsibility; their members are formally the charity’s Trustees. They are responsible for setting the strategic direction of the institution, overseeing performance and the management of resources and assets. At Durham, the governing body (the University Council) is described as the ‘principal financial and business authority’ of the University, while the statutes of Newcastle University call its Council ‘the supreme governing body’. Sunderland University’s website states that its Board of Governors has ‘ultimate responsibility for all the affairs of the institution’.

The two older Universities have governing bodies that include a relatively high proportions of staff members, while the three newer Universities have governing bodies that very largely consist of members from outside the institution.

At *Durham*, the University Council is made up of:

- 6 appointed members of University staff,
- 12 independent appointed lay members, and
- 5 ex-officio members (the Chancellor, Vice-Chancellor, Deputy Vice-Chancellor, the Dean of Durham and the President of Durham Students’ Union).

Members are chosen by a Nominations Committee of the Council; search consultants can be used to assist with the recruitment of lay members. The Council appoints one of the lay members as Chair.

Newcastle University’s Council currently comprises:

- 11 lay members – neither salaried staff nor students of the University
- 2 students selected by the Students' Union and 5 University staff selected/elected by the Senate
- 3 ex-officio members (Vice-Chancellor, Deputy Vice-Chancellor, Honorary Treasurer)

Under the statutes, the officers - Chair, Vice-Chair and Treasurer - all have to be lay members.

Northumbria, Sunderland and Teesside all have the same arrangements as Higher Education Corporations. Their constitutions specify that their Boards of Governors are to consist of no less than 12 and no more than 24 appointed members, plus the Vice-Chancellor. Of the appointed members, up to 13 shall be 'independent' members. At least 1, and not more than 9, shall be co-opted members appointed by the members of the Board of Governors who are not co-opted members. Up to 2 may be University teachers and up to 2 may be students. 'Independent' members are people who have *'experience of, and have shown capacity in industrial, commercial or employment matters or the practice of any profession'*. At least half the members of the Board of Governors have to be independent members. New members are appointed by the existing Board members.

Members of University governing bodies are generally appointed for 3 or 4 years, and their appointment can be renewed. They are usually not remunerated, but they can be. In the North East, only Northumbria University offers remuneration, amounting to £20,000 pa for the Chair of the Board of Governors and £7,500 pa for the four governors who chair Board Committees. (At present, the main issue being publicly and widely discussed is the remuneration of University Vice-Chancellors -- UCU, 2017; The Chronicle, 2017).

Many of the lay or independent members of University governing bodies in the North East have business backgrounds, comprising mainly senior people from local and national companies, with strong representation from financial and businesses services. Compared with 2000, there are few governors from the local public sector (in 2000, Durham had 2 nominated local authority councillors; that is no longer the case).

All five Universities responded to our survey in 2017. The survey indicated that:

- 36% of governors of the region's Universities are women, 64% are men. The gender imbalance is greatest on the governing body of Newcastle University, where there are 15 men and 5 women on the University Council. Durham, by contrast, has a balanced University Council (12 men, 11 women) and the majority of appointed lay members are women. Only 1 of the 5 Vice-Chancellors (at Sunderland University) is a woman.
- Three of the five North East Universities has at least one governor from a BAME background.
- Only one University has a governor who is disabled (two other Universities said they did not know).
- Nearly all governors are aged 45-64. Younger governors are usually the student representatives. Again, two Universities said they did not know the ages of their governors.

As with the FE Colleges, University respondents to the survey noted that ‘diversity’ was ‘considered’ when appointments are made to the governing body. For example, one said that *‘the governing body routinely reflects on its own composition and considers taking steps to ensure that it reflects societal norms and values’*. However, that University was unable to say how many of the governors were disabled, or provide an age profile. It is interesting to note the recent statement by the Higher Education Statistics Agency (HESA) says that from 2018 they will invite Universities to provide data on their governors that covers gender, disability, highest qualification held, nationality, religion and sexual orientation (Leadership Foundation for Higher Education, 2017).

Sunderland University has little about governance on their public website, providing only names and profiles of governors. But, Durham, Newcastle, Northumbria and Teesside all publish minutes and agendas of governing body meetings on their publicly available websites – although in some cases this information is hard to find and can be difficult to interpret.

Conclusion

Educational institutions are becoming more independent and more like private sector businesses. The traditional close connection between local councils and local schools has weakened further since 2000. In particular, the development of Academies has meant that nearly a quarter of the region’s schools are run by independent trust companies. FE Colleges and Universities have - largely self-appointed - governing bodies that oversee the implementation of plans and strategies that focus on business growth; and their ‘business-like’ approach is helped by appointing governors with private sector backgrounds particularly in areas such as finance and accountancy, legal, marketing & PR, business and property development.

There is a considerable local input on the governing bodies of schools and FE colleges, but remarkably little on the governing bodies of some Universities. Nowadays, Universities stress their national and international connections and may strengthen those links through appointments to their governing bodies.

In the North East, 63% of the governors of FE Colleges and 64% of the governors of Universities are male. Since 2000, the imbalance has reduced; then, 73% of FE College governors and 81% of University governors were male. Now, more than half of the FE College Principals are women. Still, only one of the region’s five Universities has a female Vice Chancellor.

Our survey found that few governors of FE Colleges and Universities are from BAME backgrounds. Very few governors are disabled. Despite these institutions having policies promoting diversity, their governing bodies could not be considered ‘representative’ of the wider community. In fact, the Universities have many more governors who are employed in financial services than governors from BAME backgrounds or with disabilities.

The amount of information that FE Colleges and Universities publish about their governance and decision-making varies considerably. Some of their websites are very informative and easy to use; others – particularly in the FE sector - are poor. It is certainly not unreasonable

to expect that these publicly funded institutions will adhere to principles of transparency and openness and use their websites to explain what they do – and who is in charge.

GOVERNING BOARDS OF FURTHER EDUCATION COLLEGES

GENERAL FE COLLEGES

Bishop Auckland College

<https://bacoll.ac.uk/>

Pamela Petty. Chair. Managing Director at Ebac Ltd. Also a primary school governor and a non-executive Board member of the Entrepreneurs' Forum.

Natalie Davison-Terranova. Principal/Chief Executive at Bishop Auckland College. Worked in chemical engineering before moving into FE teaching, then management.

Andy Dunn. Background in toolmaking and automotive industry. Now General Manager of engineering with Nifco UK. Chair of SW Durham Training Executive Council.

Jane Ruffer. Doctor specialising in palliative care, has been a trustee and vice chair of a hospice and has served on the governing body of her local primary school.

Margaret Pletts. Staff Board Member, originally an exploration geologist, she has taught music and English. Was a ministerial appointee on Northumbria Flood Defence Committee.

Simon Owens. Teesdale resident and is active in representing the interests of the Dale and rural areas.

Adam Gibbon. A qualified PE teacher, and is now acting Deputy Headteacher at Staindrop Academy.

Tony Hood. Local Solicitor

From website; no survey return received

Sunderland College

www.sunderlandcollege.ac.uk/

Rob Lawson (Chair) Public Relations and Media Consultant; was the Editor of the Sunderland Echo until 2012. Member of the Sunderland Business Leaders Group

Ann Hodgson. Retired civil servant. Currently also Chair of Governors at a primary school and was appointed as an Interim Executive Board member at a Sunderland primary school.

Councillor Celia Gofton. Spent her working life in education, including 25 years at Sunderland College as Head of Policy and Governance. Represents Pallion Ward as a Labour Councillor and is Cabinet Member for Responsive Services and Customer Care.

Shirley Atkinson. Vice-Chancellor and Chief Executive of the University of Sunderland.

George Blyth. Retired Director of Financial Resources at Sunderland City Council. Currently employed by Gentoo Group.

Paul McEldon. Chief Executive/Director of North East Business and Innovation Centre. Member of the Sunderland Business Group. Chair of the National Enterprise Network. Deputy Chair of Northumberland Tyne and Wear NHS Foundation Trust.

Ralph Saelzer. Managing Director of Liebherr Sunderland Works Ltd. Member of the Sunderland Business Group.

Tom Crompton. Director of Learning and Skills for The Shaw Trust, a national charity. Formerly Regional Director, Learning and Skills Council.

Howard Kemp. currently Head teacher at Farrington Community Academy and is also the representative from the Sunderland Sixth Form Strategy Group.

Alison Fellows. Executive Director of Commercial Development at Sunderland City Council.

Sue Forster. Retired qualified accountant and has a public sector financial and audit background. Previously a Director at PricewaterhouseCoopers LLP.

Emma Bass. Staff Governor; an Information Analyst, ICT Services.

Ellen Thinnesen. Principal and Chief Executive at Sunderland College.

John Barnett. Operations Director and VP Manufacturing & Supply Chain at Calsonic Kansei. Member of North East LEP Business Support board.

Alan Holmes. (Vice Chair). Director and Chair of a specialist holiday company and Director of the Cycle Hub, a social enterprise. Alan is also a member of a student enterprise advisory panel for Newcastle University.

Kumareswaradas Ramanathas, Project Manager, Young Asian Voices

Joseph Phillips, Student Governor

**Merger with Hartlepool Sixth Form College announced in August 2017.*

Darlington College

www.darlington.ac.uk

Pat Howarth (Chair). Previously Head Teacher of Hummersknott Academy.

Gary Hope. English Teacher.

Val Bailey. Background in Further Education

Rob Barrigan. Tax and Business Advisor.

Kate Roe. Principal and Chief Executive, Darlington College.

Colin Price. Visiting Professor of the Practice of Civil Engineering

Emma Abbroue. Student Governor

Callum Hope. Student

Calvin Kipling. Head Teacher, Darlington School of Maths & Science (Co-opted member)

Lindsay Steel. Audit Committee Co-opted member

Wayne Hall. Staff Governor

Frances Hoy. HR Manager with local organisation

Nicky Grace. Senior roles within the National Trust

Helen Ellison. Quality & Standards Committee Co-opted member

Derwentside College (Consett, County Durham)

www.derwentside.ac.uk/

Tony Edwards (Chair). Former Managing Director of ALTO Television Productions Limited

Geoff Marshall (Vice Chair). Former Highways Engineer with Northumberland County Council

Karen Redhead. Principal and Chief Executive of Derwentside College

Geraldine Granath. Community Governor; Managing Partner, Whitefield Associates, Public Governor, North East Ambulance Service

Geoff Gibson. Community Governor: Retired bank manager and Chair of Governors at Ebchester School.

Cathryn Richards. Staff Governor

Stephanie Nicholson. Staff Governor

Mark Short. Community Governor: Managing Director of Dysart Developments Ltd an estate management company based in Consett.

Amanda Form. Community Governor: Learning and Organisation Development Manager for County Durham and Darlington Foundation Trust

Phil Murray. Community Governor: Chartered Accountant and Finance Director.

East Durham College (Peterlee, County Durham)

www.eastdurham.ac.uk/

David Butler (Chair). Former Director of Housing, Newcastle City Council. Former Chief Executive and past President of the Chartered Institute of Housing. Advisor to Dunelm Property Services, part of the Esh Group. Chair of Cestria Community Housing. Member, Durham Cathedral Property Committee.

Councillor David Boyes (Vice Chair). Durham County Councillor. Governor at Easington Colliery Primary School and Easington Academy. Board Director at East Durham Homes. Member of the Durham Police and Crime Panel. Former Driving Instructor.

Suzanne Duncan: Principal and Chief Executive of East Durham College. Former Vice Principal, Sunderland College. Ofsted inspector.

James Bromiley. Chartered accountant and a senior civil servant. Non-executive director of Northumbria University and also the Horizons Academy Trust in Stockton.

Lisa Crichton. HR specialist, currently Director of Workforce and Organisational Development for the Northumberland, Tyne and Wear NHS Trust. Mentor for young people through the Steps Ahead programme.

Michael Curry. Civil servant and accountant. Previously President of CIMA.

Fred Harrison. FE lecturer and manager.

Carole Lattin. Former Vice Principal, Bishop Auckland College. Chair of the Durham and Chester-le-Street locality Patients Reference Group.

John MacIntyre. Dean of the Faculty of Applied Sciences and Pro Vice Chancellor at the University of Sunderland.

Vivienne McFarquhar. Retired FE lecturer and senior manager

Liz Oughton. Previously University lecturer (Durham and Newcastle). Research into rural businesses and farming in different countries. Currently at Centre for Rural Economy, Newcastle University.

Jane Weeks. Veterinary Surgeon. President of the North of England Veterinary Society.

Ian West. Operations Director for Seaward Electronic Ltd in Peterlee, a manufacturer of Safety Electrical Equipment. Governor of St Cuthbert's Primary School, Seaham. Chair of East Durham Business Service.

Eleanor Weir. Student Governor and Student Union President.

Jim Blower. Staff Governor. Army background in Royal Engineers, followed by employment in Estate Management. Currently Director of Estates, Services and Resources at the college.

Mr T Atkinson: (Co-opted) Audit Committee.

Gateshead College

www.gateshead.ac.uk

Robin Mackie (Chair). Smith Electric Vehicles

Chris Maklin. NHS Sunderland Clinical Commissioning Group

Kevin Fitzpatrick. Nissan Manufacturing

Ian Renwick. Gateshead NHS Foundation Trust

Sally Hancox. Gentoo Green

Darren Heathcote. Gateshead College

Judith Doyle. Principal and Chief Executive of Gateshead College

David Mitchell. Gateshead Council

John McElroy. Gateshead Council

Emily Cox. Virgin Money

Nick Hurn. Cardinal Hume Catholic School

*Limited biographical information for governors as provided on their website. No survey return received.

Hartlepool College of Further Education

www.hartlepoolfe.ac.uk/

Professor Aidan Mullan (Chair). Visiting Professor, Teesside University. Former executive Director, North East Strategic Health Authority.

Michael Ward: former Chief Finance Officer for Hartlepool Borough Council.

Joanne Regan: Director at Baldwins Accountants

Phillip Mitchell: Director, DMA Law.

Stuart Salvin: Estimating Manager at Lorne Stewart PLC

Linda Nelson: Assistant Dean for Business Engagement and Collaborative Provision, School of Health & Social Care, University of Teesside.

Linda Watson: Former clinical director for community services, North Tees and Hartlepool NHS Trust.

Stuart Fallowfield. Managing Director NHS Audit North (now Audit One)

Darren Hankey. Principal

Jake Kinnell. Student Member

Thomas Black. Student Member

Michelle Roberts. Staff Member

Neil Godfrey. Staff Member

*There is no biographical information for governors on the website. Research undertaken by authors.

Middlesbrough College

www.mbro.ac.uk/

Robert Davies (Chair). Chartered Accountant. Runs his own consultancy business and acts as non-executive director to a number of businesses.

Ashley Coleman-Cooke (Vice Chair). Chartered Chemical Engineer. Advises SME companies about online marketing and sales channel opportunities.

Zoe Lewis. Principal / Chief Executive of Middlesbrough College.

Andrea Waller-Amos. Staff Governor (Business Support). Director of Marketing, Communications and PR, Middlesbrough College.

Dr Trevor Arnold. Chartered Engineer. Senior partner of Simpson Coulson Ltd, part of the PX Group.

John Autherson. Former Site Director for BASF PLC at Wilton.

Charlie Barwick. Student Governor (until 31 July 2017)

Dr Moira Britton OBE. Former Chief Executive of NHS Trusts. Non-executive director on the board of Erimus Housing.

Diane Cleves. Staff Governor (Academic). Lecturer in Engineering.

Andrew Dyne. Engineering and construction professional with a background in electrical engineering, a degree in law (LLB) and a Master's degree in Business Administration (MBA).

Marina Gaze. Education consultant. Previously Deputy Director, Further Education and Skills, at Ofsted.

Shahda Khan MBE. Nominated Governor for Safeguarding / Student Voice and Prevent. Principal Community Cohesion Officer, Middlesbrough Council. Governor, Teesside University.

Andrew Malcolm. Currently Head of Finance for Thirteen Housing Group, a large housing provider based in Middlesbrough.

Jill Morgan. Dean of the School of Design, Culture and the Arts at Teesside University and an elected Governor on Teesside University's Governing Body. Governor, MC Academy.

Tom Courtman-Stock. Student Governor (until 31 July 2017)

Peter Studd. Led National Skills Business at A4e and has been a Group Board Director at Newcastle College Group (NCG). Non-Executive Director on Northumberland, Tyne & Wear NHS Foundation Trust Board and Independent Board Member at Dale and Valley Homes, a social housing provider.

There are also four External Members and one Honorary Governor:

Francis Hayes. External Member of Audit & Risk and Search & Governance Committees. Former Head of Law and Administration, Redcar and Cleveland Council. Has been a school governor, Independent Chair of Stockton-on-Tees Council's Standards Committee and Chair of the Board of Tristar Homes.

Sarah Shepherd. External Member of the Search & Governance Committee. Former Vice-Chair of the Governing Body. Partner in Shepherd Taylor Partnership, consultancy company.

Andrew Stephenson. External Member of the Standards Committee. Chartered Trading Standards Officer who has worked in Tees Valley and Sunderland local authorities since 1988.

Sandy Wilson. External Member of the Corporate Services Committee. Background in Human Resources.

