

CABINET AGENDA



Monday, 24 August 2009

at 9.00 am

in Committee Room B, Civic Centre, Hartlepool

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hall, Hargreaves, Hill, Jackson, Payne, and Tumilty

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Record of Decision in respect of the meeting held on 17 August 2009

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

5.1 Restructure Of Hartlepool Children's Trust - *Director of Children's Services*

6. OTHER ITEMS REQUIRING DECISION

6.1 Young Inspectors' Programme – *Director of Children's Services*

6.2 Revised Children's Centres And Extended Services Strategy – *Director of Children's Services*

7. ITEMS FOR DISCUSSION

- 7.1 Quarter 1 – Revenue Financial Management Report 2009/2010 – *Corporate Management Team*

8. ITEMS FOR INFORMATION

- 8.1 Quarterly Review Of Strategic Risk Register – *Assistant Chief Executive*

9. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CABINET REPORT

24th August 2009



Report of: Director of Children's Services

Subject: RESTRUCTURE OF HARTLEPOOL CHILDREN'S TRUST

SUMMARY

1. PURPOSE OF REPORT

To set out proposed changes to Hartlepool Children's Trust including membership, structure and terms of reference, in response to Government guidance. It is proposed that the changes should come into effect on the 1st October 2009.

2. SUMMARY OF CONTENTS

The report sets out the reasons and rationale behind the proposed changes including:

- The terms of reference;
- The structure and organisation;
- The linkages to decision making bodies;
- The involvement of stakeholders;
- The future development a joint commissioning function.

3. RELEVANCE TO CABINET

The Children's Trust arrangements have implications for all services provided to children and young people within the Borough. It is also a thematic partnership of the Local Strategic Partnership.

4. TYPE OF DECISION

Key decision (test 2 applies).

5. DECISION MAKING ROUTE

Cabinet 24th August 2009.

6. DECISION REQUIRED

Cabinet is requested to approve the proposed changes to the membership and structure of the Children's Trust as well as new Terms of Reference, from the 1st October 2009.

Report of: Director of Children's Services

Subject: RESTRUCTURE OF HARTLEPOOL CHILDREN'S TRUST

1. PURPOSE OF REPORT

To set out proposed changes to Hartlepool Children's Trust including membership, structure and terms of reference, in response to Government guidance. It is proposed that the changes should come into effect on the 1st October 2009.

2. BACKGROUND

Following Lord Laming's inquiry into the death of Victoria Climbié the Government in 2003, launched the Every Child Matters programme of systemic change to improve outcomes for every child and young person. The Children Act 2004 provided the legislative underpinning for Every Child Matters. This requires (amongst other provisions) local authorities and their "relevant partners", under section 10 to cooperate to improve children's wellbeing.

Guidance on this "duty to cooperate" under section 10 was issued in 2005 and explained that acting in accordance with this duty implied putting in place "children's trust arrangements". The term Children's Trust refers not only to strategic partnership boards but the totality of change needed to deliver better and more responsive integrated services. Local authorities were required to put Children's Trust arrangements in place by April 2008. The present Children's Trust arrangements for Hartlepool were established on the 1st April 2007, following a report to Cabinet on the 5th February 2007.

Further change is being brought about largely through three key documents published over the past nine months:

- Are we there yet? Improving governance and resource management in children's trusts (Audit Commission, 2008)
- Children's Trusts: Statutory guidance on inter-agency cooperation to improve well-being of children, young people and their families (DCSF, 2008)
- The Protection of Children in England: A Progress Report (House of Commons, 2009)

The Audit Commission report recognised the variety of approaches taken across England in the development of children's trusts and that in the majority of areas there was good inter-agency working. It goes on to say, however, that five years after the Laming Enquiry, there is little evidence that children's trusts have improved outcomes for children. There is little evidence that mainstream funding has been redirected or that performance has been managed across services. The report goes on to say that generally, the private and the voluntary and community sectors are not fully engaged. It also goes on to suggest that individual schools need to be much more closely engaged. The report goes on to recommend that local councils and other local agencies should:

- review current governance and management arrangements for children's services to focus on delivering improved outcomes;
- engage 'missing partners' in their children's trust arrangements in a way brings benefits without bureaucracy; and
- improve mechanisms for involving children, young people and parents in children's trusts.

The statutory guidance subsequently issued by the Department for Children, Schools and Families clearly identifies the five 'essential features' of the children's trust. This means:

- developing and promulgating a child and family – centred, outcome led vision for children and young people through the Children and Young People's Plan, clearly informed by their views and those of their parents and the Joint Strategic Needs Assessment;
- putting in place robust arrangements for inter-agency governance (through the Children's Trust Board);
- developing integrated strategy; joint planning and commissioning; pooled and aligned budgets; and the Children and Young People's Plan;
- supporting this through integrated processes; effective joint working sustained by a shared language and shared processes; and
- developing and promoting integrated front line delivery organized around the child, young person or family rather than professional or institutional boundaries.

The Apprenticeships, Skills, Children and Learning Bill, currently proceeding through Parliament will, when it receives Royal Assent, place Children's Trust Boards on a statutory footing and it will be responsible for developing, publishing and monitoring the Children and Young People's Plan. This legislation will also extend the number of "relevant partners" under a duty to cooperate to include all schools, sixth form and FE colleges and Job Centre Plus. A further report to Cabinet may be required if any additional and significant changes are made to the Bill and subsequent guidance.

Following the death of Baby Peter, Ministers announced to Parliament on 12th November 2008 that they had asked Lord Laming to prepare an independent report of progress being made nationally in the delivery of arrangements to protect children, and to identify any barriers to effective, consistent implementation and how these might be overcome.

On the 12th March 2009, Lord Laming's report, *The Protection of Children in England: A Progress Report* was published and having accepted all of Lord Laming's recommendations in full, in May 2009 the Government published its response to Lord Laming, *The Protection of Children in England: Action Plan*. The Plan identifies a number of actions for local authorities and its partners through Children's Trusts and Local Safeguarding Children's Boards.