Andrew McDonald MP. Honorary Governor. Labour MP for Middlesbrough.

New College Durham

www.newcollegedurham.ac.uk/

Gary Ellis. Chair. Partner with Clive Owen & Co LLP - Chartered Accountants and Business Advisors

Linda Wight. Vice Chair. Former North East Manager, The Cranfield Trust. Board Member Voluntary Organisations North East.

Joy Brindle. previously Assistant Chief Fire Officer for the Tyne and Wear Fire and Rescue Service and prior to that was Assistant Chief Executive for Easington District Council.

Doug Chapman.

Sheila Chapman. Marketing & PR Consultant

Lindsay Deswert. Academic Staff Governor

Joyce Drummond-Hill. Retired Head of Audit and Assurance from a large, government organisation and is currently a trustee on the board of a local charity

Dr John Duggan. Beamish Hall Management Development Centre Ltd. Their most recent directorship is with New College Durham Academies Trust

Shireen Khattak. PhD Student, Durham University.

David Norton: Support Staff Governor

Francesca Tinti: Student Governor (appointed 12 July 2017)

Graham Towl; Former Pro-Vice Chancellor, Durham University. Professor of Psychology.

Christine Warren: New College Durham Academies Trust; former headteacher.

John Widdowson: Principal and Chief Executive

*There is no biographical information for governors on the College's website. Research undertaken by authors.

Newcastle College

www.ncl-coll.ac.uk/

Newcastle College is part of the wider NCG, a group structure which has 6 divisions, including Newcastle College and two other colleges. The NCG Board oversees the whole Group.

www.ncgrp.co.uk/

Alex Turner. Partner in a firm of Landscape Architects and Environmental Consultants.

Caroline MacDonald. Molecular biologist. Former Deputy Vice Chancellor, Teesside University.

Chris Newton. Chartered Surveyor. Now Facilities Management Director for Lloyds Banking Group.

Chris Roberts. Vice Chair of Northern Education Trust and Chair of North Country Leisure. Formerly Chief Operating Officer at the Skills Funding Agency.

Jamie Martin OBE (Chair). Solicitor and Managing Partner of law firm Ward Hadaway. Past Chair of the Newcastle Gateshead Initiative. Member of the Regional Council of the CBI.

Jim Woodlingfield. Staff Governor. Payroll and Pensions Manager at NCG and currently Vice Chair of the Tyne and Wear Pension Fund Board.

Joe Docherty. Chief Executive of NCG. Previously Deputy Chief Executive of Home Group. Former Chief Executive of Tees Valley Regeneration. Previously a Director in the Corporate Banking Division of Barclays PLC. Trustee at the Esmée Fairbairn Foundation, also Trustee of Arts Council England -- Chair of their North of England Board.

John Cuthbert OBE. Chartered Accountant. Former Managing Director of Northumbrian Water Group plc. Currently a non-executive director of Bellway plc and Amazing Media Group Ltd. Board member of North Music Trust (Sage Gateshead). Previously Chair of Water UK, Vice Chair of Durham University Council, Board Member of ONE North East, and Chair of Northern Business Forum.

Les Abernethy (Vice Chair). Chair of the West Lancashire College Advisory Committee. Formerly Deputy Chief Executive of West Lancashire District Council.

Mark Squires. Former Chief Executive of Benfield Motor Group. He is Chair of the National Franchised Dealership Association, Chief Executive of St Ebba Capital Ltd, and Partner in Squires Barnett Architects.

Matthew Terry. Previously a diplomat. Governor and Chair of the Kidderminster College Advisory Committee; formerly Vice-Chair of Governors at Kidderminster College before its merger with NCG. Runs an evaluation and research company working with public bodies and national charities.

Nigel Mills. Management Consultant working in Development, Change Management, Organisational Reviews, Coaching and Mentoring. Previously with Marks and Spencer plc.

Peter Michell. Formerly with IBM. IT specialist.
Student Governor: vacancy.

Northumberland College (Ashington, Northumberland)

www.northumberland.ac.uk/

Jacqui Henderson CBE (Chair). Former Chief Executive of UK Skills and Chair of Northumberland Care Trust and then of Northumberland Clinical Commissioning Group. Vice Chair of Newcastle University's Council. Non-Executive Director of Policy Connect, Board member of Skills4. Member of the Higher Education Commission.

Lynn Tomkins (Vice-Chair). Chair of Skills4, providing accredited career advancement and progression programme for women. Board and founding member of the UK Electronics Skills Foundation (UKESF); Board member of Policy Connect. First woman Vice President of the SSA (Ship Builders' and Ship Repairers' Association)

Richard Dale. Chief Finance Officer, Newcastle University. Previously held senior finance, sales and operational roles in the private sector, principally with BT.

Ros Smith. Operations and Finance Director of NBSL, the accredited Enterprise Agency based in Northumberland, a support organisation for start-ups and existing SMEs. Previously with KPMG.

Jude Leitch (Chair of Kirkley Hall Ltd). International commercial and tourism marketing experience. Director of Northumberland Tourism, coordinating the tourism for the county, supporting tourism businesses and promoting the county's tourism offer.

Robert Arckless MBE. District and Town Councillor since 1983 and a County Councillor for Amble between 1989 and 2017. Founder member of Amble Development Trust.

Stuart Evans. Project director of rural regeneration initiatives. Head of Corporate Service at Northumberland National Park Authority and Project Director for The Sill: National Landscape Discovery Centre.

Professor Peter Strike. Vice Chancellor of Cumbria University. Formerly Deputy Vice Chancellor at both Northumbria and Sunderland Universities. Board Member of the Lake District Partnership, the Cumbria Local Enterprise Partnership (LEP) and the Cumbria Local Nature Partnership.

Fiona Standfield

Marcus Clinton. Principal of Northumberland College.

Paul Emmerson. Staff Governor, Teaching.

Simon Miles. Staff Governor, Support.

Sophie Kerr. Student Governor

Lewis Mortimer. Student Governor

(One vacancy)

Redcar and Cleveland College

<https://www.cleveland.ac.uk/>

Kath Taylor (Chair). Chair of a social enterprise in the Esk Valley. Partner in change consultancy - Shepherd Taylor Partnership. Founding member of the Cleveland Community Foundation, and previously Board Member of a Health Authority and a Primary Care Trust. Previously regional director of Common Purpose.

Dr Deborah Trebilco (Vice Chair). Former Board member of ICI Petrochemicals and a non-executive director of Northumbrian Water. Director of Community Energy England.

John Lowther. Chartered Town Planner and retired chief officer in local government. Formerly Head of the Tees Valley Joint Strategy Unit and Chief Executive of Tees Valley Unlimited (LEP).

Angela Foster. Chartered accountant. Partner and Chartered Tax Advisor at Tindles LLP.

Pat Rutherford. Previously Head teacher at Ryehills School. Lay Chair of Deanery of Guisborough; member of the College Chaplaincy.

Rob Mitchell. Head of Policy & Performance at Redcar & Cleveland Council.

Alys Tregear. Staff Governor, Support.

Andrew Twineham. Solicitor specialising in employment law.

Colin Willis. Staff Governor, Teaching. Trustee at National Examining Board in Occupational Safety and Health (NEBOSH).

Ian Swales. Originally a chemical engineer, then qualified as an accountant in the electricity industry. At ICI for over 20 years. Previously MP for Redcar (2010-2015).

**No survey return received*

South Tyneside College (South Shields)

www.stc.ac.uk/

Andrew Watts (Chair). Executive Director of Groundwork South Tyneside and Newcastle

Susan Wear. Director of corporate affairs at the Port of Tyne.

Terry Cornick. Sea-going engineer. Formerly Chief Executive Officer of The Maersk Company, the UK ship-owning and ship-management subsidiary of AP Moller-Maersk.

Alain Reynier. Staff Governor and Lecturer in the Marine School. Background in the Merchant Navy, road and cargo management, and ferry services.

Des Young. Background in UK electricity supply industry. Director of Siemens' Asset Service business since 2010. Member of the South Tyneside Business Forum and Economic Regeneration Board.

Andrew Walton. CEO / Co-Founder of The Nine Software Company, a software development company. Founder Director of Asset55, a software and consultancy business focused on the Oil and Gas Market.

Dr Malcolm Grady. Former teacher, lecturer and educational administrator. Has held several national educational advisory roles. Serves as a magistrate.

Peter Davidson. Former Senior Vice President of Marsh & McLennan with a background in risk management and corporate risk financing. Also served as Chair of South Tyneside NHS Foundation Trust, South Tyneside Homes and South Tyneside Housing Venture Trust. Independent member of a number of local council partnership boards, e.g. South Tyneside Health & Wellbeing Board.

George Clark. Former Chief Internal Auditor and Head of Risk Management and Insurance at Newcastle City Council and North regional lead for ethical and good governance work at the Audit Commission. He sits on two local Housing Company Boards and chairs their Audit Committees. He is also Independent person for Newcastle and North Tyneside Councils. Past president of the Chartered Institute of Public Finance and Accountancy (CIPFA), North East Region.

Lindsey Whiterod OBE. College Principal and Chief Executive

Mark Overton. Retired consultant in Public Health. Also governor at a secondary school and a primary school in South Tyneside.

David Byrne (Vice-Chair). Formerly a deck officer, then naval architect. Now a marine consultant on marine operations, oil and gas and port development projects worldwide. Charity involvement includes the Marine Society and Sea Cadets.

Nick Whalen-Griffiths. marine surveyor, then a Principal Lecturer and Head of Department at South Tyneside College, now Head of Personnel with South Shields-based Pritchard-Gordon Tankers.

Stanley Mere. Student Governor

* In August 2017 the college announced a merger with Tyne Metropolitan College. New college to be called Tyne Coast College.

Stockton Riverside College of Further Education

www.stockton.ac.uk/

Mark White OBE DL (Chair). Previously Head of the Vice-Chancellor's Office and Secretary to the Board of Governors at Teesside University. Chair of governors at Bede Sixth Form College prior to merger with Stockton Riverside in 2008. Trustee of the National Governors' Association. Past chair of Association of Colleges (AoC). Chair of Governors at a primary school in Middlesbrough and two Academy Trusts in Darlington. Elected public Governor of the North Tees and Hartlepool NHS Foundation Trust. Past President of Teesside Polytechnic Students' Union.

Richard Poundford (Vice-Chair). Former Head of Regeneration and Economic Development at Stockton Borough Council. Previously in the motor trade in electrical wholesale, and has been Board Director of several SMEs.

Phil Cook. Principal and Chief Executive, Stockton Riverside College.

David Craig. Chartered accountant. Senior finance manager at NHS North of England Commissioning Support Unit.

Rebecca Hodgson. Previously worked at the college, during which time she was appointed as the business support staff governor.

Daniel Johnson. Previous student at the college; was a Student Governor and Students' Union President. Works for Alex Cunningham, MP for Stockton North.

Margaret Mason. HR Business Partner at Jacobs UK Ltd.

Norma Wilburn: Managing Director for NWA Social and Market Research Limited. Stockton Borough Councillor for Norton West.

Russ McCallion. Human Resources Director at PD Ports.

Lynda Brown. Formerly in senior management roles in both FE and local government. Chair and governor at Multi Academy Trust Boards/Governing Bodies at three school groups.

Subhash Chaudhary MBE. Senior management positions, primarily in the biotechnology and life science industries - currently Director for Strategic Investments at Fujifilm Diosynth Biotechnologies. Fellow of the Institution of Chemical Engineers and trustee of a pension fund.

Michelle Stephenson. Staff Governor

Neville Dart. Staff Governor and Head of Infrastructure at Stockton Riverside College.

Jamie Anderson. Student Governor

Christopher King. Student Governor

Also, two external co-opted members:

Jamie Fraser (Relationship Director for Lloyds Bank)

Deborah Merrett (Stockton Council, Chief Advisor Education)

Tyne Metropolitan College (Wallsend)

www.tynemet.ac.uk/

Bill Midgley OBE (Chair). Previously Chief Executive of the Newcastle Building Society, former Chair of British Chambers of Commerce and a past President of the North East Chamber of Commerce. Current positions include Chair of Leazes Homes Ltd, Chair of Thunder Rugby Ltd and Vice Chair of the Theatre Royal, as well as number of other directorships and trusteeships. Former Council Member, Newcastle University.

Bernard Garner (Vice Chair). Civil engineer. Former Director General of Nexus, the Tyne & Wear Passenger Transport Executive. Previously a member of the Board of the Newcastle-Gateshead Initiative, governor at Beacon Hill Enterprise College, and member of the North East Chamber of Commerce Tyne & Wear Committee.

Sheila Alexander. Career in nursing, followed by strategic roles to improve NHS services. Has MBA.

Sarah Bartlett. Staff Governor (Support). Chartered Engineer and current Head of Estates at the college.

Michael Burton. Staff Governor (Teaching). Electrical Engineer before moving into FE teaching.

Dr Graeme Cruickshank. Formerly in product design at the Newcastle Technical Centre, Procter & Gamble. Now Director for the UK's National Formulation Centre, a UK based open access innovation centre for advanced formulated product design and manufacture.

Prof Mary Dunning OBE (Chair of Queen Alexandra Sixth Form College Committee). Originally a nurse, then moved into nursing education. Former Deputy Dean of the School of Health, Community & Education Studies at Northumbria University. Held national positions as Chair of the National Directors of Nurse Education Group and member of the Chief Nurse's Advisory Education Group for England. She is a former member of Northumberland and Northern Region Learning & Skills Council and former Chair of North Tyneside Age UK.

Prof Gary Holmes. Dean of the Faculty of Education and Society and Pro Vice-Chancellor (Strategic Partnerships) at the University of Sunderland. Vice-Chair of Governors at Ponteland High School. He is also Chair of Trustees, UTC South Durham.

Cllr Janet Hunter. North Tyneside Councillor. Retired Director of Northern Learning Trust. Chair of Governors at Benton Dene Primary School.

Martin Hottass. Manager of Skills and Professional Education at Siemens plc. Member of DfE Apprenticeship Advisory Board, National Training Academy for Railways (NTAR) and the Energy Efficiency Industrial Partnership. Apprenticeship Ambassador since 2012.

Dr Adam Langman. Chartered accountant. Finance Director of the Metnor Group, a North East based property and construction business. Previously at storeys:ssp and KPMG.

Colin Seccombe. Chartered accountant. Retired former Chief Executive of the Newcastle Building Society. Treasurer of the Community Foundation (Tyne & Wear and Northumberland) and a trustee of Headway Arts, a charity based in Blyth.

Vivien Shipley. Teacher and senior manager in schools and FE colleges. Retired Ofsted Inspector, now working as an education consultant.

Veena Soni. Teacher, then moved into strategic roles in equality and diversity. Currently Strategic Manager of the Ethnic Minority and Traveller Achievement Service at Gateshead Council. Previously Assistant Head of Community Development and Cohesion at Government Office for the North East. Has been a Board member of a number of organisations, including Norcare Housing and the NSPCC as well as sitting on school Governing Bodies. Founder member and a trustee of the North East Hindu Cultural Trust.

Beverly Held. Student Governor

Charlotte Hamilton. Student Governor

* In August 2017, college announced a merger with South Tyneside College. New college will be called Tyne Coast College.

SIXTH FORM COLLEGES

Hartlepool Sixth Form College

<https://hpoolsf.ac.uk/>

Cllr Jonathan Brash: (Chair) Head of Psychology, and teacher, at Newcastle School for Boys. Hartlepool Councillor and previously Cabinet member. Trustee of Hartlepool Families First (children's charity).

Marion Agar: Employed by HMRC in a variety of roles, including management, compliance and continuous improvement. Chair of governors at High Tunstall College of Science.

Mark Atkinson: Company Director of builders' merchant family business.

Peter Bowes: Director and Company Secretary, Bridgman IBC Ltd. Magistrate and Chair of Hartlepool Bench. Prince's Trust Business Mentor.

Carol Cooney: Career in FE teaching and management. Retired Vice Principal at Middlesbrough College.

David Cooper: Staff Governor (Support) and Site Manager at the college.

Julie Cordiner: Chartered accountant. Former Assistant Director in Children's Services, Hartlepool Council. Currently represents the Diocese of Durham on Hartlepool Council's Children's Services Committee and works as an independent education funding consultant.

Alex Fau-Goodwin: Principal. Career in school and post-16 teaching. Adult Learning Inspector, then senior college roles.

Chris Grieveson: Worked in engineering for British Shipbuilder's, then in advertising, sales and marketing for various North East newspapers. Now self-employed, working for an Ofsted approved leading training provider based in the North East. Past Chairman of Hartlepool Round Table.

Pat Hutchison MBE: Retired senior civil servant. Posts held include scientific computer programmer, HR Director, anti-fraud strategist, project and implementation manager. Magistrate and Chair of adult criminal courts.

Mark Patton: Assistant Director at Hartlepool Council, following career in secondary school teaching, educational management and school improvement. Has been an Ofsted Lead School Inspector.

Kathryn Port: Staff Governor (Teaching). Teacher of psychology, also provides pastoral support and counselling services for students.

Paul Thompson: Manager and Chief Executive of Hartlepool Families First. Director of Xivvi Limited, a private company specialising in design and web solutions. Independent Councillor for Hartlepool Borough Council and former executive cabinet member. Qualified secondary school teacher.

Garry Toulouse: Director of Student Services at Teesside University, following a career in Higher Education. Member of University Corporate Executive team and Academic Board.

Clive Wall: Parent Governor. Background in computing and owner of small software company in Billingham.

No survey return received.

*Merger with Sunderland College announced in August 2017.

Prior Pursglove and Stockton Sixth Form College

www.pursglove.ac.uk/

Joanna Bailey, Principal

Marilyn Collins

Dr Paul Gavens. Formerly of Teesside Gas Transportation Limited and Managing director of Sembcorp UK

Chris Groves. Former Lead HR Advisor at Tata Steel
Margaret Hirst (Chair). Governor, St. John the Baptist Primary School.
John Kay.
Sue Reay. Transformation Team at Stockton Borough Council
Michael Smith. Parent Governor.
Amanda Wright. Ward Manager, Darlington memorial hospital
Paul Welford. Former Stockton local authority officer
Jo Wrigley.
Dr David Dodds. Foundation Governor
Alan Holborn. Staff Governor

Names from survey return; website due to be updated following merger. Information found by researchers.

Queen Elizabeth Sixth Form College, Darlington

www.qeliz.ac.uk/

Mr C R Wiper, Chair. Retired Partner, Closetherton Solicitors. Foundation governor of Carmel College Catholic Academy and Director of the Carmel Multi Academy Trust.
Mr A Teague, Vice Chair. Management Consultant.
Mr T J Fisher, Principal
Mr S Heath Independent
Mr P Davison Independent
Prof L Oglesby OBE Independent; previously held academic and senior management posts at Leicester, Sheffield, Lancaster, Surrey, Manchester Metropolitan and Teesside universities, and a secondment to the Policy Division of the Higher Education Funding Council for England (HEFCE)
Mr C Kipling Independent
Mr D Warman Independent
Mr I Clyde Independent
Mr A Wilson Independent
Mrs J Pan Independent
Mr J Deane Independent: Qualified accountant
Mr S Regan Staff Governor
Mrs J Ashmore Staff Governor
Mrs J Hillyard Staff Governor
Student Governor - tbc
Student Governor – tbc
Parent Governor - vacancy
Mr A Collishaw: Co-opted

**No profiles available.*

ARTS, DESIGN AND PERFORMING COLLEGE

Cleveland College of Art and Design (Middlesbrough and Hartlepool)

www.ccad.ac.uk/

Graham Robson (Chair)
Patrick Smith (Vice Chair) Managing Director - North East, Broster Buchanan, Recruitment Company.
Martin Raby (Principal)
Ian Swain. Business & Finance Consultancy

Prof Jane Rapley. Former Head of College at Central Saint Martins (CSM) and Pro Vice Chancellor of the University of Arts London (UAL)

Sarah Fawcett

Ian Butchart; Former Director of Library & Information Services, Teesside University.

David Hughes. CEO at International eChem

Robin Simmons

Tim Bailey. Partner at xsite architecture LLP. Regionally Elected Council Member RIBA.

Denise Ogden. Hartlepool Borough Council Director of Regeneration and Neighbourhoods;

Kieron Goldsborough. Managing director at Press Ahead, Communication and Marketing.

Charly Butler Support Staff

Andrea Goodwill. FE Teaching Staff

Vacancy: HE Teaching Staff

Shakira Moore. Student FE Member

Marius Hanzak. Student HE Member

Phil Trotter. Co-opted Member

**No survey return received. No profiles available. Information collected by researchers.*

GOVERNING BODIES OF UNIVERSITIES

Durham University Council

Ex-officio members

The Chancellor (Sir Thomas Allen); Vice-Chancellor (Stuart Corbridge); Deputy Vice-Chancellor; Dean of Durham; President of Durham Students' Union.

Co-opted Members

Audit Committee: Grant Evans, Principle, Evans Design and Development Services Ltd.

Appointed lay members

Robert Gillespie (Chair). Chartered Accountant. Non-executive director, Royal Bank of Scotland Group plc; non-executive member of the Partnership Board of Ashurst LLP. Chair, the Boat Race Co. Ltd; Former Vice-President, Save the Children 2004-09. Formerly with SG Warburg; and Vice-Chairman, UBS Investment Bank prior to retirement in 2008.

Alexis Cleveland CB (Vice-Chair). Retired Civil Servant. Former Chief Executive, Benefits Agency; former Chief Executive of the Pensions Service. Director General for Transformational Government and Cabinet Office Management prior to retirement.

Andrew Mitchell (Vice-Chair). Chief Executive, North East Finance (Newcastle upon Tyne) venture capital. Chair, North East Social Investment Fund (a joint initiative of the Northern Rock Foundation and the Big Society Capital Fund).

Fiona Ellis. Independent consultant to the charity sector. Non-executive director of Big Society Capital. Former Director, Northern Rock Foundation.

Steve Harman. Chairman of the British Horseracing Authority; Director of U-Pol; Trustee and Director of Help for Heroes charity. Formerly with Shell, until 2013.

Alison Hastings. Vice President, British Board of Film Classifications; a Gambling Commissioner; Non-Executive Director of Clatterbridge Cancer Centre; Advisory Board member of Pagefield Communications Consultancy. Former BBC Trustee. Editor of the Evening Chronicle (Newcastle), 1996-2006.

Susan Johnson OBE. Former Chief Executive at County Durham and Darlington Fire and Rescue Service. Former Executive Director, Business Development, at Yorkshire Forward (RDA). Commissioner (board member), Equality and Human Rights Commission.

Jill May. Investment Banker. Formerly at UBS and S.G. Warburg. Non-Executive Director, Competition and Markets Authority. Non-Executive Director, Institute of Chartered Accountants in

England and Wales; Non-Executive Director, Langham Industries. Member of the Complaints Committee, Independent Press Standards Organisation.

Kate Pretty CBE. Former Principal, Homerton College and Deputy Vice-Chancellor, Cambridge University. Past President of the Council for British Archaeology.

Joanna Barker MBE. Career in international private equity; partner in private equity firm Advent International plc until retirement. Founder and Chair of Target Ovarian Cancer. Patron, donor and supporter of Hospice of St Francis, Berkhamsted.

Richard Burge. Chief Executive of Wilton Park (FCO) and Board member of the FCO Diplomatic Academy. Formerly with British Council. Former Chief Executive of Countryside Alliance.

James Grierson. Chartered Surveyor. Advisor to Savills and Government Property Unit (Cabinet Office)
Seven appointed members of University staff: Anne Allen; Mike Bentley; Camila Caiado, Jon P. Davidson; Joe Elliott; Clare McGlynn; Nicholas D. B. Saul

Also in attendance at Council meetings: Pro-Vice Chancellors (6); Officers of the Council: University Secretary and Director of Governance and Executive Support; Chief Operating Officer; Chief Financial Officer; non-Council members of Council sub-committees; Audit Committee (co-opted member); Finance and General Purposes Committee (co-opted member).

Newcastle University Council

Ex-officio members

Vice-Chancellor (Chris Day); Deputy Vice Chancellor; Honorary Treasurer

Appointed lay members

Paul Walker (Vice-Chair). Chair of The Perform Group plc (a sports digital media company) and Chair of Halma plc (safety, health and environmental technologies). Non-executive director, Experia plc. Until 2010 was CEO of The Sage Group plc. Chair of Newcastle Science City; Chair of Governors at Newcastle Royal Grammar School. Chartered Accountant.

Neil Braithwaite. Lawyer. Senior Counsel with Bond Dickinson LLP. Local Ambassador for the Prince's Trust; Member of the Trustee Board of Tyne & Wear Archives & Museums Development Trust; Trustee of Ouseburn Trust and Cheviot Trust.

Mike Davison. Former Deputy MD of Port of Tyne Authority. Non-executive director of City Hospitals Sunderland NHS Trust. Accountant.

Jonathan Glass. Chartered Accountant with Brunswick Group LLP.

Teresa Graham CBE. Chartered Accountant. Former Deputy Chair of the Government's Better Regulation Commission; current Chair of the Administrative Burdens Advisory Board of HMRC. Former Director of Business Link London South. First woman Chair of London Society of Chartered Accountants.

Jeff McIntosh. Chartered Accountant. Former partner with Pricewaterhouse Coopers Newcastle office. Former Chair of Governors of Newcastle upon Tyne Church High School.

Heidi Mottram OBE. CEO, Northumbria Water. Former MD of Northern Rail Ltd. Member, CBI NE Regional Council. Board member of Eurostar International Ltd.

Dianne Nelmes. Broadcasting Consultant. Formerly ITV's Controller of Documentaries, Daytime and Features. MD of Liberty Bell (a documentary production company). Past President, Newcastle University Students' Union.

Vicky Wright. Consultant in human resource management. Formerly with Coopers & Lybrand; Hay Management Consultants; Ernst & Young LLP; Towers Watson. Deputy Chair, RNLI; Director of the General Practitioners' Defence Fund; member of the remuneration committee of the British Red Cross. Director of Pension Quality Mark Ltd.

Ms Claire Morgan. Solicitor who, following a career in the north east as a partner in the international law firm, Eversheds LLP, currently practices as a consultant with Sintons LLP.

Professor Sir Michael Rawlins: Medicines and Healthcare products Regulatory Agency Chair. Chair of NICE, 1999-2013.

Ms Adrienne McFarland: Utilitywise HR Director.

Appointed member of University staff: Professor Caroline Austin; Professor Nicola Curtin; Dr Sara Maioli; Professor Paul Christensen; Dr Jonathan Galloway.

Two student members elected by the Students' Union. Mr Ronnie Reid; Mr Rowan South

Northumbria University Board of Governors

The Vice Chancellor and Chief Executive (Andrew Wathey CBE)

Two staff representatives: Peter Donkin; Mick Hill

Two academic board representatives: Christine Sorensen; Alison Machin

Two student representatives (the Student Union representative and one other sabbatical officer)

Co-opted member of Audit Committee: **David Jennings** (Non-Executive Director, Tees, Esk and Wear Valley NHS Foundation Trust)

Co-opted member of Remuneration Committee: **Paul Williams** (Non-Executive Director of Hogg Robinson plc; Independent Chair of Trustees for Port of Tyne Defined Benefit Pension Plans)

External Members

Chris Sayers (Chair). Formerly BT Group Regional Director for the North East. Was a Non-Executive Director of Government Office North East. Non-Executive Director of ARCH, the Northumberland Development Company.

Adam Serfontein (Deputy Chair). Chartered Surveyor. MD of Hanro Group (property investment and development). Formerly with Chesterton Property Consultants. Board member of Newcastle NE1 (Business Improvement District Company). Former Chair of Governors, Newcastle Church High School.

Alison Alden OBE. Former chief Executive of the Higher Education Statistics Agency. Formerly Deputy Registrar and Director of Information Services, Bristol University.

Craig Apsey. MD at Mouchel Business Services. Previously a senior manager with BT.

James Bromiley. Civil Servant, Deputy Director of Academies and Deputy Director of Finance at the Department for Education. Formerly Assistant Chief Executive, North Yorkshire County Council. Chartered Accountant.

Alasdair Corfield. Chartered Accountant. Senior Finance Business Partner, Department for Work and Pensions.

Tom Harrison. Chief Operating Officer, Turner & Townsend (construction and management consultancy). Chartered Surveyor.

Graham Hillier. Chartered Engineer. Director of Strategy and Futures at the Centre for Process Innovation. Formerly with ICI and Corus. Former Chair of the Board of Redcar and Cleveland College (FE).

Sally Pelham. Solicitor. Chair of the Seven Stories National Centre for Children's Books, Newcastle. Chair of Governors, Polam Hall School, Darlington. Has held positions in several law firms.

Nick Pope. Commercial and strategic chief finance officer with extensive business experience.

David Price. Former Chief Operating Officer of the Charities Aid Foundation Bank.

Amy Rice-Thomson. Senior positions in prison services in the North East. Deputy Director of Rehabilitation Services, National Offender Management Service.

Helen Thorne MBE. Director of External Relations at UCAS. Former Head of Policy at the Russell Group of Universities. Formerly at UK Research Councils.

David Warcup QPM. Former Deputy Chief Constable, Northumbria Police and Chief Officer of States, Jersey Police.

Jeya Wilson. Member of Independent Oversight Advisory Board, International Labour Organisation. Member of the Audit and Ethics Committee of the Global Fund to Fight Aids, Tuberculosis and Malaria. Formerly a Chief Executive of an African Chamber of Commerce and Industry; former CEO of World Heart Foundation.

Sunderland University Board of Governors

Ex-officio: Vice Chancellor (Shirley Atkinson)

Independent members

John Mowbray (Chair). Former Director of Corporate Affairs, Northumbrian Water. Past President, NE Chamber of Commerce. Former Director of TEDCO; non-executive director at Husband and Brown; non-executive director at Press Ahead. Chair, the Foundation of Light Development Board; Percy Hedley Foundation Appeal Committee; and the Sunderland Education Leadership Board. Board member, Castle View Enterprise Academy Trust. Trustee of Sunderland Music, Arts and Culture Trust. Trustee, Ryhope Engines Trust. Co-Chair, NE Cultural Partnership. High Sheriff of Tyne and Wear, 2016-17.

Derek Curtis. MD of Bond Solutions (software). Also works with Echo Twenty Three Ltd (PR).

Margaret Fay CBE. Former Chair of One North East. Former MD, Tyne Tees Television. Deputy Chair, North Music Trust (Sage Gateshead). Non-executive director of Northumbrian Water and Fabrick Housing Group.

Paul Feecham. Former partner, Deloitte plc. Audit specialist.

Sue Forster. Retired qualified accountant. Previously a Director of PricewaterhouseCoopers LLP. Governor, Sunderland (FE) College.

Farooq Hakim. BT Group NE Regional Director.

Paul McGowan. Solicitor. Founder and Principal of Collingwood Legal. Formerly Partner at Watson Burton LLP.

Saul Nassé. Controller of BBC Learning. Trustee, Teaching Awards Trust.

Umesh Patel MBE. Community pharmacist in Sunderland. Trustee of the Manav Kalyan Trust and the National Pharmacy Association.

Alison Thain OBE. Former Group Chief Executive of Thirteen Group (housing association). Former board member, One North East. Member of the Regional Council of the CBI. Vice-Chairman of Darlington Building Society.

Ellen Thinnesen. Principal and Chief Executive of Sunderland College (FE).

Catherine Young. Chartered Accountant. Former Commercial Director of NE MRO Technology Propeller. An Associate at Leathers LLP.

Co-opted External Members

Councillor Cecilia Gofton. Councillor, Sunderland City Council. Represented City Council on Association of North East Councils. Former Head of Policy and Governance, Sunderland College (FE). Represents Sunderland City Council on Board of Governors, Sunderland College.

Staff members: Sean Percival; Mark Winter

Student members: Abraham Obinna; Kirsty Paterson

Teesside University Board of Governors

Ex-officio: Vice-Chancellor (Paul Crony)

Appointed members:

Alastair MacColl (Chair and Pro-Chancellor). Chief Executive of the BE Group. Former MD, Gazette Media Co. Member of Leadership Board of Tees Valley Unlimited (the Local Enterprise Partnership).

Paul Booth OBE (Deputy Chair). President, SABIC-UK Petrochemicals. Director of TTE (apprentice and adult training college). Deputy Chair of NEPIC (North East of England Process Industry Cluster). Former chair, Redcar and Cleveland (FE) College.

Jane Atkinson. Operations Director, Cape plc. Former Senior Vice-President of Sembcorp Utilities UK. Board member of Institute of Chemical Engineers (IChemE).

Robin Bloom. Group General Counsel, The Gibson O'Neill Co Ltd. Director and Trustee of Middlesbrough FC Foundation. Former Senior Partner, Dickinson Dees LLP. Former Chair, CBI North East.

Bob Cuffe. MD, Gazette Media Company. Non-executive director of Darlington Building Society.

Chris Fleetwood. Former Chair, Darlington Building Society. Chair, Digital City Business. Non-executive director, Northern 3 Venture Capital Trust plc. Non-executive director, NCFE Ltd. Managing Partner, io solutions. Former CEO, Whessoe plc.

John Hogg. Former Principal, Middlesbrough College. Consultant specialising in educational partnerships and mergers in FE sector.

Shahda Khan MBE. Chair of Cleveland Police's Strategic Independent Advisory Group. Member of National Police Chiefs' Council's Prevent Challenge Panel; North East Women's Network; North East CEDAW Group; Durham Women Rising; ITV Tyne Tees Panel; and Middlesbrough College's Equality and Diversity Committee.

Sue Kiddle. Consultant Director of Advantage Business Coaching Ltd. Former Area Corporate Director at Barclays Bank in the North East.

Steve Tonks. Former Group Executive and Board Director Hertel BV, MD of Hertel UK and Board Director, The Banks Group.

Edward Kunonga. Director of Public Health, Middlesbrough Council.

James Cross. Chief Executive, Natural England

Ada Burns. Chief Executive, Darlington Borough Council.

Dermot Russell. Group Chief Financial Officer, PD Ports. Formerly with Northumbrian Water; Grainger Trust PLC; Deloitte Haskins and Sells.