The Children's Trust in particular is required to:

- consider children's safeguarding needs across the whole spectrum and champion child safety in the wider Hartlepool Partnership, including not only traditional child protection, but wider issues such as: bullying; preventing accidents; traffic calming measures; access to quality green spaces with the inclusion of sufficient opportunities for safe outdoor play and; safe places for teenagers to meet;
- take a strong lead in emphasising to all partners the importance of universal, targeted and responsive safeguarding;
- play a key role in ensuring that the planning and commissioning of services takes account of the need to safeguard and promote children's welfare. This is particularly important for vulnerable children, such as those with disabilities, as research suggests that they are more liable to be abused and many will have greater difficulty in developing their independence;
- take responsibility for ensuring that all local partners are prepared for and implement correctly the new Vetting and Barring Scheme (VBS), when it begins operation in October 2009. The VBS requires all those working with children, in a paid or unpaid capacity, to register with the Independent Safeguarding Authority; any employer or organiser of voluntary activity must check their workers are registered.

What is evident throughout these documents is an expectation that Children's Trusts must do more to promote the well-being of children and young people and ensure that all 'children's services' are working together effectively and efficiently to improve outcomes for all children and young people especially those who are vulnerable.

3. REVIEW OF THE EXISTING ARRANGEMENTS

In response to draft guidance issued in April 2008, it was agreed by the Children's Trust meeting held in June 2008 that a review of the existing arrangements should take place to ensure that the necessary organisation and structures are in place to take this agenda forward within the timescales required.

Following research into best practice, as well as substantive guidance from the DCSF and a number of discussions and consultations a range of options for changes to the membership and structure, together with new draft Terms of Reference were presented to and approved by, the Trust's Performance Management Group in April 2008. A copy of the report, additional papers and the proposed structure are attached as **Appendix 1**. The draft Terms of Reference are attached as **Appendix 2**.

The key changes to the existing Children's Trust arrangements are summarised below:

- The creation of a smaller overarching Children's Trust 'Board' reducing the membership from nearly 40 to 20 and with the aim of making it more efficient and effective. The Board will:
 - champion children and young people in the area,
 - champion interests of children and young people in the Local Area Agreement;
 - ensure consistency between Children and Young People's Plan and Sustainable Community Strategy;
 - set direction;
 - monitor performance;
 - ensure arrangements for children and young peoples safeguarding;
 - be responsible for oversight of local resources for children and young people in the area;
 - develop inter-agency strategy;
 - set direction for analysis of local needs through joint strategic needs assessment; and
 - set direction for a joint commissioning strategy.
- An Executive Board will replace the existing Performance Management Group. The Executive monitor and manage performance, holding organisations to account where performance is poor. The Executive will:
 - direct and manage resources;
 - direct and manage performance;
 - manage inter-agency delivery; and
 - procure services (for example through a joint commissioning function).
- Two Age Related Partnerships (0 to 11 years and 11 to 19 years) are being created and will replace a raft of 'Working Groups'. The Partnerships are aimed at eradicating 'silo' thinking and working. They will promote greater collaboration and integration of services. The Age Related Partnerships will:

- assess individual needs – identify children and young people who need help;
- coordinate information, performance and resources;
- deliver children and young people and family interventions.

The decision to make changes to the membership and structure of the Children's Trust and put in place new Terms of Reference was ratified by the Children's Trust at a meeting held on the 27th May 2009, subject to the settlement of a small number of queries and changes. These queries and changes have all been addressed either through amendments to the draft Terms of Reference or structure.

4. RECOMMENDATION

Cabinet is requested to approve the proposed changes to the membership and structure of the Children's Trust as well as new Terms of Reference, from the 1st October 2009.

5. BACKGROUND PAPERS

Cabinet Report: 5th February 2007. Director of Children's Services – Development of a Children's Trust in Hartlepool

6. CONTACT OFFICER

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Children's Services Department
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Report to Hartlepool Children's Trust – 27th May 2009

Children's Trust Review

Introduction

This paper summarises the key recommendations relating to leadership, organisation and membership of a Children's Trust arising from the current guidance, against which members are asked to consider proposals for a new structure for the Trust. This structure has been discussed and agreed by the Performance Management Group. It introduces, among other things a Stakeholder Board and Age Related Partnerships to support the Trust in discharging its responsibilities.

Leadership and Accountability

The Children's Trust should have in place robust governance arrangements (the Children's Trust Board) to ensure that improved outcomes are delivered; it will set and regularly review the strategic vision for children in the local area. The Children's Trust should draw a clear distinction between strategic, executive and operational issues with the Board being supported by sub-groups working at executive and operational levels.

Strategic planning and delivery arrangements within the Children's Trust should involve schools, senior level representation from the PCT with experience of and accountability for children's health, and a lead GP who can advise on how to involve the wider community of GPs in developing and delivering the CYPP, as active partners on the Children's Trust Board.

The Local Safeguarding Children Board should report to the Children's Trust Board and provide robust challenge to the work of the Children's Trust and its partners in order to ensure children are properly safeguarded. The Children's Trust should consult the Local Safeguarding Children Board on issues that affect how children are safeguarded and on the development of the Children and Young People's Plan.

The Children's Trust should be firmly positioned within the Local Strategic Partnership and should inform and influence its work as it relates to children, young people and families, and identify and champion children's interests as part of the process of agreeing and implementing targets in the Local Area Agreement.

Children's Trusts should work with, and where appropriate, support other partnerships and programmes relating to children, young people and their families

The Children's Trust should engage with other thematic partnerships in the Local Strategic Partnership especially the Crime and Disorder Reduction

Partnership as they are ideally placed to co-ordinate the effective provision of services for young people who are at risk of offending or re-offending.

Interagency Working

The Children's Trust must begin to show relatively faster rates of improvement in the outcomes for vulnerable and disadvantaged groups, such as looked after children, against a background of improved outcomes for all, and to close the gap between the most vulnerable and the majority of children.

The Children's Trust should drive effective integrated working between all professionals working with children and young people by providing support activities designed to build the confidence of, and empower, practitioners to use their professional judgement in decisions related to children's well-being; and to foster trust and professional understanding between services. This is particularly important in relation to decisions about safeguarding and processes such as the Common Assessment Framework (CAF) and the lead practitioner role.

All Children's Trust partners have a responsibility for:

- tackling the causes and consequences of child poverty;
- creating more cohesive and safer communities;
- preventing violent extremism;
- promoting healthy living including sensible eating and physical activity;
- raising standards of attainment and preventing and tackling school failure;
- ensuring that there is a local youth offer that makes best use of all available resources;
- ensuring named, and preferably co-located, representatives from the police service, community paediatric specialist and health visitor are active partners within each children's social work department;
- ensuring the implementation of 14-19 reform priorities including the Diploma entitlement from 2013 and raising of the participation age to 17 from 2013 and 18 from 2015.

The Children's Trust should focus rigorously on prevention and early identification, including for those children and young people at risk of being harmed or falling into anti-social behaviour or crime.

Children's Trust partners should assure themselves that they consistently apply the Information Sharing Guidance published by the Department for Children, Schools and Families and Department for Communities and Local Government to protect children.

Support for Children, Young People and Families

Children's Trust partners should engage with parents, as well as children and young people, in ways that reach each family and each family member, including fathers by undertaking high quality consultation with parents and consider innovative ways of identifying and speaking to hard-to-reach or hard-to-help parents, involving community groups and community assets to support outreach as necessary. This work should involve and empower children, young people and their families and be integrated into ongoing work to empower and engage the wider community. Mechanisms for involving children, young people and parents in Children's Trusts, should be improved, drawing on guidance from 11 Million and the National Youth Agency.

Children's Trust partners should provide accessible and comprehensive information about what services are available to young people and parents in their area.

Organisation and Finance

The Children's Trust should have direct oversight of financial and commissioning matters and performance management systems to ensure effective planning and commissioning of services and the flexible use of pooled budgets (or greater alignment) where that is the best answer locally.

Legal

The Government intends to add to the list of relevant partners into the strategic planning role of the Children's Trust. Action should be taken immediately to ensure these partners are fully engaged in advance of any legislative requirements (by inviting them to take part in the CT as in section 10(1)(c) 'such other bodies the authority considers appropriate'. The partners which are not statutory are nonetheless essential to the effective governance of the Children's Trust and should be represented at board level as appropriate.

Children's Workforce

The Children's Trust should ensure that all staff who work with children receive initial training and continuing professional development and recognise potential signs of abuse or neglect. There should be sufficient multi-agency training in place to create a shared language and understanding of local referral procedures, assessment, information sharing and decision making across early years, schools, youth services, health, police and other services who work to protect children. A named child protection lead in each setting should receive this training.

The Children's Trust should take responsibility for ensuring that all local partners are prepared for and implement correctly the new Vetting and Barring Scheme (VBS), when it begins in October 2009.

The Children's Trust needs to take a leading role in driving the 2020 national Children's Workforce Strategy forward underpinning the CYPP by developing a local workforce strategy.

It is proposed that this summary provides the framework for the management, organisation and membership of the Hartlepool Children's Trust.

A number of proposals for a new structure for the Trust in Hartlepool were discussed by the Performance Management Group on the 1st April 2009 and the structure attached at Appendix 3 was approved by the Group. The Draft Terms of Reference (attached as a separate document) have been framed around that structure.

Decision Required:

Members are asked to ratify the decision of the Performance Management Group in relation to the Trust structure and to approve the draft Terms of Reference.

Ian Merritt
Head of Commissioning & Children's Trust

1st May 2009

References:

- Are we there yet? Improving governance and resource management in children's trusts (Audit Commission 2008);
- Children's Trusts: Statutory guidance on inter-agency cooperation to improve well-being of children, young people and their families (DCSF 2008)
- The Protection of Children in England: A Progress Report (House of Commons 2009).

Duty to cooperate in Children's Trusts

Relevant statutory partners (duty to cooperate)	Other partners (no duty to cooperate)
Local authority (children's service authority) District councils (in county areas) Police and police authorities Probation service Youth offending teams Strategic health authority Primary care trust Schools, colleges, academies, FE colleges Jobcentre Plus Learning and Skills Council	Children, young people and families Primary care providers (including GP's) NHS trusts and foundation trusts Voluntary and community sector Private sector