Ian Wardle. Chief Executive, Thirteen Group. Formerly MD, Reading Borough Council; Director of Regeneration Services, Redcar and Cleveland Council.

Godfrey Worsdale. Director, Henry Moore Foundation. Former Director, Baltic; former Director of MIMA, Middlesbrough.

Siobhan McArdle (Chief Executive, South Tees NHS Trust)

Philip Jones

Members of University staff: Jill Morgan; Helen Page;

Two student nominees: Bruna Silva; Adam Howe

9. ARTS, CULTURE AND SPORT

In 2000, we reported on two regional governance organisations in the field of arts and culture: *Northern Arts* and *Culture North East*.

The largest, and by far the best-known, was *Northern Arts*, one of 10 regional arts boards in England that received the bulk of their funding from the Arts Council. In 2000, it had a budget of over £10m a year and 45 staff. The Board of 24 comprised both nominated councillors and appointed members.

In 2002, the Arts Council and the regional boards merged within a new organisation, Arts Council England (ACE). In 2011, ACE assumed additional responsibilities for the support and development of museums and libraries. New regional bodies were established, including *Arts Council England North*, which covers the North East, North West and Yorkshire.

The other, more short-lived, organisation that we discussed in the 2000 report was *Culture North East*, which had been set up by the Labour Government in 1999. Regional Cultural Consortia such as Culture North East were independent, advisory non-departmental public bodies tasked with drawing up regional strategies for the delivery of cultural services in the English regions. Culture North East had a chair appointed by central government and 19 other members nominated by a range of North East organisations, including local authorities. These Cultural Consortia were linked to the work of the Regional Development Agencies; and along with the rest of New Labour's regional structures, they were abolished by the subsequent Coalition Government.

By 2017, two additional arts and culture bodies had joined *Arts Council England North*:

- The *Heritage Lottery Fund* (North East), the regional offshoot of a national body
- The *North East Culture Partnership*, a non-statutory, local authority-led, partnership.

Unlike the Arts Council structure, both the *Heritage Lottery Fund* North East (HLF) and the *North East Culture Partnership* (NECP) have a more traditional North East geographical coverage.

In this study, we have also looked at the governance of Sport England, a publicly funded agency that promotes participation in sport. Sport England operates through a 'Hub' for the whole north of England and through local *County Sports Partnerships* – not through traditional 'regional' arrangements.

Arts Council England (North)

Arts Council England, sponsored by the Department for Culture, Media and Sport, is the non-departmental public body that develops the arts, museums and libraries in England. It receives its funding from central government and also shares responsibility for distributing Lottery money in England with the British Film Institute, the Big Lottery Fund, the Heritage Lottery Fund and Sport England.

The board of trustees (the National Council) is the organisation's governing body and is comprised of the Chair (Sir Nicholas Serota) and 13 other members appointed by the

Secretary of State for Culture, Media and Sport. The National Council is advised by an Executive Board, which has delegated responsibility for operational matters. Between 2015 and 2018, Arts Council England will invest £1.1 billion of public money - and approximately £630 million of income from the National Lottery - in the arts and culture sector.

Under the terms of its Royal Charter, The National Council has established five *Area Councils*, covering the Midlands, London, North, South East and South West. Each council has a full-time Director; in the North, this is Sarah Maxfield.

The role of the Area Council is to:

- take decisions on applications for funding up to a certain threshold (currently £800,000 a year) and make recommendations to the National Council on grants above that threshold.
- provide a forum for artists, arts and cultural organisations and other stakeholders to ensure their views are heard in the formulation of Arts Council England strategy and to share Arts Council England thinking with the sector
- offer advice to National Council in terms of ‘on-the-ground’ knowledge of locally and nationally significant issues
- advocate for the arts, culture and the Arts Council in their area and encourage artistic talent

Members of the Area Councils include practitioners, arts administrators and local authority representatives. Membership comprises:

- The Chair – who is also a member of the National Council and is appointed (outside London) by the Secretary of State. (In the North Area, the Chair is Joe Docherty).
- Nine members appointed by the National Council
- Five members representing local government appointed by the National Council

Members are appointed for up to three years with the possibility of reappointment. In total, a time commitment of around 10 days a year is expected. Members do not receive remuneration apart from the Chair, who receives £6,400 per year.

Vacancies for Area Council positions are publically-advertised on the Arts Council web site and applicants are provided with a detailed recruitment pack containing short-listing and interview arrangements as well as person specifications (<http://www.artscouncil.org.uk/area-council/area-council-vacancies>).

In 2000, the then Northern Arts board had an under-representation of women (only 8 out of 24), no ethnic minority representation and one disabled board member. In 2017, the (smaller) Arts Council England North Area Council has 50/50 gender representation amongst its 14 members. There is presently one member with a BAME background, and one disabled board member. Four of the members of the North Area Council have strong North East links.

Compared to the level of regional autonomy and specific regional focus enjoyed by the former Northern Arts, the subsequent merging and restructuring within the Arts Council can be

viewed as both centralising decision-making and reducing the North East's voice within a much wider 'North'.

In July 2017, the Arts Council announced that 230 organisations in the North (including 46 organisations in the North East) will be part of the Arts Council's National Portfolio -- the group of organisations that form the main cultural infrastructure. These organisations will collectively receive £414 million between 2018 and 2022; that represents an extra £21 million per year of investment compared to the previous period. Under the new financial allocations, 60% of Arts spending will be spent outside London. The North has received a 30% increase in National Portfolio funding over the last five years -- the biggest increase of the five Arts Council Areas (<http://www.artscouncil.org.uk/news/art-and-culture-north-more-places-and-people>).

Heritage Lottery Fund: North East

The National Lottery, established in 1994, provides a significant source of funding for heritage, the arts, sport and charities.

Responsibility for the UK-wide distribution of the 20% of National Lottery proceeds allocated specifically to heritage was given to the Trustees of the National Heritage Memorial Fund (NHMF) which was initially set up back in 1980. The Lottery-distribution arm of NHMF later became known as the *Heritage Lottery Fund* (HLF). HLF is a non-departmental public body accountable to Parliament via the Department for Culture, Media and Sport and is responsible for 12 different heritage funding programmes in areas such as young people and skills, parks, townscapes, places of worship, landscape and the First World War. The NHMF element of heritage support now accounts for only a small element of grant funding --- about £5m a year. HLF is the main focus of activity, distributing around £300m in 2017-18.

HLF nationally has a board of 13 Trustees who are appointed, following an open advert, by the Prime Minister to the board of the NHMLF – HLF's parent body – but the decisions of the latter are independent. The chair of HLF is Sir Peter Luff, a former Conservative MP. In 2016 the HLF Board comprised 64% men, and 7% of the Board had BAME backgrounds.

Over the last 23 years, nearly £8 billion has been allocated to over 42,000 projects across the country. In the North East in this period, over £370m has been allocated. That has levered in more than half as much funding again from other sources and has financed 2,353 projects. One of the largest regional allocations in recent years has been towards the development of the Great North Museum in Newcastle. Other organisations to benefit include Woodhorn, Beamish, Northumberland National Park's Sill landscape discovery centre, Durham Cathedral's Open Treasures development, Auckland Castle and a series of community ventures to mark the First World War centenary.

The HLF approach is to devolve management and administration. Most grants are decided locally (91% of all decisions over the last three years) and 80% of funding in this period has been outside London.

There are 12 committees – one for each English region (including the North East), as well as Northern Ireland, Scotland and Wales. The regional committees are responsible for making decisions on grant applications from £100,000 up to £2m and recommend the funding

priorities for applications of £2million and above. Committee chairs and members have an important role to play as representatives of, and advocates for, HLF in their locality.

Each year, there is an open recruitment process to replace committee members who have reached the end of their appointment period. Members are normally appointed for four years in the first instance with potential for a second term. The HLF North East has recently seen a change in the chair; with former MP and author Chris Mullin being replaced by Lucy Winskell, a senior academic and lawyer in the region.

Members are expected to devote between 12 to 16 days per year, with Chairs working at least 2 days per month. Members can claim a flat 'daily fee' of £85 for two or more hours worked on HLF business. Chairs can claim an allowance of £6,560 per year.

The HLF website has clear information on board and committee opportunities, which includes vacancies, application processes and reflections and insights from existing board members (<https://www.hlf.org.uk/about-us/jobs-and-committee-opportunities/board-and-committee-opportunities>). As part of the process, the HLF commits to interview all disabled applicants who meet the minimum essential criteria for a vacancy.

The HLF is committed to making information readily available and easy to understand. They post recent Freedom of Information requests online, as well as details of staff structure, salaries and expenses. In accordance with Cabinet Office guidance, HLF also publishes information on invitations to tender and contracts over £10,000, and transactions over £25,000. They have clear information on declarations of interest by committee members (file:///C:/Users/egks1/Downloads/registerinterests_website_april_2017.pdf)

The 7-member HLF North East Board has 3 women and 4 men. In four of the other 11 HLF areas, women are in the majority.

The North East Culture Partnership

This non-statutory, local authority-led partnership was launched in July 2013. It includes all 12 North East local authorities, arts and cultural organisations, businesses and educational organisations, and representatives from sport and tourism. It was initially established under the auspices of the - now defunct - Association of North East Councils (ANEC). The Partnership's major role has been to develop and launch (in July 2015) the 'Case for Culture' for the North East (<http://www.case4culture.org.uk>).

The Partnership aims to act as a voice for the culture and heritage sector in the North East and to promote the sector and the region both in the UK and internationally. More specifically, it aims to deliver on the aspirations of the C4C to:

- Lead nationally in participation in culture, reaching an extra 500,000 people per year
- Extend reach by another 285,000 children and young people per year.
- Support cultural organisations to help provide the right conditions to develop the skills of the workforce, realising the potential of the region's people and supporting their progression.

- Work with the creative industries in the North East to significantly increase the 70,000 jobs in the sector.
- Make the North East a distinctive and attractive place with a strong cultural identity, recognised internationally for the quality of life it offers.

The Partnership's Board consists of 12 local authority politicians with responsibility for culture in their councils and 12 members drawn from other sectors. It is jointly chaired by David Budd, Elected Mayor of Middlesbrough and John Mowbray OBE, past President of the North East Chamber of Commerce.

Of The 24 Board members 17 are men and 7 are women. The gender imbalance is particularly noticeable among the local councillor membership (10-2) when compared to the Stakeholder group (7-5). By way of contrast, the board of the former Culture North East in 2000 had an even 50/50 gender split.

Sport England and County Sports Partnerships

Sport England is the brand name for the English Sports Council and is a non-departmental public body under the Department for Culture, Media and Sport. Its key role is to build the foundations of a community sport system by working with national governing bodies of sport, and other funded partners to grow the number of people taking part in sport, and nurturing talent. Its most recent strategy is *Towards an Active Nation*: <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>.

The funding it distributes comes from both the Treasury and the National Lottery. Since 1997, it has invested over £2bn of Lottery funds and £300 million from the Exchequer into sports in England.

Following restructuring in 2009, Sport England's nine former Regional Sports Boards were disbanded and regional staffing considerably reduced. Sport England has a head office in London and a shared service centre in Loughborough that responds to funding applications and queries. It has three full-time *local teams (Hubs)* across the country (North, Central, and South) who work with local authorities and partners to ensure that sport is accessible in all regions. The North hub covers the North East, North West and Yorkshire, and is led by Judith Rasmussen.

Since 2011, Sport England has invested core funding into 44 sub-regional *County Sports Partnerships* to provide a consistent set of services for National Governing Bodies and for Sport England. These are locally-led, cross-sector partnerships which vary in status and retain some locally determined priorities. County Sports Partnerships were created as hosted organisations -- semi-autonomous organisations embedded within local councils or universities. Some have left their original hosting arrangement to become independent incorporated organisations.

The four County Sports Partnerships in the North East are:

- *Northumberland Sport*: covering the County Council area. Seven staff, with Lee Sprudd as Executive Lead. Board Chair is Patrick Price. The Board is presently being reconstituted. See <http://www.northumberlandsport.co.uk/>.

- *County Durham Sport*: covers, and was previously hosted by, Durham County Council. Became an independent organisation in January 2016 and has since obtained Charitable status. Nine staff, led by Ian Gardiner, Executive Manager. Board Chair is Liam Cairns. See <http://www.countydurhamsport.com/>. Of the nine board members, five are men.
- *Tyne & Wear Sport*: covering the five Tyne and Wear council areas. A charitable company limited by guarantee, incorporated in March 2010. Eleven staff, led by Ian Simon, Executive Director. Board chair is Andrew Walton. Its website includes an explicit board diversity policy: <https://www.tynewearsport.org/board-diversity-policy/> Of nine board members, six are men.
- *Tees Valley Sport*: Covers the five council areas in Tees Valley. An independent, non-profit organisation focused on growing grass roots sport and physical activity. Tees Valley Sport is hosted by Teesside University. It has 12 staff headed by Executive Director, Jean Lordon. The Board chair is Geoff Brown. <http://www.teesvalleysport.co.uk/>. Of 10 board members, 7 are men.

None of the four CSPs has a female chair.

Conclusion

One of the interesting changes in governance arrangements since 2000 has been the application of different ‘geographies’. That is evident in relation to several functions, including arts, culture and sport. Here we see the demise of North East regional structures and the rise of pan-regional structures covering the much larger ‘North’, which takes decision-making further away. On the other hand, there is also the development of sub-regional structures (as in County Sports Partnerships). There was a time when the geographical coterminosity of institutions and interventions was seen as important. Now, this ‘variable geometry’ of governance adds to complexity, makes it hard to know if the North East is receiving a fair share of resources. It must also frustrate co-ordination.

The public visibility and transparency of arts, culture and sports organisations has improved, not least because there is now readily available information on websites about what they do and how they do it. But, the quality of websites does vary considerably; some are hard to navigate and it can be remarkably difficult to find details about the processes and practice of governance.

In terms of diversity of representation, there are limited signs of improvement since 2000. All but one of the boards highlighted has a majority of men (only Arts Council North has a 50-50 gender balance). Looking across all the boards reviewed here, there were 46 men to 27 women members, with only one woman serving as a board chair. Even where there are slight improvements in the balance of board membership, this is not reflected in the appointment of chairs. It might be said that, in this sense, the glass ceiling has merely been ratcheted-up a notch.

The substantial under-representation of BAME and disabled communities also stands out. Looking across board representation in this sector, only Arts Council North has some

representation from both groups – although not drawn from the North East. There seems little recognition that most of these boards need to do much more to be representative of the diverse communities they aim to support. That is perhaps particularly disappointing in arts, culture and sport – areas of activity that might be expected to be especially sensitive to the importance of diversity. This has been recognised as a national problem (Arts Council England, 2015; Women in Sport 2017) - and it is a problem replicated in the North East where none of the four CSPs has a women chair or balanced gender representation on their boards.

ARTS COUNCIL NORTH AREA COUNCIL

Joe Docherty – Chair (and National Council Member).

CEO of national education and skills charity NCG. (NCG comprises three Further Education colleges, in Newcastle, Kidderminster and West Lancashire). Member of Durham University Council. Previously Chief Executive of Tees Valley Regeneration. Former Director with Barclays Bank. Owner and Director of Crosbys (supplier of services and equipment to the catering industry).

Cllr David Budd

Elected Labour Mayor, Middlesbrough Council. Chair of Tees Valley Combined Authority and Tees Valley Local Enterprise Partnership. Local Transport Authority representative on the Association of Rail North Partner Authorities. Co-chair of the North East Cultural Partnership.

Sita Brand

Actress, presenter, writer, director, producer and arts consultant specialising in diversity, equality and access. Founder and director of Settle Stories, a storytelling organisation based in the Yorkshire Dales.

Lee Corner

Specialises in continuing professional development, mentoring and business advice for organisations in the arts, creative industries and the third sector. Currently on the Board of Directors for the National Skills Academy for Creative & Cultural Skills.

Cllr Julie Dore

Labour Leader of Sheffield City Council. Member, Sheffield City Region Combined Authority. Board Member, Sheffield City LEP. External roles include Director of Rail North. Previously worked for a Housing Association.

Cllr Mick Henry

Labour Leader of Gateshead Council, 2002-2015. Board Member of several cultural institutions, including BALTIC Centre for Contemporary Art, Sage Gateshead, Live Theatre. Non-Executive Director of Gateshead Health NHS Foundation Trust Board.

Cllr Chris Hogg

Currently Mayor of Kendal, Liberal Democrat Cabinet Member for South Lakeland Council for Culture, Heritage, Arts and Events. Non-Executive Director of Cumbria Tourism, Lakes Culture Steering Group and ACE Rural Stakeholder Group.

Sir Richard Leese

Labour Leader, Greater Manchester Council. Vice Chair of the Greater Manchester Combined Authority, Chair of the Association of Northern Transport Authorities, Chair of the Core Cities Cabinet and Chair of the LGA City Regions Board.

Andrea Nixon

Executive Director, Tate Liverpool. Board member of the Craft Council, The Audience Agency and North-West Museums Group.

David Porter

Founded Creative Arts Promotion Ltd, based in York, in 1992 and works principally alongside local authorities and national organisations to develop arts programmes. Also serves as Company Secretary for the National Rural Touring Forum.

Sarah Stewart

Chief Executive of Newcastle Gateshead Initiative (marketing agency for Newcastle and Gateshead). Board member of Beamish Museum, Visit England and Durham University Business School.

Jo Verrent

Senior producer for Unlimited – a commissioning programme for disabled artists, working to get work seen, discussed and embedded within the cultural fabric of the UK.

Prof Nigel Weatherill

Vice-Chancellor, Liverpool John Moores University. Trustee of Royal Court Theatre, Liverpool. Chair, Royal Liverpool Philharmonic. HE representative for CBI North West Regional Council. Board Member, Liverpool LEP.

<http://www.artscouncil.org.uk/area-council/north-area-council>

HERITAGE LOTTERY FUND, NORTH EAST COMMITTEE**Lucy Winskell OBE (Chair)**

Pro Vice-Chancellor (Employability & Partnerships) at Northumbria University. Chairman of the Board of the North East England Chamber of Commerce, and Vice-Chair of the British Chambers of Commerce. Trustee of Live Theatre and International Centre for Life. Trustee of Tyne and Wear Community Foundation and The Hadrian Trust. Deputy Lieutenant of Tyne and Wear in 2014 and High Sheriff of Tyne and Wear 2015/16.

Richard Morris OBE, (NHMF National Trustee)

Freelance writer, with a particular emphasis on landscape and aviation history. Director of the Council for British Archaeology from 1991 to 1999. Also a trustee of The Blackden Trust and the York Archaeological Trust. Emeritus Professor, University of Huddersfield.

Jim Cokill,

Director of Durham Wildlife Trust since 2007. Also a board member of the North East England Nature Partnership and of the Northumbria Region Flood and Coastal Committee, focusing on conservation issues.

Richard Evans

Director of Beamish since 2008. Chair of the Association of Independent Museums; member of the National Museums Directors Council.

Stacy Hall

Communications and marketing consultant with expertise in tourism, regeneration and economic development.

Niall Hammond

Former County Archaeologist for Durham. Runs a historic environment planning consultancy from the Durham Dales. Vice-Chair of the Limestone Landscape Partnership and a committee member of the Friends of Hardwick 18th-century Park.

Lynn Turner

Director of Kielder Water and Forest Park Development Trust. Member of the Northumberland Career College Advisory Board and Vice-Chair of the Forum Cinema Hexham.

<https://www.hlf.org.uk/about-us/who-we-are/committees/north-east-committee>

NORTH EAST CULTURE PARTNERSHIP

Local authority members:

Cllr Nick Wallis. Portfolio holder for Leisure and Local Environment, Darlington Council.

Cllr Simon Henig. Leader of Durham County Council

Cllr Gary Haley. Cabinet Member, Culture, Sport and Leisure, Gateshead Council.

Cllr Marjorie James. Member of the Finance and Policy Committee Hartlepool Council

Elected Mayor David Budd (Co-Chair). Middlesbrough Council

Cllr Eddie Darke. Cabinet Member responsible for Leisure, Culture and Tourism, North Tyneside Council.

Cllr Val Tyler. Policy Board Member for Arts, Leisure and Culture, Northumberland – County Council.

Cllr Dale Quigley. Cabinet Member for Economic Growth. Redcar and Cleveland Council.

Cllr Alan Kerr. Deputy Leader of South Tyneside Council.

Cllr Ken Dixon. Stockton on Tees

Cllr John Kelly. Portfolio Holder for Public Health, Wellness and Culture. Sunderland Council
*Newcastle Council Rep to be confirmed.

Stakeholder members:

Professor Eric Cross, Dean of Cultural Affairs, Newcastle University. Board member of Northern Stage and Live Music Now NE.

Richard Evans, Director, Beamish Museum.

Louise Hunter, Director of Corporate Affairs, Northumbrian Water Ltd. Board member, Newcastle-Gateshead Initiative.

Adam Lopardo, Director of Partnerships, Community Foundation. Board member of New Writing North

Keith Merrin, Director of National Glass Centre in Sunderland. Formerly Chief Executive of Woodhorn Museum and Northumberland Archives.

John Mowbray, (Co-Chair) Former Northumbrian Water Director of Corporate Affairs. Governor, University of Sunderland. Chair of the Foundation of Light Development Board, the Percy Hedley Foundation Appeal Committee, and the Sunderland Education Leadership Board.

Ros Rigby, former Performance Programme Director, The Sage Gateshead. Board member of the Europe Jazz Network.

Professor Sharon Paterson, Assistant Dean for Business Engagement in the School of Arts and Media, Teesside University.

Graeme Thompson, Dean of Arts, Media and Design, Sunderland University. Formerly Regional Director for Tyne Tees and Border.

Annabel Turpin, Chief Executive, ARC, Stockton on Tees.

Frank Wilson, Director, Event International Company Ltd. Chair of the UK Independent Street Arts Network and a founder member of the Without Walls and Meridians outdoor performance consortia.

Miranda Thain, Creative Producer of Theatre Hullabaloo, a specialist producer of theatre for young audiences based at Darlington Arts Centre. Serves on the Executive Committee of Theatre for Young Audiences England.

<http://www.northeastcouncils.gov.uk/north-east-culture-partnership/north-east-culture-partnership-board-members>

COUNTY SPORTS PARTNERSHIP BOARDS

Northumberland (Up until December 2016)

Geoff Hughes. Recently retired as a leisure, planning and open space consultant. Chair of the Board, Bright Water Heritage Landscape Partnership, and a Vice Chair of the North East Local Nature Partnership.

Colin Allen. Talent Identification and Pathway manager, [Northumbria University](#)

Debbie Hepple. Northumberland and Tyne and Wear Development Manager, [Youth Sport Trust](#).

Ian Wardle. Director of Cricket, [Northumberland Cricket Board](#).

Penny Spring. Director of Public Health, Northumberland County Council.

Valerie Tyler. Former councillor, [Northumberland County Council](#). Member, Woodhorn Museum Trust Board and Culture Partnership for North East. Governor for The Whitley Memorial First School.

Simon Chalk. Academy Head of Sport at [Northumberland College](#)

Lynn Turner. Director of Kielder Water & Forest Park Development Trust.

Jaqui Kell. Director of Business Strategy [ARCH](#) (Northumberland CC Development Company)

* Northumberland Sport is in the process of establishing a new Advisory Board. The new Chairman is Patrick Price - senior manager responsible for Community Health Services in Northumbria Healthcare Trust.

County Durham

Liam Cairns (Chair). Director of Investing in Children, a children's rights organisation.

Meryl Levington (Vice-chair) Head of Student Futures, Department of Academic Enterprise, Teesside University.

Dave Shipman. Strategic Commissioning Manager with Durham County Council Adult Services

Debra Forth. High Level Teaching Assistant and Primary PE Specialist. Owner of 'Relax Kids Durham' which supports children's emotional well-being, builds confidence and helps raise their self-esteem.

Ean Parsons. Owner of Sedgfield-based Shipping Container Company. Founder of Sedgfield Harriers and of Sedgfield Village Games.

Judith Rasmussen. Sport England Strategic Lead for the North.

Patrick Bonnet. Deputy Director, National Innovation Centre for Ageing, Newcastle University. Previously Chair of Durham Fell Runners and currently member of Fell Runners Association Access & Environment Committee. School Governor since 1999.

Steven Brenkley. Journalist. Cricket correspondent for the Independent On Sunday newspaper. President of Barnard Castle Cricket Club

Wendy Emberson. Finance Manager in a Charitable Organisation which provides volunteer drivers and domiciliary care to vulnerable people in the community, based in Ferryhill. Coach and Committee Member Greencroft Netball Club in Derwentside.

Peter Brooks. Durham County Councillor for Trimdon and Thornley. Chair, Trimdon Cycling Club.

Tyne and Wear

Andrew Walton (Chair). Physiotherapist. Visiting Professor of Leeds Beckett University and a Trustee of Ways to Wellness, a charity in the West of Newcastle.

Eugene Milne. Director of Public Health at Newcastle City Council. Honorary Professor at the Durham University School of Medicine and Health.

Craig Heap. Retired gymnast who competed in the Commonwealth and Olympic Games.

John Dias. Founder and managing director of marketing agency Silver Bullet Marketing Ltd. Commercial director at Novocastrians Rugby Football Club.

Colin Mitchell. Director and lead consultant with Transforming Culture since 2009. Former Northumberland CC Chief Leisure Officer and Director of Neighbourhood and Communities.

Deborah Percy. Family and Matrimonial law specialist at Gordon Brown Law Firm.

Steven Duncan. Managing Director of Duncan HR, a Human Resources consultancy company.

Hilary French. Head Mistress of Newcastle High School for Girls. President of the Girls Schools Association and Board member of Schools North East

Susannah Webb. Head teacher of Gosforth Central Middle School

Tees Valley

Geoff Brown. Former Chair and Global Managing Director of the Halcrow Transportation Board. Board Member of Port of Tyne.

Duane Newton. Health and Wellbeing Manager, Swim England.

Mike Crawshaw. Head of Cultural Services, Darlington Borough Council

Matthew Williams. National Club and Coach Manager, England Boxing

Sara McIntyre. Partnership Board Member, Gecko Ltd

John Green. President, Tees Rowing Club

Claire Tennyson. Partnership Manager, Redcar and Eston SSP

Judith Rasmussen. Strategic Lead for the North East & Yorkshire, Sport England

Neil Russell. Leisure and Sports Development Manager, Stockton-on-Tees Borough Council

Steve Chaytor. Managing Director, Tees Active Ltd.

10. SOCIAL HOUSING

Housing Associations and ALMOs

Housing Associations (also known as Registered Social Landlords) are not-for-profit organisations that provide relatively low cost 'social housing'. They are private organisations, in that they are not owned or directly controlled by the state -- but they are regulated by the state and commonly receive public funding. In England, Housing Associations are funded and regulated by the Homes and Communities Agency (previously by the Housing Corporation). In 2015 the Office for National Statistics took the decision to formally re-classify Housing Associations as public bodies rather than private bodies.

Today, Housing Associations are the main providers of new homes for rent. Many also undertake shared ownership schemes. They are also significant providers of supported accommodation and specialist housing. Some also build housing for sale.

Some Housing Associations have always developed and managed their own stock. But some have been established specifically to manage Council housing. In response to incentives and pressures from central government, many Councils transferred their housing to Housing Associations (often called Large Scale Voluntary Transfer Organisations or Local Housing Companies). In some cases Councils have set up ALMOs (Arm's Length Management Organisations) that provide housing services on behalf of the local authority. Under this arrangement, the ownership of the Council housing stock remains with the Council, but an ALMO is nevertheless able to access social housing investment from the Homes and Communities Agency.

There are more than 30,000 board members running Housing Associations in England. Board members usually receive remuneration. Boards can include a variety of interests; they may include tenants, local authority representatives, people from community groups, business people and politicians.

Housing Associations and ALMOs in the North East

Many **Housing Associations** are active in the North East, but just a few of them are major providers of social housing. Our survey covered the nine biggest Associations in the North East, together responsible for about 150,000 homes. They are:

- Thirteen Housing Group (32,200 homes in the North East)
- Gentoo (29,200)
- Karbon Homes (24,000; includes Cumbria)
- County Durham Housing Group (18,500)
- Home Group (13,800)
- Bernicia Group (includes Four Housing) (13,200)
- Coast and Country (10,200)
- Livin (8,500)
- North Star (3,200)

Only Home Group is a 'traditional' Housing Association, and only Home operates nationally. All the others in this list are stock transfers.

All of these are registered as charitable Community Benefit Societies (CBS) under the Co-operative and Community Benefit Societies Act 2014. They are regulated by the Homes and Communities Agency and the Financial Conduct Authority.

In recent years Housing Associations have merged to create larger organisations. For example, in 2017 Isos, Derwentside Homes and Cestria merged to become Karbon Homes. Also in 2017, Thirteen Housing Group was formed through the merger of Erimus Housing, Housing Hartlepool, Tees Valley Housing, Tristar Homes, and Thirteen Care & Support.

In addition, there are three **ALMOs** in the North East (South Tyneside Homes, Gateshead Housing Company, and Your Homes Newcastle), which manage a total of 65,000 homes. In effect they are subsidiaries of their Councils, with boards made up of equal numbers of tenants, independent members and council nominees. Their board meetings are open to the public. Three councils in the North East -- Northumberland, North Tyneside and Darlington Councils – are still traditional landlords, having retained direct control of their council housing stock.

Governance of Housing Associations

Each of the largest nine Housing Associations in the region has a board made up of around 10 members, comprising Non-Executive Directors and usually one or two Executive Directors (including the CEO). On some boards there are Non-Executive places set aside for local councillors, nominated by their Councils, and places for tenant representatives.

A few Housing Associations advertise vacancies for Non-Executive board members, and at least two of them use outside recruitment consultants. There may be a selection panel. Ultimately, all new members are appointed by the existing board. Associations note that they have Equality, Diversity and Inclusion policies -- but the evidence seems to suggest that such policies may often have limited impact on the recruitment of board members.

The nine Associations responding to our Survey in 2017 had a total of 94 board members.

- 64 (68%) were male and 30 (32%) female. None of the boards had a majority of women. Two (Home Group and Thirteen Housing Group) had a 50/50 gender composition; all the others had a preponderance of men. Gentoo Group in Sunderland, one of the biggest Associations, has the least balanced board in terms of gender representation – despite having a formal 'Board Diversity Policy'. Gentoo's board is made up of 12 men and 1 woman.
- There is little representation of ethnic minorities on these boards. Only four of the boards have someone from a BAME background; only four out of 94 board members is from a BAME background.
- Only two of the boards have a board member who is disabled; only three out of 94 board members are disabled.
- The representation of younger and older people is better, but even so, 60% of board members are aged 45 to 64.

- Most board members are paid. The remuneration of Chairs ranges from around £8,000 (North Star) to £32,000 pa (Gentoo). In response to our survey, we were advised that one of the Chairs, at Home Group, donates his remuneration to the Association's charitable fund to help customers facing financial hardship. It is disappointing that several respondents did not provide information about remuneration and it had to be found deep in Annual Reports.

Website Information

The websites of these Housing Associations are generally attractive and are geared towards tenants' practical needs. But most are not easy to navigate if one is looking for information about governance. Eight of the nine Housing Associations surveyed have the names and short profiles of board members on their website (Bernicia had yet to put that on their website). In addition, six of them also had information about how to become a board member. Only Home Group publishes the Register of Interests of board members on their website (and also provides detailed papers on corporate governance policies). All have their Annual Reports on their websites (though not all are easy to find).

But they have virtually no information about the actions of their boards. None of them publishes agendas or minutes of their meetings on their websites. We were told that one (North Star) publishes board papers on their website, while another (Home Group) provides a summary of board meetings; however, this material could not be found.

Conclusion

In some ways Housing Associations are much like some of the other organisations we have reviewed; they have board members who are selected, not elected. Like NHS Trusts, their board members are paid. But unlike the NHS Trusts (and unlike ALMOs), Housing Associations still hold board meetings in private and they do not publish their board papers. Most of their boards lack diversity.

It is surprising that they are not more up to date in their approach. They are committed to tenant involvement and their websites display awards and accreditations for engagement and social responsibility. Admittedly, they are in a competitive market and may therefore regard some decisions as commercially sensitive – but the same could be said for many charities and providers of public services that do publish more information about their board meetings. There is certainly a lot of scope for Housing Associations to be more open and have more representative governance.

GOVERNING BOARDS OF HOUSING ASSOCIATIONS

1. Bernicia Group

<http://www.fourhousing.co.uk/Home/About/BerniciaGroup>

Bill Worth, Chair. Former Chief Executive of North Durham NHS Trust. Previously: Chair of Governors of Durham Johnston School; Chair of Governors of the Meadows School at Spennymoor; Chair of Gateshead Nursing Home (Craigielea); Chair of the Northern Pinetree Trust.

Hilary Parker, Vice Chair. Solicitor -- former partner and now consultant to a law firm in Newcastle. Formerly a lecturer in law at Hull and Newcastle Universities. Was Chair of Three Rivers Housing

Association. Board member, Newcastle upon Tyne Hospitals NHS Foundation Trust. Chair of the Newcastle Development Trust (a charity supporting Newcastle University).

Steve Anderson, Non-Exec. Formerly Finance Director of South Tees NHS Trust. A founding member of the 'Free from Pain' charity in Teesside. Board member of the Families Talking Charity.

Andrew Pegg, Non Exec. Consultant in his own company supplying services covering Human Resources and Health & Safety to small to medium sized businesses in the construction industry. Previously HR and Safety Director and Company Secretary for Cecil M Yuill Ltd. Previously a Board member of Owton and Rossmere Partnership.

Brian Renforth, Non Exec. North East Regional Manager with "Johnnie" Johnson Housing Trust. A trustee of the Berwick Youth Project. Chartered member of the Chartered Institute of Housing.

Xerxes Setna, Non Exec. Member of the Chartered Institute of Public Relations (CIPR). Currently Assistant Director – Communications and Information at Tyne & Wear Sport.

Tom Stephenson, Non Exec. Chartered Accountant, with experience as a Finance Director in the social housing sector. Was a Lay Member Governance and Audit at the Clinical Commissioning Group for North Durham.