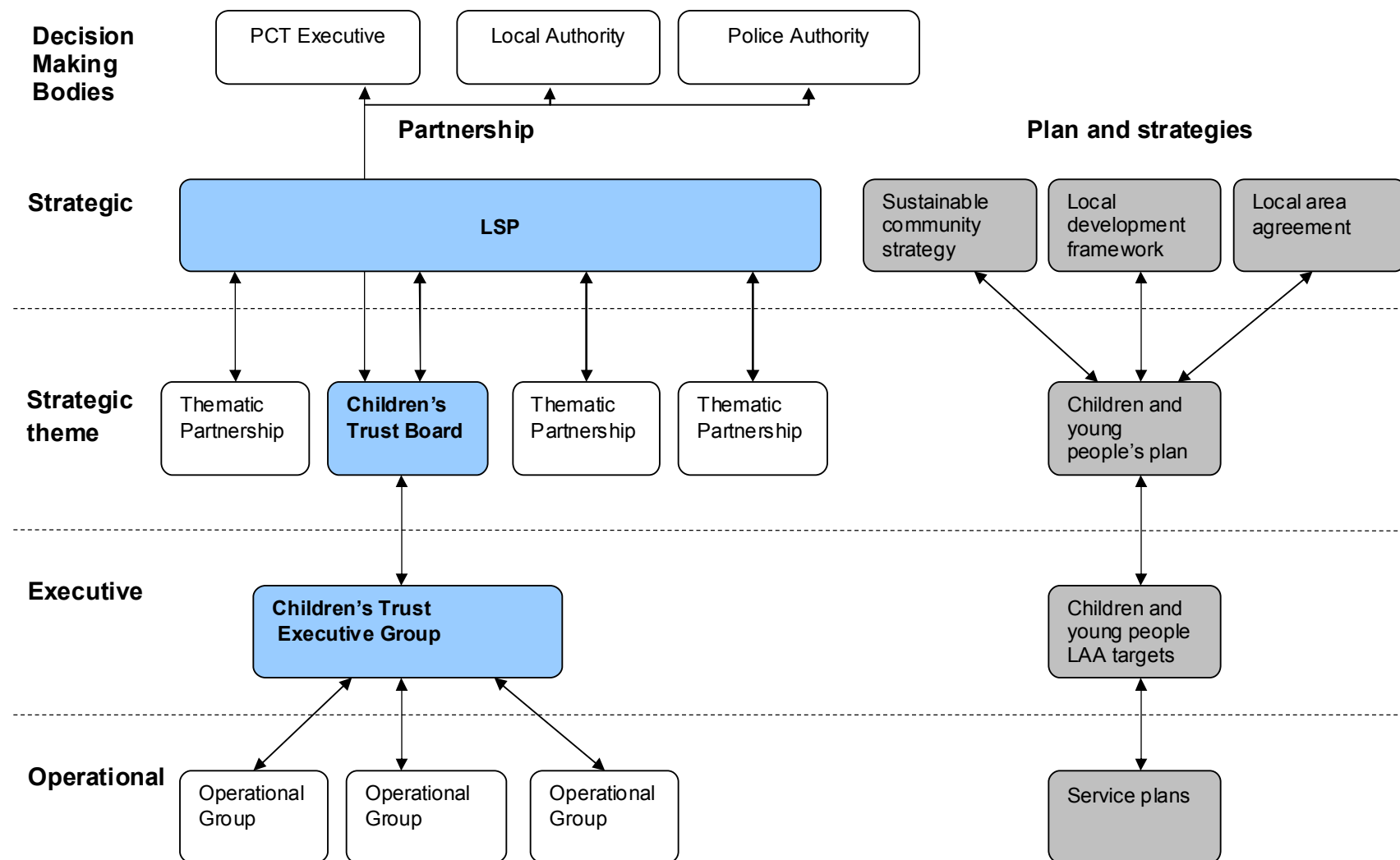
Adapted from the Audit Commission 2008

Local function should lead to partnership form

Level	Function	Form
Strategic	<ul style="list-style-type: none"> • champion children and young people in the area, • champion interests of children and young people in the Local Area Agreement; • ensure consistency between Children and Young People's Plan and Sustainable Community Strategy; • set direction; • monitor performance; • ensure arrangements for children and young peoples safeguarding; • be responsible for oversight of local resources for children and young people in the area; • develop inter-agency strategy; • set direction for analysis of local needs through joint strategic needs assessment; and • set direction for joint commissioning strategy. 	Strategic board
Executive	<ul style="list-style-type: none"> • direct and manage resources; • direct and manage performance; • manage inter-agency delivery; and • procure services (for example through joint commissioning unit). 	Theme sub-group Performance board
Operational	<ul style="list-style-type: none"> • assess individual needs – identify children who need help; • coordinate information, performance, and local resources; and • deliver children and family interventions. 	Area team Area cluster

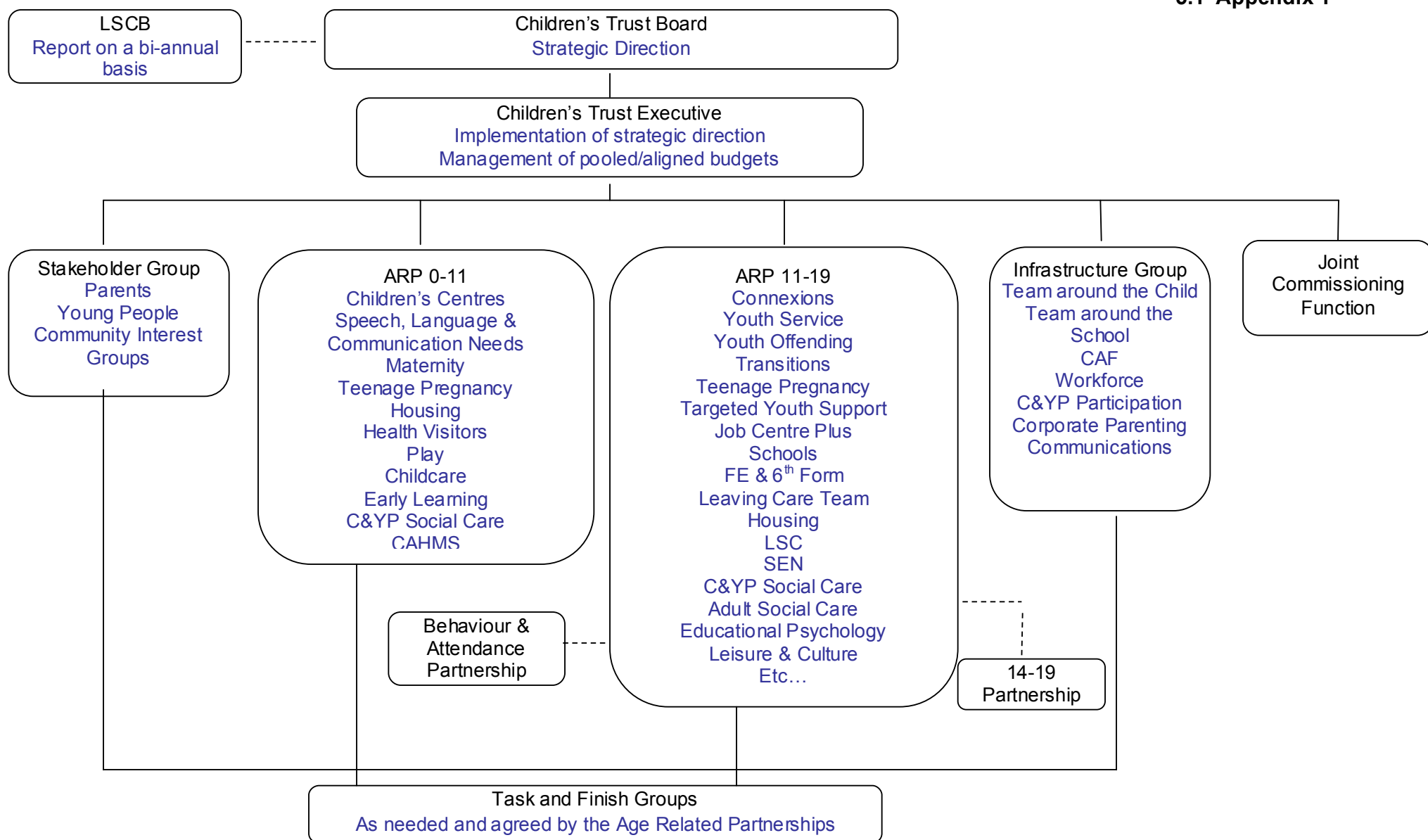
Aligning LSP and Children's Trust arrangements

Bringing a Consistent and integrated approach



Adapted from Audit Commission 2008

5.1 Appendix 1



HARTLEPOOL CHILDREN'S TRUST

DRAFT

TERMS OF REFERENCE

VERSION 8 – 28th July 2009



HARTLEPOOL CHILDREN'S TRUST

TERMS OF REFERENCE

1. Purpose

To work in partnership with all stakeholders, promoting and improving the well-being of all children and young people in Hartlepool.