Ann Tarn, Non Exec. Background in Nursing; worked on the Burns and Plastic Surgery Unit at the RVI. Subsequently appointed as a panel member to sit on Tribunals, with connections to Disability Discrimination, Employment Law and Criminal Law.

Lisa Charles-Jones, Non Exec: Senior HR Director, most recently HR Director for a property company. Also a Non-Executive Director of Tracsis plc, Percy Hedley foundation and The Key (a North East young people's charity).

2. Coast & Country Housing

<https://www.coastandcountryhousing.org.uk/meet-the-board>

Nigel Barton, Chair. Previously Managing Director at System Training Ltd (apprenticeship training in the Logistics Industry), and Operations Director in the NHS in Coventry and Warwickshire. Fellow of the Chartered Institute of Logistics (FCILT), Fellow of the Institute of Couriers FIOC.

Iain Sim, Chief Executive. Previously Director of Housing, Langbaugh Borough Council, then at Redcar and Cleveland leading the team preparing for the Large Scale Voluntary Transfer of housing stock to Coast & Country Housing. Chair of both North East Procurement and the Redcar and Cleveland Housing Partnership.

Peter Baren, Non Exec Director. Chartered Accountant. Also, a Non-Executive Director at Humber NHS Foundation Trust (Chair of Audit Committee), British Wool Marketing Board and a Governing member at York St. John University.

Sue Cash, Non Exec Director. Formerly Head of Public Health for NHS Tees. Also trustee of a local branch of a national charity and on the board of an industrial and provident society.

Carrie Cook, Non Exec Director. Joined the board of Coast & Country Housing as a Tenant Member in 2011. Advisor for Redcar & Cleveland's Citizens Advice Bureau. Contracts Negotiator for Konecranes. Law degree from Teesside University.

John Cruise, Non Exec Director. Previously non-executive director experience with the Accent Group. Was Managing Director, Development Director and Sales & Marketing Director with several major developers in the North East and Yorkshire. Teaches Marketing (part-time) at Sheffield Business School. Fellow of the Chartered Institute of Marketing.

Richard Frankland, Non Exec Director. Redcar and Cleveland Borough Council's officer nominee to the board. Solicitor. Former Director of Corporate Resources at Durham City Council. Currently a Director of BRand H Academy Trust.

Sam Hardwick, Non Exec Director. Entrepreneur. Examples of projects include a sustainable holiday site in the Yorkshire Dales, two community enterprise centres in North Leeds and a large children's visitor attraction.

Paul McGrath, Non Exec Director. Was first civilian Head of Personnel with Cleveland Police, a Personnel Director in the health service and a Senior Manager at Teesside University.

Lynn Pallister, Non Exec Director. Redcar and Cleveland Councillor representing Grangetown Ward; Cabinet Member for Housing and Neighbourhood Renewal. Experience in community regeneration and enterprise both in the voluntary and public sector. Has a degree in Young People and Young People's Services.

3. County Durham Housing Group

<https://www.countydurhamhousinggroup.co.uk/about-us/our-board/>

Judith Common, Non-Executive Director and Chair. Previously an independent member on Your Homes Newcastle and Leazes Homes' Boards. Works as a Learning and Development Consultant; previously held senior roles at Northumbria Police.

Doug Ross, Non-Executive Director and Vice Chair. Accountant. Formerly Managing Director of Tees Valley Housing.

Hazel Dale, Non-Executive Director. A retired Director of Finance. Previously a Board member at Dale & Valley Homes. Was treasurer to the Cleveland-based young carers' charity, The Junction.

Russell Hall, Non-Executive Director. Solicitor, specialises in housing law and practice. Currently a partner at Muckle LLP.

Gurpreet Singh Jagpal, Non-Executive Director. Chartered Accountant and studied Business Economics at Durham University. Chief Executive of Durham Group.

Beverley Tindale, Non-Executive Director. Management Accountant and Line Manager at a local independent business services group. A current tenant of Durham City Homes.

Cllr David Boyes, Non-Executive Director. County Councillor and is involved with a number of committees and panels including: Chair of Safer Stronger Communities Overview and Scrutiny Committee; member of the Police and Crime Panel; Chair of Easington Housing Steering Group; Chair of Easington Parish Council; Board Vice-Chair at East Durham College.

Bill Fullen, Group Chief Executive and Executive Board Member. Set up and led The Gateshead Housing Company. Established Keelman Homes, a charitable new build company.

Alan Smith, Group Director of Finance and Resources and Executive Board Member. Former Executive Director of Finance and Governance at livin; previously Director of Finance with Derwentside District Council.

4. Gentoo Group Limited

<https://www.gentoo.com/about-us/governance/meet-our-board-members/>

Leslie Herbert, Tenant Member and Chair of Operations Committee: Former policeman. Tenant member of Group Board. Has served as a mentor and governor at various local schools.

Philip Tye, Councillor. Sunderland City Council's nominee to the Gentoo Group Board. Ward Councillor for Silksworth. Operations Manager for a large North East manufacturing and construction company. School governor. Chair of a local charity, Youth Almighty Project.

Barry Curran, Councillor. Sunderland City Council nominee. Ward Councillor for St Peter's. Previously worked for the Local Authority (City Building Services) then Sunderland Housing Group and Gentoo. Previously a trade union convenor and Health and Safety representative.

Paul Stewart, Councillor. Sunderland City Council nominee, appointed to Group Board in 2016. Career in Human Resources. Previously Chair of the Port of Sunderland and the Portfolio Holder for Education. A school governor; currently Chair of Willowfields Primary School and Chair of Bishopwearmouth Co-operative Nursery.

Mary Coyle, Vice Chair, Independent. Was the Chair of an NHS Clinical Commissioning Group. Former Regional Director of Common Purpose.

Brian Spears, Chairman and Non-Executive Member. Previously Chairman of the Northern Housing Consortium and a Member of the North East Housing Board. Former Chief Executive, Durham City Council.

Colin Blakey, Independent. Former Chief Executive of Asset Trust Housing Association.

Keith Loraine OBE, Independent. Group Chairman. Formerly CEO of Isos Housing.

David Murtagh, Independent, Chair of Risk and Audit Committee. Chartered Accountant. Former board member, Thirteen Group.

Frank Nicholson, Independent. Former Managing Director of Vaux Breweries PLC in Sunderland. Formerly with Northern Rock Foundation, Matfen Hall Hotel, the Port of Sunderland Board, Port of Tyne Authority, University of Sunderland, Lycetts and International Centre for Life.

Chris Watson, Independent Co-optee. Civil engineer and Head of Strategic Asset Planning at Northumbria Water Ltd. Previously a non-executive Director of Northumberland Tyne and Wear NHS Foundation Trust.

Chief Executive (post vacant).

5. Home Group Limited

<https://www.homegroup.org.uk/About-Us/Openness-and-transparency/Our-people-and-how-we-work>

Bob Davies, Chair, Non-Executive Director. Former Chief Executive of public transport operator Arriva plc (from 1998-2006) and chairman of Biffa plc (2006-2008). Was Chairman of the Board of Governors at the University of Sunderland, and has also served on the boards of Barratt Developments Plc, British Energy Plc and Northern Rock Asset Management.

Mark Henderson, Chief Executive. Director of the Regional Development Agency, One North East (2001-05) and a local authority Chief Executive (2004-08). Was also Vice Chair of Business and Enterprise UK and Chairman of Young Enterprise North East.

John Hudson, Chief Financial Officer. Chartered Accountant. Formerly Chief Financial Officer at Port of Tyne. Previously with Deloitte; Black & Decker, and radiator and boiler manufacturer Ideal Stelrad Group.

Bharat Mehta CBE, Non-Executive Director. Chief Executive of Trust for London, a charitable foundation funding work which tackles poverty and inequality in the capital. Became an OBE in 2000 for services to the National Schizophrenia Fellowship and voluntary sector and was a member of the board of the Joseph Rowntree Foundation. In June 2016 also awarded a CBE for services to finance in the charitable and voluntary sectors.

Leslie Morphy OBE, Non-Executive Director. Former Chief Executive of Crisis, the national charity for single homeless people (2006-14). Previously Director of Policy at The Prince's Trust for nearly 10 years. Chair of the Board of Governors at Oxford Brookes University and is also a non-executive director on the Surrey and Borders NHS Foundation Trust. Made an OBE 2010 in recognition of her services to homeless people.

Ray Macfarlane, Non-Executive Director (and Chair of Home Scotland Board). Previously had senior executive roles in the Scottish Development Agency, Scottish Borders Enterprise and Scottish Enterprise. Former Senior Director of Market Development, Bank of Scotland; as Head of Group Community Relations with HBOS PLC she was responsible for government relations as well as the HBOS Charitable Foundation. Was non-executive director of the Scottish Housing Regulator and BT Scotland.

Ruth Jackson, Customer/Tenant Non-Executive Director. A customer Board member and has been involved in Home Group as a member of the North West Viewpoint Team, Human Library and the Policy Panel. Career in advertising and marketing. Previously on the Board of Charles Barker Ltd, the Board of Muswell Hill Synagogue and directed advertising communications for

Brent Council. Since moving to Cumbria has served on the Board of the Millom and Haverigg Economic Development Group and is currently Chair of the South Copeland Disability Group and the Cumbria Independent Living Forum. Also a Millom Town Councillor.

Kim Tinneney, Customer/Tenant Non-Executive Director. Customer Board member and lives in Ash Vale, Surrey. Deputy manager of Chapter 1, a supported housing hostel for women.

Nigel Fee, Non-Executive Director. Formerly Managing Director of Westbury Homes and Chief Executive of Westbury PLC.

Nick Salisbury, Non-Executive Director. Former Director of Structured Finance of the Barclays Commercial Bank Property and Project Finance Team; established and subsequently headed Barclays' Private Finance Initiative Team. Was a member of the Montague Review Panel, looking at Institutional Investment in private rental properties.

Claire Bassett, Non-Executive Director. Chief Executive of the Electoral Commission. Prior to that was Chief Executive of the Parole Board of England and Wales, Chief Executive of the Criminal Case Review Commission and Operations and Services Director at the leading crime reduction charity NACRO.

Rhona Bradley, Non-Executive Director. Chief Executive of Addiction Dependency Solutions (ADS), a leading UK drug and alcohol charity operating throughout the North and the Midlands. Previously with the National Probation Service in Greater Manchester and Cheshire. Worked for what is now the Care Quality Commission (CQC) as a Service Inspector, conducting statutory inspections of Youth Offending Teams and Local Authority Children's Services. Also a Non-Executive Director of Central Manchester University Hospitals Foundation Trust and was appointed a Deputy Lieutenant for Greater Manchester in 2010.

6. Karbon Homes

<https://www.karbonhomes.co.uk/the-team/>

Sebert Cox OBE, Chair, Non-Executive Director. Chairman of Derwentside Homes since 2013 and is now the Chairman of Karbon Homes. Previously Chairman of the Places for People Group and of its predecessor Board (North British Housing Group). Served as Chairman of the Probation Association Limited and Chairman of Durham Tees Valley Probation Trust. Currently Executive Chairman of Key Real Estate Limited (T/A Key Homes) and Non-Executive Director – Bagnall Court. In 1994 was appointed OBE for his services to the Home Office where he was Development Advisor in the Probation Directorate for over 11 years.

David Butler, Vice Chair, Non-Executive Director. Former Director of Housing at Newcastle City Council. Fellow and Past President of the Chartered Institute of Housing. Also a Chartered Surveyor and Chartered Secretary. Prior to the creation of Karbon Homes was Chairman of Cestria and a member of the Isos Board. Chairman of East Durham College. A member of the Property Committee of Durham Cathedral.

Dr Maxine Mayhew, Non-Executive Director. Group Commercial Director at Northumbrian Water Limited, where she has worked for five years. Also an independent member of the Cranfield University Council and a member of the Anaerobic Digestion and Biogas Association Board.

Kathryn Larkin-Bramley, Non-Executive Director. Chartered Accountant. Previously served as a non-executive director of Durham Tees Valley Probation Trust and is a former member of Durham Police Authority. Currently Audit Committee Chair at Gateshead Health NHS Foundation Trust. Lectures at New College Durham.

John Swanson, Non-Executive Director (Chair of Prince Bishops Homes). Owner and Chairman of CountyLife Homes, a housing company specialising in up market bespoke developments in the North East. Previously Group Chairman and Chief Executive of Barratt Developments. A trustee and Deputy Chairman of HospiceCare North Northumberland.

Hilary Florek, Non-Executive Director. A strategic communications and marketing specialist. Managing Director of HFPR. Former Chairman of the Port of Tyne. A non-executive director of North East Access to Finance and Sage Gateshead.

Stephen Moorhouse, Non-Executive Director. Solicitor. Sits as a fee-paid Judge in the First-tier Tribunal (Property Chamber). Formerly an executive director with a national housing group.

Barry Scarr, Non-Executive Director. From a financial background; skills in finance, asset management and ICT. Also involvement in adult social care issues.

Anne Mulroy, Non-Executive Director. Formerly North East head of the Homes & Communities Agency. Previously led the Housing Market Renewal Pathfinder for Newcastle and Gateshead and worked as a senior manager for Places for People.

John Williams, Non-Executive Director. Former Relationship Director and Head of Lloyds Bank's Northern Region Not-for-Profit and Public Sector team with particular responsibility for charities, Further and Higher Education, NHS Foundation Trusts, local authorities and social housing. Also a board member of Leeds Federated Housing Association, trustee of an almshouse and educational charity in Hull, and a governor of two Further Education colleges at Kirklees and Askham Bryan. Also a Regional Committee member for the Heritage Lottery Fund.

Paul Fiddaman, Group Chief Executive. Had served as Group Chief Executive of the Isos Group. Trained as an accountant with Price Waterhouse. Previously General Manager and Club Secretary, Sunderland Football Club.

7. livin Housing

<https://www.livin.co.uk/about-us/>

Ian Youll, Chair. Previously with the Fire and Rescue Service, holding board level responsibility for risk and resilience, learning and development, HR, health and safety, information and communication technology, research and development and diversity. as well as sharing the corporate responsibility for the overall performance and budgetary status of the service. A past member of the board of the National Tenants Voice.

Alan Fletcher, Vice Chair. Previously in transport and distribution in a variety of operational and management roles. Since retiring, active in the voluntary sector, with a particular interest in welfare rights and benefits.

Oliver Colling, Independent Board Member. Accountant. Runs a management consultancy business.

Adele Barnett, Independent Board Member. Worked in health and social care in local government and voluntary organisations, and has managed an information service providing advice to disabled people and carers. Has worked for Durham County Council Children and Adults Services with responsibility for the Services Quality Assurance Programme and Policy Framework. Currently Community Events Manager for Darlington Elim church.

David Walton, Independent Board member. An independent environmental consultant; previously worked in local government and also the private sector.

Norman Rollo, Independent Board Member. Worked in human resources and management consultancy.

Dennis Bradley, Independent Board Member. Previously worked in public sector. Also a Chair of Governors.

Charlotte Harrison, Independent Board Member. Formerly at the Northern Housing Consortium, focusing on policy and public affairs. Has worked at various housing organisations.

Mark Simmons-Powell, Independent Board Member. Background in building surveying, construction and maintenance. Experience in helping disabled people access good housing.

8. North Star

<http://www.northstarhg.co.uk/about-north-star/north-star-structure-and-history/board-members/>

North Star Housing Group has three boards: The North Star Board; the Endeavour Board and the Teesdale Board. The group operates an overlapping board structure, with the majority of board members acting on behalf of all three members of the group.

Jed Lester, Chair, Non-Executive Director. A senior partner and director at Baines Jewitt Chartered Accountants and Business Advisers.

Morgan McClintock, Deputy Chair, Non-Executive Director. Former University Secretary at Teesside University.

Linda Bird, Non-Executive Director. Former Human Resource Development Manager at Sunderland University.

Patricia Buckley, Non-Executive Director. Former Head of Policy at Stockton Borough Council.

Neil Bouch, Non-Executive Director. Director of Customers and Communities with the Gateshead Housing Company.

Paul Craggs, Non-Executive Director. A former Commercial Manager for Shepherd Construction. Now a Construction Consultant and owner of a property letting company in Darlington.

Adrian Hill, Non-Executive Director. A North Star resident, a North Star LINK member and a member of Skinningrove Link-up.

Andrew Marshall, Non-Executive Director. Accountant. Founder of Andrew Marshall Residential Properties.

Margaret Smith, Non-Executive Director. Retired housing professional.

Paul Stephens, Non-Executive Director. Previously the Director of Housing and Communities with Cestria Community Housing Association.

Peter Waugh, Non-Executive Director. A former Director of Huntsman Pigments. Now works as a Consultant in the global chemical industry and as an Industrial Tutor at Durham University.

Anna Urbanowicz –Chartered Accountant. Group Director of Internal Controls at Esh Group.

9. Thirteen Housing Group

<https://www.thirteengroup.co.uk/page/board-directors>

George Garlick, Chair. Former Chief Executive of Durham County Council; previously Chief Executive of Stockton on Tees Borough Council. Solicitor and a former teacher.

Gill Rollings, Chair of Thirteen Care & Support Board.