2. Outcomes

The Children's Trust Board will:

- work together to provide high quality, convenient and coordinated services when children and young people and their families need them;
- ensure that all of the relevant partners are involved in the Children's Trust arrangements;
- establish a robust participation mechanism to ensure all stakeholders have the opportunity to contribute to the Children's Trust developments;
- identify the needs of children and young people in Hartlepool, highlighting both gaps and duplication in service;
- commission appropriate services from a range of high quality providers in order to meet identified need, maintain high standards and ensure value for money;
- ensure that children and young people are kept safe from harm at all times, in partnership with the Local Safeguarding Children Board;
- prevent children and young people experiencing negative outcomes and social exclusion and promote positive outcomes for all children and young people;
- provide leadership in relation to the overall vision and strategic direction for children and young people's services within the Borough through the Children and Young People's Plan.

3. Functions and Roles

The Children's Trust is the embodiment of the local partnership between children and young people, parents and carers and all commissioners, together with current and potential providers of services for children, young people and their families.

It is underpinned by the duties in section 10 (1) and (5) of the Children Act 2004 on local authorities and their 'relevant partners' to cooperate in the making of arrangements to improve well-being for local children. Well-being is defined as the five Every Child Matters Outcomes: that all children should be healthy, stay safe, enjoy and achieve, make a positive contribution and enjoy economic well-being.

The Children's Trust is comprised of six main bodies: the Children's Trust Board (comprising the relevant and other key partners); an Executive Group; two age related partnerships (a 0 to 11 Partnership and a 11 to 19 Partnership) a Stakeholder Group (through which children, young people, parents/ and other communities of interest are represented); and an Infrastructure Group (that will bring together all activity that supports the operational activity of the Trust, such as the Common Assessment

Framework and Workforce Development). The age related partnerships will be supported by a number of task and finish groups.

The Children's Trust is a themed Partnership of the Hartlepool Partnership and also works closely with the Local Safeguarding Children Board, an independent body established to oversee the safeguarding arrangements in Hartlepool.

The Children's Trust will:

- determine the local needs of children and young people and their families through the Joint Strategic Needs Assessment and the age related partnerships which will regularly report to the Executive Group in terms of needs and gap analysis, performance against outcomes and potential new developments to meet those needs;
- have comprehensive consultation arrangements in place to support the work of the Trust and its age related partnerships;
- ensure the preparation and regular review of the Children and Young People's Plan;
- ensure that the resources necessary to deliver the Children and Young People's Plan are available including appropriate budgetary arrangements;
- establish a robust performance management system to support the planning and review process;
- set aspirational targets as part of the strategic direction for the future development of services for children and young people in Hartlepool;
- direct joint commissioning arrangements within Hartlepool in line with statutory guidance, taking account of national and local priorities;
- act to ensure that all services for children and young people in Hartlepool comply with the values set out in the Commissioning Framework;
- direct integrated working arrangements within Hartlepool in line with statutory guidance;
- promote continued workforce development priorities to ensure that the children and young people's workforce across Hartlepool is:
 - **Ambitious** for every child and young person;
 - **Excellent** in practice;
 - **Committed** to partnership and integrated working;
 - **Respected** and valued as professional.

4. Children's Trust Board Membership

Chair/Vice Chair

- The Chair of the Trust will be the Portfolio Holder for Children's Services. The Vice Chair will be elected from the membership of the Children's Trust Board at the first meeting and thereafter on a biennial basis.

Role of Chair

The role of the Chair of the Children's Trust Board is to:

- lead the work of the Children's Trust, ensuring that the views of the Trust are communicated to a wide audience;
- represent the partnership on the Hartlepool Partnership;

- meet with the Chair of the Hartlepool Partnership to review the performance framework as required and ensure the business of the Children's Trust is conducted in an efficient and effective manner;
- promote effective partnership working between members of the Children's Trust and if necessary resolve conflict and help foster an environment of mutual interest;
- approve the formation of Working Groups to deliver specific items of work on behalf of the Children's Trust;
- agree the agenda, associated papers and minutes of previous meetings.

Role of Vice Chair

The role of the Vice Chair is to:

- deputise for the Chair as required;
- support the Chair to ensure that the work of the of the Children's Trust is undertaken effectively.

Expectation of Chair/Vice Chair and Children's Trust members:

Members of the Children's Trust will be subject to safer recruitment procedures and required to have an enhanced CRB check.

Standards of Behaviour

As a member of the Children's Trust, whether in Trust meetings or working on behalf of the Children's Trust, the following guidelines outline what the Trust expects of its members:

Accountability: to work openly and honestly and to report back their work on the Trust to their organisation or sector.

Commitment: to attend Children's Trust meetings, participate in occasional task group meetings and one-off events. To be properly prepared for meetings by reading the paperwork beforehand. To be prepared to learn from others and from good practice elsewhere and to further develop the breadth of their knowledge of their organisation or sector's role within the town.

High Quality Debate: to remain focussed and strategic. To contribute positively to discussions work with other members to achieve consensus and take important decisions regarding children and young people in Hartlepool.

Honesty and Integrity: to act with honesty, objectivity and integrity in achieving consensus through debate. To respect the confidentiality of the information provided.

Objectivity: to consider what is in the best interests for the common good of children, young people and the Hartlepool and to weigh this along with the interests of their organisation, their sector and themselves when making decisions.

Representative: to effectively reflect the interests of their organisation or sector, to raise areas of concern and contribute their experience and expertise to Partnership discussions and decisions to achieve good workable solutions.

Respect for others: to respect and to take into account the views of other members regardless of their gender, race, age, ethnicity, disability, religion, sexual orientation or any other status.

Trust: as 'trust' is at the heart of partnership relationship, it can be used as the overall barometer of partnership working.