Brian Dinsdale OBE, Chair of Erimus Housing Board. Former Chief Executive of Middlesbrough Council; previously Chief Executive of Hartlepool Council. Consultancy and Interim CEO roles. Currently vice-chair of the North Tees and Hartlepool NHS Foundation Trust.

Andrew Lean. Former Senior Advisor to the Homes and Communities Agency. Previous work included policy and management on the Urban Programme, Single Regeneration Budget and the Olympics.

Julie Clarke, Chair of Housing Hartlepool Board. A senior lecturer in the Department of Architecture and the Built Environment at Northumbria University.

Clare Brayson, Senior Independent Board Director and Chair of Tees Valley Housing Board. Experience in marketing and customer service management with Northern Rock and in Home Group.

Annette Clark. A former Director of Aviva plc – led the Human Resources and Operations (Customer Services) functions.

Dr Mark Simpson, Chair of Tristar Homes Board. Dean of the School of Social Sciences, Business and Law at Teesside University. Governor at a primary school, a sixth form college and Teesside University. Chair of Tees Valley Leisure and is also a local ambassador for the Prince's Trust.

Steve Nelson. Councillor on Stockton Borough Council; Cabinet Member for Housing and Community Safety. A member of the Safer Stockton and Housing and Neighbourhood Partnerships and a member of Cleveland's Crime and Police Panel. Also a Governor at Frederick Nattrass School.

Ian Wardle, Group Chief Executive. Formerly Managing Director at Reading Borough Council, where he was from 2013. Previously Director of Regeneration at Redcar and Cleveland Borough.

ALMO BOARDS

1. **Gateshead Housing Company**

<http://www.gatesheadhousing.co.uk/board-members/>

Tenant Board Members:

Elizabeth Bird. A tenant from Windy Nook has lived in Gateshead for over 30 years. A member of the ASB Service Improvement Group and the Complaints Panel.

Robert Buckley. A tenant in the Teams area, is a member of the Disabled Persons' Housing Forum and a number of the Service Improvement Groups. Also a member of the Board of Trustees of Sight Service and a former member of the Bridging Newcastle Residents Panel.

Sheila Boutieih . Has been a tenant since April 2000. An experienced lawyer, having worked on many claims cases in the NE and in London.

Dr Joachim Moussounda Mouanda. A tenant of the Springwell Estate. Gained his Doctorate in Mathematics from the Ivory Coast and has lived in Gateshead since 2006.

Helen Hall. A tenant since 1998. Extensive experience of the voluntary sector with children's, cancer and older person's charities; former district chairperson for the NSPCC.

Councillor Board Members:

Paul Foy, Board Chair. Has been a town and borough councillor in Birtley since 1992. Currently employed as an Office Manager for a local MP and has over 20 years previous experience as a housing professional.

Peter Mole MBE. Has been a Gateshead councillor for 31 years representing Wardley and Leam. Previously Chairman of the Tyne and Wear Housing Forum and was a member of the Newcastle-Gateshead Pathfinder Housing Market Renewal project and the North East Housing Board. Awarded an MBE for services to Local Government in 2006.

Michael Hood. Has been a Gateshead councillor since 2008 and a member of Lamesley Parish Council since 2010.

Independent Board Members:

Joanne Carr. Durham County Councillor for Burnopfield and Dipton. Chairs Dipton Community Partnership. Previously Business Development Manager at New College Durham.

George Clark. Former Chief Internal Auditor and Head of Risk Management and Insurance for Newcastle City Council. Previously worked for the Audit Commission as an Inspector and Performance Specialist.

Mick Davison OBE. A Management Accountant with experience in the private, not for profit and charitable sectors. Previously worked as a Senior Civil Servant. Awarded an OBE in 2006 for services to the sick and disabled.

Eileen Gill Deputy Chair of Board. Previously Group Director of Corporate Services for the Isos Group. Prior to that, was Operations Director for Enterprise 5 Housing Association and an Area Housing Manager for Newcastle City Council. Was also a Senior Lecturer in housing policy and

management at Northumbria University and has served on the Board of South of Tyne and Wear Community Health Services.

Tracy Harrison. Currently Commercial Director of the Northern Housing Consortium. Also a trustee of Age UK North Tyneside.

2. South Tyneside Homes

<http://www.southtynesidehomes.org.uk/article/11371/Board-members>

Independent board members:

Ian Farrar. Works for an I.T. Solutions Company. A parent governor and a professional mentor at Sunderland University.

Sarah French. Works for an environmental and regeneration charity. Experience in strategic planning, investment, asset, risk and operational management and marketing and communications.

Gwen Smith. Qualified as an Environmental Health Officer in 2006, and has a LLM in Environmental Law. Currently works within the Private Rented Service at a local Council, and prior to this worked as Senior Environmental Health Officer specialising in Public Health and Private Sector Housing.

One vacancy.

Tenant board members:

Laverne Elrick. Worked in Social Services for 22 years, the majority of which was spent in social housing. A volunteer counsellor for 11 years and Magistrate for 12 years.

Keith Baker. Previously worked as a Shift Manager in an automotive manufacturing company in Surrey. Currently volunteers with a North East based charity which supports veterans suffering from PTSD, and their families.

Michael Laidler. Tenant Inspector - this has involved interviewing South Tyneside Homes' staff as part of the tenant inspection process.

Joyce Smith. Lives in one of the Council's Supported Housing schemes. Previously worked as a specialist investigator for a large utility company.

Council board members:

Councillor Ed Malcolm (Chair). Councillor for Simonside and Rekendyke Ward since 2004 (Tyne Dock and Simonside Ward since May 1994). Lead Member - Resources and Innovation. Member of Riverside Community Area Forum.

Councillor Jim Sewell (Vice Chair). Councillor for Monkton Ward. Member of Hebburn Community Area Forum. Member of Management Committee - Hebburn CA and Centre.

Councillor Jim Foreman. Councillor for Cleadon Park Ward since 1999. Member of East Shields and Whitburn Community Area Forum. Member of Management Committee - Brinkburn CA (South Shields).

Councillor Margaret Peacock. Member for Bede Ward. Vice-Chair of the Jarrow and Boldon Community Area Forum. Chair of the Council's Audit Committee; Member of the Council's Human Resources; People Select; and Licensing and Regulatory Committees.

3. Your Homes Newcastle

<https://www.yhn.org.uk/who-we-are/yhn-board/meet-the-board/>

Independent Chair:

Olivia Grant. Former Vice Chairman of Newcastle Building Society and has held a range of public appointments, including roles at the Learning and Skills Council and Port of Tyne Authority and has been the Regional Chair of Culture North East and Vice-Chair of SUSTAIN, a body charged with the creation and oversight of the regional strategy for Sustainable Development. Chair of Newcastle Futures, an organisation that works to provide employment and training opportunities in the city. Chair of the Regional Advisory Board of the National Trust. Public Appointments Assessor for the Commissioner for Public Appointments. Awarded an OBE in 1994 in recognition of her services to training. Deputy Lieutenant of Tyne and Wear.

Tenant Board members:

Lisa Doherty (Vice Chair). Lives in the west end of the city and has been a council tenant for over 6 years. Works as the office manager for a firm of chartered surveyors.

Paul Dutton. Lives in Walker and studied science at university and then trained as a teacher. He currently works for a charity.

Tony Moore. Lives in Heaton and has been a tenant of YHN for four years. Has spent more than 30 years in public service with the last ten years leading on a variety of roles linked to housing and homelessness. This was preceded by over twenty years in policy and performance roles covering employment and training.

Council Board members:

Veronica Dunn. A Labour Councillor for Byker and is a Cabinet Member for Adult and Culture Services. A lifetime member of Unison, having been National President in 2001.

Marion Talbot. A Labour Councillor for Fenham. A former local government officer, with experience in community safety, community engagement and policy design and delivery. Has also worked as a senior officer in the Audit Commission, and is a qualified teacher.

Doreen Huddart. A Liberal Democrat Councillor for North Heaton. Also Chair of the Public Service Scrutiny Committee, and a member of the Tyne & Wear Joint Trading Standards Committee. Also a governor of the North East Ambulance Service and a member of the Royal College of Nursing.

Joyce McCarty. A Labour councillor for Wingrove ward and is also Deputy Leader of the Council.

Ian Graham. A Liberal Democrat councillor serving the Castle Ward. Prior to retiring from Newcastle University, represented Unison as Pensions Adviser whilst serving as a Trustee Director of the University Retirement Plan. Has served as a director of the LA7 Airport holding company representing Newcastle City Council.

Jane Streater. Newcastle City Councillor, representing Kenton ward. Cabinet Member for Public Health and Housing. Previously Jane held senior posts in national charities as an anti-poverty campaigner and in local government (social services and education). A trustee of the Association of Charitable Foundations; the Millfield House Foundation and the North East Child Poverty Trust.

Independent Board members:

Phil Dibbs. After working for major UK banks and PLCs established his own consultancy specialising in helping and supporting owner managed businesses and small and medium sized enterprises with business plans and company and funding advice. Co-chairs the Yorkshire Leadership Group and is also a trustee of The 2 Ridings Community Foundation.

Ammar Mirza. Investment consultant with experience of real estate development, investment, and asset management. A Fellow of the Institute of Leadership & Management, Member of the Institute of Directors and Chair of Governors at a local Primary School.

Malcolm Page. Chief Operating Officer at Teesside University. Accountant. Previously Executive Director of Commercial and Corporate Services at Sunderland City Council. Previously Deputy Chief Executive at the Regional Development Agency, One North East.

Elaine Snaith. Currently the Chief Executive and monitoring officer for the Police and Crime Commissioner for Northumbria. Former Assistant Chief Executive at Gateshead Housing Company.

Lynn Stephenson (Vice Chair). Background in social care and working with social housing providers and is a former Business Manager of a supported employment business.

Paul Scope. A partner in a major regional law firm, headquartered in Newcastle. Currently specialises in HR and employment law. Governor of a Senior School in Whitley Bay.

11. SUMMARY AND CONCLUSIONS

Overview

This study has provided a map of the institutional landscape of the North East, focusing on its governance. Despite covering 100 organisations it is still incomplete and in some ways inadequate. Much more could be said about how policies are made and decisions are taken; about the relationship between officers (paid staff) and councillors or board members, and about the different ways the public might influence how public services are run. And there could be other maps: of corporate power in the North East, of the voluntary sector, and of the ownership of resources.

But it is a starting point for a better understanding of at least some of the landscape and a stimulus for talking about how it could be improved. We hope that this research helps question assumptions about how things are done -- and encourages organisations to do things differently and better. This final section highlights some of the key findings of the report and suggests possible improvements.

Structures and Power

It is not easy to get to grips with an institutional landscape that is idiosyncratic, fragmented and frequently changing. A useful starting point is the key distinction between the institutions of elected government, and those organisations providing public services that are largely governed by people who are appointed.

There are two main components of elected government: central government (including Parliament and government departments) and local government (local councils). In addition, (at least for the time being) there is the European Union, including the European Parliament.

At central government level, the 2.6 million people in the North East of England (comprising Northumberland, Tyne & Wear, County Durham and the Tees Valley) are represented by 29 MPs in the House of Commons, out of a total of 650 MPs. They do not 'run' the North East of course, but they do provide a voice for the region and are there to serve their constituents. Their power and influence is very limited, not simply because they are few in number but, primarily, because they are almost all (26 out of 29 of them) Labour MPs and therefore currently members of the Opposition. There are only 3 Conservative MPs in the region, and only one of them (Guy Opperman, MP for Hexham) is a member of the Government. Most North East MPs are also relatively inexperienced, having entered the Commons in the last few years; only 9 of them became MPs before 2010. All are paid -- the basic salary is £74,962 a year.

In **Parliament and Government**, the region now has remarkably little influence, especially when compared with the situation we described in our report in 2000. At that time, Labour was in power and the North East's MPs included the Prime Minister Tony Blair, MP for Sedgefield. Of the 22 members of the Cabinet at that time, 6 were North East MPs.

There continues to be a widespread lack of understanding about the **European Parliament's** functions and institutional structures. Despite the activities of the 3 MEP's in the region (2 Labour and one UKIP), few people in the region would be able to name them and probably

most have little awareness of what the European Parliament actually does. Which partly helps to explain why as many as 58% of North Easterners voted Leave in the 2016 referendum.

The institutions and activities of **local government** are rather more visible. In the North East there are 12 'principal' councils, all single-tier local authorities providing the full range of council services, ranging from adult care to transport, and from libraries to refuse collection. Two North East councils are led by directly elected Mayors, the rest by Leaders chosen by councillors from the majority party. All councillors receive a basic allowance, averaging about £9,000 a year, with Leaders' payments ranging between £23,000 and £46,000 and Elected local Mayors receiving over £60,000.

Labour remains dominant (and often unchallenged) in local government in the North East -- as was the case in 2000. Eleven of the region's 12 councils are Labour, and 71% of North East councillors are from the Labour Party. A big change since 2000 has been a substantial reduction in the number of councils and councillors. Local government restructuring in both Northumberland and County Durham in 2009 resulted in the abolition of 13 second-tier district councils. In 2000, there were 1,279 councillors in the region's 25 councils; today there are 770 councillors in 12 councils.

Another big change has been the introduction of cabinets, effectively concentrating power within a small group of senior councillors. Of the 770 councillors, just over 100 are cabinet members, holding positions of power in their councils and in the region. Early ideas that Cabinets could include members from the opposition Parties have mostly not been put into practice in the North East, with 11 council Cabinets now drawing all their members from the ruling Party.

Local councils have experienced major reductions in resources over the last decade, leaving them with relatively little room for manoeuvre. They have also seen their functions reduced by, for example, schools becoming Academies and council housing being transferred to Housing Associations. That said, local councils are still responsible for a wide range of services, account for a quarter of all public expenditure and they exercise influence via their membership of a myriad of boards and committees (the 'extended world' of local government) covering such areas as **Fire and Rescue, Tourism, Transport, Environment and Museums and Libraries**.

The UK (and England in particular) has a highly centralised system of government. Back in 2000, that had been moderated by the recent devolution of power to Scotland, Wales, Northern Ireland and also in the English regions. Regional institutions had been established, including Government Office North East, the Regional Development Agency (One North East), and a Regional Assembly. All were abolished by the Coalition Government that came into office in 2010. Since then, there have been small steps towards devolution to the sub-regional level. **Local Enterprise Partnerships** to promote economic development were set up, one for the northern part of the North East region and another for the southern part (Tees Valley). The Government has also encouraged the establishment of '**Combined Authorities**', bringing together a group of councils in the north of the region and another in the south in order to co-ordinate some strategic functions. The Combined Authority in the south of the region, covering Tees Valley, accepted the Government's 'devolution deal', which included having an

Elected Mayor for Tees Valley; the North East Combined Authority in the northern part of the region ultimately did not (although a North of Tyne deal, involving Newcastle, North Tyneside and Northumberland is now mooted).

Until 2012, Police Forces were governed by nominated and appointed Police Authorities. That changed when the Government introduced **Police and Crime Commissioners (PCCs)**, who are directly elected by local residents. There are 3 Police and Crime Commissioners in the North East, concerned with the oversight and strategic governance of the Northumbria, Durham and Cleveland Police Force areas. They have a significant amount of power, but their position may be considered to be weakened by the low turnouts in PCC elections. All are paid, ranging from £70,000 a year in Durham and Cleveland to £85,000 in Northumberland.

While some public services are managed and delivered directly by central or local government, many services are routed through appointed organisations with their own (idiosyncratic) governance structures. Most of these organisations (such as the NHS, the Further Education Colleges and the Universities) are run by boards or governing bodies that predominantly comprise people who are appointed, not elected.

In the NHS, **Clinical Commissioning Groups (CCGs)** and the **NHS Foundation Trusts** are now the key decision-making organisations. In the North East, there are 10 CCGs responsible for planning and commissioning local health services. Each CCG is led by a governing body which appoints its own members -- mainly GPs, together with some other clinicians and one or two local people. On the 'provider' side, the region's 11 NHS Foundation Trusts manage and deliver services in hospitals and in the community. They are each run by a board of directors consisting of appointed non-executive directors and the senior executives. The non-executive directors are paid, with the chair receiving £50-55,000 per year. These Trusts also have a Council of Governors, made up of some elected and some appointed people, which aims to provide a link between the community and the Trust board. The governors formally approve appointments to the Trust board. But most power -- and that is considerable -- resides with the board of directors.

The public sector delivers education through 1,159 **state schools** in the North East, 17 **Further Education Colleges**, and 5 **Universities**. All have some form of governing body. For schools, the composition of the governing body varies according to its status. 'Maintained' schools have a mix of elected governors (including governors elected by parents) and appointed governors (including, for faith schools, governors nominated by the 'foundation' body, such as the Church of England). School governors are not paid. About a quarter of North East state schools are now run by Academy Trusts -- charitable companies with appointed trustees and with limited connection to the local authority.

Nearly all the members of the governing bodies of Further Education Colleges are appointed by the existing members. It is much the same with Universities: the majority of the members of University governing bodies are also appointed by the existing governors. Leaving aside the paid staff on FE College or University governing bodies, their members are usually not paid.