5. Membership

Membership of the **Children's Trust Board** will be drawn from Hartlepool Borough Council and its 'relevant partners' as set out in the Children's Act 2004 and subsequent statutory guidance, as well as other key local partners) . Membership will be as follows:

- Portfolio Holder for Children's Services, Hartlepool Borough Council;
- Chair, Children's Services Scrutiny Committee;
- Director of Child and Adult Services, Hartlepool Borough Council;
- District Commander, Cleveland Police;
- Director of Operations, Teesside Probation Service;
- Head of Community Safety and Prevention, Hartlepool Borough Council;
- Child and Maternal Health Services Adviser, NHS North East;
- Director of Health Systems and Estate Development, NHS Hartlepool;
- Representative, Hartlepool & North Tees NHS Foundation Trust (Local Requirement);
- Partnership Director, Learning and Skills Council - County Durham & Tees Valley (to be reviewed post April 2010);
- Representative, Cleveland Police Authority;
- Representative, Hartlepool Primary Schools;
- Representative, Hartlepool Secondary Schools;
- Representative, Hartlepool Special Schools;
- Representative, Hartlepool Post 16 Colleges;
- Representative, Community Empowerment Network (Local Requirement);
- Partnership Manager, Job Centre Plus;
- Chair of the Stakeholder Group;
- Chair of the Infrastructure Group;
- Chairs of the Age Related Partnerships.

Partners will be able to identify a nominated deputy who is able to commit their organisation/community of interest to any decisions made by the Board. A nominated deputy must be fully briefed to ensure that they can take an active part in the deliberations of the Board.

Officers in Attendance:

- Assistant Director, Planning and Service Integration, Children Services, Hartlepool Borough Council;
- Head of Commissioning & Children's Trust, Children's Services, Hartlepool Borough Council;
- Locality Director of Health Improvement, Hartlepool Borough Council/Hartlepool Primary Care Trust;
- Assistant Director, Children's Services (Commissioning), Hartlepool Primary Care Trust.

Membership of the **Children's Trust Executive** is set out below:

- Portfolio Holder for Children's Services, Hartlepool Borough Council (Chair);
- Director of Child and Adult Services, Hartlepool Borough Council;
- Assistant Director of Children's Services (Planning & Service Integration) Hartlepool Borough Council;

- District Commander, Cleveland Police;
- Director of Health Systems and Estate Development, Hartlepool Primary Care Trust;
- Director of Operations, Teesside Probation Service;
- Head of Community Safety and Prevention, Hartlepool Borough Council;
- Representative, Community Empowerment Network.

Officers in Attendance:

- Head of Commissioning and Children's Trust;
- Assistant Director, Children's Services (Commissioning), Hartlepool Primary Care Trust.

The purpose of the Children's Trust Executive is to: direct and manage resources; direct and manage performance (holding partners to account when necessary); manage inter - agency delivery; and to procure services.

The membership of the **Stakeholder Group** will be drawn from a broad range of backgrounds and will include children and young people, parents and carers and will reflect the diversity of the local population in Hartlepool. The Chair/Vice Chair of the Group will be elected from the membership of the group. The Chair will be a young person (under 18 years of age) to ensure young people have a voice at Board level. The Chair and group will receive appropriate support from the Participation Manager. The Stakeholder Group will receive papers for consideration by the Board, four weeks in advance of the Board meeting; the views of the Stakeholder Group will be put forward to the Board by the Chair of the group or their nominated representative.

The membership of the **Age Related Partnerships** will be drawn from children and young people, parents and carers and communities of interest; all providers of services for children, young people and families as appropriate from the private, independent, voluntary and community, non statutory and statutory organisations. Members of the Stakeholder Group will also participate in the Age Related Partnerships. The Partnerships will be chaired by a 2nd Tier Officer from a Relevant Partner organisation. The Vice Chair will be elected at the first meeting of the Partnership and thereafter on a biennial basis.

The purpose of the Age Related Partnerships is to assess need, identifying children and young people who need help and co-ordinate information, performance and resources from all organisations delivering services to children and young people.

The Age Related Partnerships will also be responsible for ensuring that **Cross Cutting Themes** are addressed. These include for example:

- children and young people looked after by the local authority;
- children and young people with a disability or special educational need;
- children and young people from black and other minority ethnic backgrounds;
- health services.

6. Principles

All members of the Children's Trust shall be committed to applying the principles established in the Community Strategy:

- decision making and communication;
- effective partnership working;

- efficient partnership working;
- integrity;
- involvement and inclusion;
- leadership and influence;
- performance and management;
- skills and knowledge;
- sustainable development.

The Children's Trust will strive to meet the standards set out in the COMPACT's code of practice on communication and consultation. The Trust will also refer to the protocol between Hartlepool Partnership and the Hartlepool Community Empowerment Network.

7. Decision Making and Risk Management

The Children's Trust will operate within the delegated authority of the parent organisations to ensure the effectiveness of the partnership. Members of the Children's Trust Board should, where practicable, have the authority to make decisions and make commitments although the respective statutory organisations will ultimately retain responsibility and accountability for decisions on service delivery and use of resources.

As far as practicable business will be conducted in the spirit of partnership and consensus will be sought without resort to votes. In exceptional circumstances where a vote proves necessary, each member will have a single vote and in the event of a tied vote, the Chair will have the casting vote. The quorum for the Children's Trust Board will be 60% of the membership and must include representation from Hartlepool Borough Council Children's Services and the Hartlepool Primary Care Trust.

The Children's Trust will call on professional advice and support when deemed necessary, particularly when the outcome of the decision has a significant legal or financial implication.

All information, advice and support will be fit for purpose and tailored to the functions of the Children's Trust. The Children's Trust Board will ensure that all information is directly relevant to the decisions being taken and is:

- Timely;
- Objective;
- Sufficient;
- clear and concise;
- reliable.

The Children's Trust Board will take a planned and systematic approach to identifying, evaluating and responding to risks that threaten the delivery of the strategic direction endorsed by the Children's Trust Board. The Board will continuously check that various good management disciplines are in place, including:

- strategies and policies are fully implemented (where appropriate);
- high quality services are delivered efficiently and effectively;
- performance is regularly monitored and effective measures are put in place to tackle poor performance;
- laws and regulations are complied with;

- information used by the Children's Trust is relevant, accurate, up to date, timely and reliable;
- financial and human resources are managed efficiently and effectively and are safeguarded.

8. Performance Management

The Children's Trust is responsible for delivering the Children and Young People's Theme of the Community Strategy. The Children's Trust Board will receive quarterly reports on progress against the relevant indicators within the Local Area Agreement, Children and Young People's Plan and any other plans as required. Where performance is not on track, the Children's Trust Board will take action to address this.

The accomplishments of the Children's Trust will be measured in terms of a range of national performance indicators/Local Area Agreement targets and contribution to the Comprehensive Area Assessment and other relevant inspection regimes. Overall its success will be measured by:

- a narrowing of the gap between all children and young people and the most disadvantaged and vulnerable;
- a reduction in inequalities (particularly in health);
- a children's population that is resilient to the demands of modern day living;
- the eradication of child poverty;
- a safe environment free from anti-social behaviour, crime and abuse;
- ensuring the active engagement of all partners to achieve positive outcomes for children and young people;
- ensuring the active engagement of children, young people and parents/carers in the planning and decision making process.

The Children's Trust will ensure that the values outlined within its Commissioning Framework are championed and met.

9. Developing Capacity and Capability

The Children's Trust is aware of the importance of recruiting people with the right skills, knowledge and experience to play an effective part in delivering the strategic aims of the Trust. We aim to recruit individuals who reflect the community that they represent. A balance will be made between the need for stability, which comes from continuity of knowledge and relationships, with need for new ideas and new thinking. New members will receive a thorough induction which is tailored to their role in the Children's Trust.

All Children's Trust members will be given the opportunity to further develop skills and develop their knowledge throughout the period of their membership. Members will be encouraged to use the Skills and Knowledge Framework (developed by the Hartlepool Partnership) to assess their development needs and plan for how they will be addressed.

10. Engaging with Stakeholders

The Children's Trust is accountable as a themed partnership to the Local Strategic Partnership.

The Trust will be representative of a wide range of stakeholders and will ensure there is extensive consultation in the development of the Children and Young People's Plan and any other issues that the Children's Trust considers appropriate.

The Children's Trust will adhere to the best practice outlined within the Hartlepool Compact between the Local Strategic Partnership and the voluntary and community sector.

11. Accountability, Relationships and Stakeholder Engagement

The Children's Trust will be accountable to the Hartlepool Partnership for the delivery of the children and young people's outcomes of the Local Area Agreement.

The Age Related Partnerships will be accountable for their performance to the Children's Trust Board.

The Children's Trust will consult and engage children and young people, their parents and carers on service development and service changes through active participation in the Age Related Partnerships, as well as wider consultation through Children's Centres and other service access points.

The Children's Trust will take the lead in forming and maintaining relationships with other themed partnerships which will affect or influence the Children's Trust. This will include the following partnerships:

- Health and Well-being Partnership;
- Safer Hartlepool Partnership;
- Skills Partnership;
- Economic Forum;
- Culture, Leisure and Community Learning Partnership;
- Housing Partnership;
- Community Network;
- Environment Partnership.

Theme Partnerships are expected to refer certain matters to the Hartlepool partnership Board. Matters referred would include issues that:

- are strategic and involve very substantial changes in structures, services and use of resources;
- significantly effect the delivery or development of the Community Strategy or the Neighbourhood Renewal Strategy;
- previously have been referred to the Hartlepool Partnership;
- are cross cutting;
- are contentious or novel;
- report on progress towards targets.

12. Operation of Theme Partnership

Frequency of meetings

The Children's Trust Board will meet seven times a year: there will be four meetings to consider quarterly performance management reports in respect of the Local Area

Agreement and other performance frameworks; there will also be three business meetings.

The Age Related Partnerships will meet as frequently as required, but not less than quarterly.

Secretarial Arrangements

Secretarial support will be provided by the Children's Services Department and includes:

- arranging meetings of the Children's Trust Board;
- circulating agendas, papers and minutes of previous meetings at least 10 days in advance of meetings;
- arranging for guest speakers and reports from external bodies for Board Meetings;
- any general administrative support to ensure the smooth running of the Children's Trust;
- arranging training, induction and other development events for the benefit of Children's Trust members;
- managing communication, consultation and performance management events on behalf of the Children's Trust;
- submitting funding applications where appropriate and managing and accounting for resources allocated to the Children's Trust.

Agendas will be structured as follows:

- Presentations
- Items for Discussion/Decision
- Items for Information.

13. Making a Complaint

The Children's Trust is keen to ensure that all Members, partners and residents are satisfied with the procedures and arrangements in place. If an individual is dissatisfied they should first raise their concern with the Children's Trust Manager or the Chair who will endeavor to resolve the problem quickly and amicably.

In the event of the issue not being resolved the individual should then make a formal complaint, in writing to the Chair detailing the nature of the complaint.

Due to the nature of the Children's Trust and the diversity of its membership the following procedures are proposed:

- if the complaint is in relation to the procedures of the Children's Trust Board or conduct of its meetings, the complaint will be dealt with by the Children's Trust Manager and the Chair/Vice Chair;
- if the complaint is in relation to the procedures of one of the Age Related Partnerships or the conduct of a meeting, the complaint will be dealt with by the Chair of the respective Partnership;
- if the complaint is in relation to a Hartlepool Borough Council staff member, or an elected Member of the Council, the Hartlepool Borough Council's Complaints procedure will apply;

5.1 Appendix 2

- if the complaint is in relation to a member of staff from a constituent organisation of the Children's Trust, the respective organisation's procedures will apply.

In all cases the written complaint should be sent to the Children's Trust Manager, who will respond in writing within five working days, setting out who will be dealing with the complaint. A full response will normally be delivered within 15 working days.

A complaint form will be available online or from the Children's Trust Manager.

The terms of reference set out above comply with the standards expected of a themed partnership by the Local Strategic Partnership.



Report of: Director of Children's Services

Subject: YOUNG INSPECTORS' PROGRAMME

SUMMARY

1. PURPOSE OF REPORT

To provide information regarding the Look, Listen, Change Young Inspectors' National Programme, and to agree that Hartlepool submits a bid to it.

2. SUMMARY OF CONTENTS

The report gives the background to the Young Inspectors' Programme and shows how it can benefit Hartlepool by the further involvement of young people in services that affect them. It shows how the programme can build on existing good practice and especially involve young people, who have hitherto been marginalised from such processes. The report details the criteria on which the bid would be made and identifies support already received for the programme.

The process of putting the bid together has highlighted the potential to deliver a scaled down scheme, if the bid were unsuccessful.

The scheme is funded until 2011, after which the authority would, without prejudice, look at its continuance in the light of its value and other priorities at the time.

3. RELEVANCE TO CABINET

A Young Inspectors' programme would have impact in involving young people across Council departments and with other partners who deliver services for children.

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Cabinet 24th August 2009.

6. DECISION(S) REQUIRED

That Cabinet supports the submission of a bid to be involved in the Young Inspectors' Programme, based upon the information contained in this report.