Our research also covered Arts, Culture and Sport. In the field of Arts and Culture, key funding organisations are **Arts Council England (North)** and the **Heritage Lottery Fund: North East**.

Both have some decision-making powers devolved to them by their parent bodies. Both have appointed boards. Only the chair of Arts Council England (North) is paid (£6,400 a year). There is also a **North East Culture Partnership**, a promotional organisation made up of 12 nominated councillors and 12 people selected from other sectors. In Sport, there is no longer a regional body, but instead four County Sports Partnerships overseen by appointed members.

Finally, we have looked at **Housing Associations** – now the main providers of social housing. Most of the bigger Housing Associations are responsible for former Council housing stock which has been transferred to them. They are charitable organisations and also important providers of public services. They are run by boards comprising (mostly paid) non-executive directors and one or two executive directors. There may be places set aside for councillors nominated by local councils and places for tenant representatives. But all members are appointed by the existing board.

How representative?

Most people would agree that the people who are in charge of public services should have appropriate skills, technical and professional knowledge. However, we also expect councils and boards to be inclusive and, consequently, diverse. It is generally considered important and valuable to have people who can offer insights based on their own day to day experiences as women or men, and as people from a particular community, culture, class or place.

In 2000, our research showed that the North East was largely run by white, middle-aged, men: the ‘pale, male and stale’ stereotype. Our new research shows that some things have (encouragingly) changed, but many things have stayed much the same.

One of the most striking findings of the study is that there are now far more women serving as MPs and as councillors. This is largely a result of the Labour Party’s use of all-women shortlists in elections. In 2000, only 4 out of the 30 MPs in the North East were women. Today, 14 of the region’s 29 MPs are women (amounting to 48% of the region’s MPs, well above the national figure of 32%). The gender balance has also improved in local government. In 2000, only 23% of North East councillors were women; by 2017 that had grown to 43%. Some councils have seen a major shift: for example, in 2000, only 8% of councillors on Durham County Council were women; today it is 43%.

However, it is important to note that men are still in the top jobs, just as they were in 2000. 10 of the 12 council Leaders are men -- and that, of course, in turn shapes the gender composition of those organisations that have senior councillors on their boards. It is to be hoped that that will change over the next few years as the female councillors move up to more senior positions.

On the Boards which have mainly appointed members, the gender composition appears to be improving (so many structures have changed that direct comparisons are mostly not possible). However, it is still the case that almost all boards have a male majority; examples of a female majority are rare.

In the NHS, for example, only one out of 21 organisations (the North East Ambulance Service NHS Foundation Trust) has more women than men on its board. Only one out of 18 Further Education Colleges (New College Durham) has a governing body consisting of more women than men (although the majority of College Principals are women). The overall trend is towards better gender balance but some organisations have further to go than others. For example, in 2000 81% of the people on University governing bodies were men; that is now down to 64%. But there are some very male-dominated boards, notably the Local Enterprise Partnerships (80% of board members on the two LEPs are men) and some Housing Associations (the board of the Gentoo Group is the most unbalanced in terms of gender, consisting of 12 men and one woman).

Very few people from Black, Asian and Minority Ethnic (BAME) backgrounds are on councils or public sector boards in the North East. Only one of the region's MPs has a BAME background (Chi Onwurah, MP for Newcastle Central). Seven of the 12 councils have no councillors from BAME backgrounds. In the NHS fewer than half of the CCGs and Trusts had someone from a BAME background on their boards. (Some CCGs have a number of BAME GPs and clinicians on their governing bodies, bringing the overall proportion for the region's CCGs to 9%). Only 4 out of the 9 largest Housing Associations in the region have someone from a BAME background on their board. Two of the region's 5 Universities have no BAME governors. Only one member of the Arts Council England (North) board has a BAME background. The BAME population of the North East is relatively low (4.8%) but, we would argue, should be represented on all these organisations, not least to bring diverse perspectives to decision-making about services which affect all our communities.

Disabled people are very substantially under-represented, except in the case of councillors – who are generally older than others running the region's organisations and therefore more likely to have disabilities. 17% of councillors in the North East are disabled (2013 data). Remarkably, our survey responses indicated that hardly anyone running the NHS organisations is disabled; none of the CCG governing bodies had a governor who is disabled, only one of the 11 Foundation Trusts has a disabled board member. Only 4 out of 14 Further Education Colleges had a disabled governor. The 5 Universities identified only one disabled governor (two of the Universities said they did not know).

In terms of age, the region's public services are largely governed by middle-aged people. In most organisations, people under 45 are hardly represented. For example, only 10% of CCG governors are under 45. Only 6 of the region's MPs are under 45. In Further and Higher Education younger people on governing bodies are usually the Student Union representatives. The average age of the region's councillors is now 60 and many are considerably older than that (20% are over 70). And councillors are getting older; the average age was 56 in 1997. There are very few younger councillors in the North East – only 11% are under 45.

Looking at the profiles of politicians and non-executive board members it is very clear that the North East is now largely run by people with professional and 'middle class' backgrounds; they have become the 'usual suspects'. The 'pitmen politicians' have almost disappeared. Only 2 of the current 29 MPs had previously been employed in traditional manual jobs (both of them in coal mining), while 23 of the 29 have had a University education and several have

only ever worked in politics. Similarly, in local government, 52% of the region's councillors had degrees and 80% of those who had not yet retired were in managerial and professional jobs.

The various unelected bodies seem very inclined to appoint people with professional and business backgrounds (adding to the skills and experiences already represented by the executive members) rather than 'active citizens', 'lay people' or voices representing the locality. 'Experts' from financial and business services appear to be much in demand – perhaps because public services are run increasingly like private sector businesses and commercial success is emphasised. Many come from accountancy, financial services, law, HR, PR and property firms. The Universities are a case in point: they have many more governors who are employed in financial services than governors from BAME backgrounds or with disabilities. There are lawyers and consultants, but often no one representing the interests of residents (councillors, for example) or the workforce (trade union representatives, for example).

In our survey of organisations, we did ask them how they sought to encourage and ensure diversity, and most cited their formal diversity policies and commitment to fair recruitment practices. Looking at the composition of many boards, we wonder how effective these are – and whether organisations discuss what diversity means in practice and why it matters.

Organisations are liable to narrowly define who 'fits' on the board (and who doesn't). If they always look for experienced private or public sector managers, - or people in their own image - there is a danger of complacency and lack of challenge. Moreover, the resulting exclusion of other experiences and other points of view is likely to mean less critical debate, less creativity and poorer decision-making.

How accountable?

In the North East, as elsewhere, there is considerable disenchantment with traditional governance. There now seems to be little trust in the people who run things – elites, politicians and the 'establishment'. There is widespread alienation from political institutions and processes, coupled with a sense of powerlessness. There is also a lack of public understanding of the structures of governance and how they work – a lack of understanding that some institutions may do little to dispel.

In relation to accountability a key distinction is, again, between elected and appointed institutions. Put simply, people who are elected can be voted out. In the North East, party political affiliations are fairly clear-cut; at the 2017 General Election 26 of the region's 29 MPs got more than 50% of the vote in their constituency. However, this first-past-the-post system reduces democratic accountability. In 2017, Labour got 55.4% of votes in the region as a whole – and won 26 of the 29 seats.

Low turnout compromises accountability and implies public disengagement, perhaps indifference. That may be not so much of a problem with MPs, since turnout at the 2017 General Election was 66% (up from 61% in 2015). It is, however, a problem in local government, with turnouts averaging just 35% of the electorate. In addition, council elections also operate on the first-past-the-post basis, which advantages the dominant party and leaves those who vote for other parties effectively unrepresented.

Overview of key features of governance in North East England

Organisations (no.)	Governance	No of members	Males %	Females %	BAME %	Disabled %	Aged over 45 %	Paid?
Parliament – House of Commons	Elected	29 MPs	52	48	3	N/A	86	Yes
European Parliament	Elected	3 MEPs	67	33	0	N/A	33	Yes
Councils – Local Authorities (12)	Elected	770	57*	43*	1	17**	89**	Yes
Local Enterprise Partnerships (2)	Appointed (+ Council Leaders)	35	80	20	6	0	N/A	No
NHS Clinical Commissioning Groups (10)	Lay members are appointed (+ staff and GPs)	139	57	43	9	0	90	Yes
NHS Foundation Trusts (11)	Non-execs are appointed (+ staff on board)	156	63	37	4	<1	96	Yes
Further Education Colleges (19)	Most appointed	200+	63	37	3	2	80	No
Universities (5)	Most appointed	109	64	36	3	<1	N/A	No (with exceptions)
Police and Crime Commissioners (3)	Elected	3	67	33	0	N/A	100	Yes
Arts Council England (North)	Appointed	14	67	33	<1	<1	N/A	No (but Chair paid)
Heritage Lottery Fund NE	Appointed	7	57	43	N/A	N/A	N/A	Yes
Housing Associations (9)***	Appointed (+ staff)	94	68	32	4	3	85	Yes

* Data from authors' 2017 analysis. ** Data from Association's National Census of Local Authority Councillors 2013. *** Data relates to 9 largest HAs in North East

It is notable that elections to the European Parliament are conducted through a Proportional Representation system applied to a party list, resulting in the election of 2 Labour MEPs and 1 UKIP MEP. The election of Police and Crime Commissioners and the Elected Mayor in Tees Valley also used 'fairer' transferrable vote systems. But these elections were all, to some extent, undermined by low turnouts; the last European elections in 2014 had a turnout of only 30.9% in the region (although the EU referendum in 2016 secured a turnout of 69.3%). Turnouts for the election of the 3 PCCs in 2016 ranged from 18% to 32%. Only 21% of the electorate took part in the election of the new Mayor for Tees Valley in 2017.

Most of the members of governing bodies and boards are not elected, so they cannot be voted out by the public. There are some checks and balances; in the NHS the Councils of Governors have some power over Trust boards (but in reality, this is limited) and there are, of course, national regulatory bodies overseeing local governance in health, education, police, arts and culture, and housing. But to a large extent, the local bodies are self-selecting, self-governing and subject to little public scrutiny.

Public scrutiny relies on the availability of information. The amount of information they actually have to provide varies. Generally central and local government bodies are bound by law to provide a considerable amount of information about their activities, policies, decisions and spending, and to hold meetings open to the public. Other organisations also have to meet information requirements as set out by their regulatory bodies. Some have to hold their meetings in public, but others do not. NHS bodies have to advertise their board meetings and admit the public, while meetings of University governing bodies and Housing Association boards, for example, take place behind closed doors.

Governance standards have improved, with wide use of the Nolan Principles of Standards in Public Life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership) and more rigorous appointments procedures than in the past. Most organisations delivering public services are nowadays bound by the Freedom of Information Act. Another major change since 2000 has been the provision of a great deal of material on websites. In 2000, some organisations did not yet have websites and others had limited information posted on them. In 2000, we had to specifically ask for information - such as the names of board members - that is now available on most websites.

The quality of websites does, however, vary. With some it is easy to find information about who is in charge, their profiles, and perhaps even a Register of Interests, as well as extensive documents from their meetings. Others are out of date or have very little information and give an impression of lack of transparency, even secrecy. The Housing Associations, for example, all hold their board meetings in private and do not publish their board minutes or papers on their websites. In fact, many of the organisations we surveyed have information on their websites that is very hard to find and out of date. Some seem coy about the remuneration paid to board members – such information may be buried in hard-to-find annual reports and, in too many cases, was not provided when we asked for it in our surveys.

Organisations like Housing Associations would say that they have other ways of informing and consulting the public, and that is true (at least, with regard to their tenants). But the key to accountability is openness – and that must include information about who governs and what

they say and do. That is all the more necessary in the case of organisations that are run by people who cannot be voted out.

Challenges

There are reasons to be optimistic about the provision of public services in the North East. At a basic level, we can say that there is no evidence of great and widespread inefficiency, incompetence or corruption, and many, if not most, organisations have managed reasonably well through a prolonged period of 'austerity'.

We can certainly be optimistic about the increasing numbers of women involved in the region's governance. We can also report a positive cultural change in many (but not all) organisations towards greater openness and transparency. This time, unlike in 2000, no-one challenged our right to ask for information about their governance (although not all responded). There is now more information on websites and a more thoughtful approach to appointments. Unlike 2000 – and the 'rise of the quangocracy' - there is not much evident public concern about appointments made through party political patronage.

Nevertheless, there is a great deal of scope for improving governance in the North East. We have pointed to the problems of centralised government and the powerlessness of the region's MPs and local councils. Devolution to LEPs and Combined Authorities has been very limited and in the northern part of the region has had limited success. The situation is quite different from the era of New Labour back in 2000, when the region had both a stronger voice and greater resources. Not only have the previous regional institutions been disbanded, but so has the North East as a region, despite the creation of (relatively weak) sub-regional and pan-regional arrangements.

Relatively little can be done within the North East to strengthen its position in relation to a centralised system – apart from accepting the small, perhaps token, devolution that the Government has offered. Longer term, however, we might look again at constitutional changes, including perhaps a new federal settlement for the regions of England?

However, organisations within the region could do much more to strengthen and open up governance. It needs to be stressed that there are many public-spirited people, some paid and some not, who are prepared to get involved in the governance of public services and who make a real contribution. But, it cannot be good for democracy or for the quality of decision-making that the region is run by a narrow range of people not properly representative of those they serve, a situation where 'ordinary citizens' are largely excluded from the structures and processes of governance.

It is not surprising that many people feel alienated from governance when the people who run things are from a narrow group: pale and stale (but nowadays both female and male) and, predominantly, middle class offering professional expertise drawn from a narrow range of skills in such areas as finance, accountancy, law and HR.

We would argue that these are the priorities that need to be debated - and acted on:

- People in the North East (and elsewhere) need to know more about who does what, who is in charge, how governance works and where power lies. Our research should help to improve knowledge and understanding of governance in the North East. Access to information through education is a prerequisite for improving participation, including improving turnouts in local elections and encouraging and enabling people to get involved in governance. There is much to be said for good civic education for everyone – and there is a need for wide-ranging and inclusive discussion about how that can be provided. The Government's recent decision to drop the A Level in Citizenship could be reviewed, while the GCSE syllabus in the same subject could focus more on local government and involvement.
- All organisations need to look critically at the diversity, or lack of it, on their boards. Policies are not enough. The lack of people from BAME backgrounds and absence of disabled people on many boards is indefensible, and needs to be remedied. The chronic underrepresentation of younger people - especially on local councils- is also a major issue that needs to be tackled.
- The overrepresentation of middle class professionals and underrepresentation of local people who use public services needs to be challenged and changed. Organisations need to monitor and review diversity and then take action to become inclusive and representative of different communities of identity and interest. They also need to consider what diversity means, how members and representatives from these communities can be specifically supported, and look at diversity in broader terms, for example in relation to sexuality, gender identity, membership of political parties, educational background and so on. There is ample evidence that diverse perspectives improve the quality of debate and decision-making.
- All organisations should have a critical look at what information they provide to the public and how they provide it – especially in relation to governance. There are websites that can serve as examples of better practice – and that give the impression of an organisation wanting to be open and transparent, and seeking to communicate effectively. Many councils, for example, publish huge amounts of information on their websites and make an effort to make websites clear and easy to navigate. At a minimum, all websites should have the following information about governance: profiles of the people on boards and declarations of their interests and remuneration; up-to-date minutes, agendas and papers for meetings; and information on how someone can become a board member.
- Vacancies for board members should be advertised. As a matter of principle, all organisations should conduct as much of their business in public as possible and actively invite the public and the media to attend their meetings.
- National Government and National Bodies also have a responsibility to promote diversity - both in terms of legally requiring organisations to provide regular data on disability for example, and in terms of establishing fair representation – where appropriate, through affirmative action.

- The Scottish Government is discussing national legislative action on ensuring a 50:50 gender split on public bodies (Scottish Government, 2017). Recent research from The Fawcett Society (2017) on more inclusive local government recommends a number of changes including: term limits for councillors to aid turn-over; reasonable adjustment policies for disabled councillors; allowing remote attendance at council meetings and using technology to support inclusion; introducing maternity, paternity and parental leave entitlements for councillors; adopting a requirement for gender balanced leadership; and permitting all-women shortlists for metro mayor elections.
- In the Greater Manchester Combined Authority, the Mayor, Andy Burnham, has gained agreement that for all future meetings of the GMCA both men and women would be represented from across the 10 local boroughs that make up Greater Manchester. Hence, appointed portfolio leaders have been asked to nominate assistant leads of a different gender to ensure balanced representation in meetings and around decision-making (GMCA, 2017).
- There are also a number of participatory and deliberative techniques to try and ensure wider involvement in decision-making beyond the 'usual suspects'. These could involve wider use of voting via 'digital democracy', citizens' juries or assemblies, and in relation to board appointments, the use of random or lottery selection.
- There is also a strong argument for England and Wales joining Scotland and Northern Ireland in using the Single Transferable Vote method of voting in local council elections (Terry, 2017).
- More controversially, there may be a case for offering more opportunities to directly-elect those who take key decisions in our name. Apart from elected councils/mayors and PCCs, voters across the North East have little direct control through the ballot box over decisions on services in Health, Education, and Housing for example.

To conclude, we hope that this research helps question assumptions about how things are done and encourages organisations to do things differently -- and better.

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