Report of: Director of Children's Services

Subject: YOUNG INSPECTORS' PROGRAMME BID

1. PURPOSE OF REPORT

To seek the approval of Cabinet to submit a bid to the Look, Listen, Change Young Inspectors National Programme.

2. BACKGROUND

2.1 In 2007, Hartlepool Vision Statements written by, and on behalf of young people, were agreed by Cabinet as the basis for an inclusive, supported participation strategy. These stated:

- We will ensure staff, children and young people that we work with, receive training and support on how they can take part to make things better.
- We will ensure that we inform and involve children and young people in the working of the organisation, including volunteering and work opportunities where appropriate.
- We will share evidence, knowledge and skills on how we involve, support and praise children and young people.
- We will identify what money, time and resources there are to support what we do.
- We will make sure there are different ways for our staff, and the children and young people we work with, to be involved in participation.
- We will take young people's views seriously about what all children and young people think is important.
- We will explain and respect the rights and responsibilities of children and young people.

2.2 The vision statements provide the context in which positive participatory work has flourished, and as a result there are a number of young people's groups in the town that are having their voice heard at a strategic decision-making level. However, there is still work to be done to encourage all organisations who deliver services to young people, to involve those service users in the management and development of their service, in order to make it more cost-effective, responsive and flexible to the changing needs of young people. This includes services provided by departments across the Council, statutory parties and voluntary and community organisations.

- 2.3 The Look, Listen Change Consortium (a partnership between The National Children's Board, British Youth Council, KIDS Charity, National Centre for Excellence in Residential Child Care and the Council for Disabled Children) is managing a Young Inspectors' Programme, which is proposed for Children's Trust regions of England, to engage disadvantaged and marginalised young people. Young people will be supported to act as inspectors of services and in so doing influence and improve service delivery and policy making. We wish to submit a bid on behalf of Hartlepool by the 28th August 2009 which is when the current round of bidding closes.

Partners involved in developing this bid (the commissioning manager, Children's Trust manager and the youth service) are seeking to add value to the bid via an apprenticeship element. Within the programme some funding will be available to some but not all of the successful bidders to apply for additional funding to contribute to the cost of providing an apprenticeship. It is proposed that the apprentice will act as a 'bridge' between the commissioning team, the Children's Trust and the Young Inspectors' Team.

- 2.4 The Young Inspectors' Programme will work with partners from Children's Trusts including local authority, health and voluntary and community sector partners. Decisions are based upon a question and answer application form as well as;

- Comments from regional advisors
- Deprivation indices
- Mix of rural, coastal, urban, unitary authorities
- Mixture of delivery styles relating to young people's services that will be inspected
- Capacity to deliver in timescales set by DCSF and their managing agent
- Ability to recruit and support young people who are disadvantaged and marginalised (commitment from partners, principally in time from key workers in terms of support for those young people who will become part of the programme).
- Evidence of an area's willingness to put forward inspection opportunities (examples of wide and varied mix and timescale of when they would be undertaken).
- Commitment letters of support from Senior Champion/s at strategic level to take on board findings of inspections. Letters of support from organisations/key personnel to support the recruitment and support of individually challenged young people. Signed agreements from local organisations to be inspected.

- 2.5 A successful Hartlepool bid would enhance the participation strategy by;

- Increasing the numbers and quality of opportunities for marginalised young people to influence services.

- Supporting marginalised young people to engage their peers in influencing local policies and services across a wide range of issues including locality, health, neighbourhood renewal, transport and community service.
- Enabling young people to feedback their and their peers' views to the local authority, Children's Trust and other service providers; and
- Achieving relevant, meaningful and significant change in services in Hartlepool that young people access.

3. PROPOSAL

- 3.1 The Youth Service will coordinate a bid that brings together departments, services and third sector agencies that are committed to supporting individually challenged young people, in becoming Young Inspectors, and which gave an agreement to be inspected.
- 3.2 Current confirmed support and inspection opportunities have been gained from; The Connexions Service, the Special Educational Needs (SEN) manager, the Children's Trust manager, the commissioning manager and the Children's Fund manager.
- 3.3 Links to other participative initiatives will be included within the bid; such as the *You're Welcome* health quality assessment standards, scrutiny investigations, CAA reporting and Ofsted inspections.
- 3.4 Support from senior champions is currently being sought and has currently been agreed in principle from:
- The Chief Executive
 - Children's Services directorate
 - Cllr Cath Hill
 - Cllr Jane Shaw

4. RISK IMPLICATIONS

- 4.1 Timescales are extremely tight and the funding is available only until 2011. However, the Look, Listen, Change consortium will provide national support, guidance and training to establish the inspection team and equip the support staff with the key skills to progress the programme. This would provide a grounding to sustain the programme beyond 2011.
- 4.2 The commitment shown cross-departmentally would suggest that a young inspectors' programme would greatly enhance service review, by providing direct access to service development for young people. It would further enhance self reporting by providing a transparent, holistic and consistent approach to inspection activities. The support

shown this far, would indicate that this project could have the potential to develop on a smaller scale even if the bid were unsuccessful.

5. FINANCIAL CONSIDERATIONS

- 5.1 Funding exists up until 2011, after which time the Local Authority/ partnership/Children's Trust will review the programme in terms of their priorities at that time.
- 5.2 Funding will not cover all of the costs but work will be matched within existing plans and staff time, along with expectations of giving young people a voice in the design, review and delivery of services locally. There are no extra demands on existing budgets.
- 5.3 The Young Inspectors' programme provides;
- A grant of up to £1,500 per month for a locally employed person working part time with up to £2,000 for staff and young people's expenses.
 - £75 per young person, per completed inspection (approx 3 day inspections), based on teams of 4–6 young people per inspection
 - £5 – 10500 per 12 month period or pro rata if less, to co-fund establishing an apprenticeship (NB: this will only be available to up to 20 of the 36 areas successful)
- 5.4 The Youth Service is actively exploring possible funding avenues which would allow a bid to be made for the apprenticeship element of the programme, should Hartlepool be one of the bidders allowed to do so. Present discussions between the Children's Trust manager, commissioning manager and the youth service are focused upon seeking alternative sources of funding to match fund and complement the apprenticeship element of the programme. Possible sources include Future Jobs Funding (already secured through Economic Development) proposed to start between October 2009 – March 2010. This FJF will be used to pay a young persons wages for 6 months so we could potentially employ an individual through FJF first and then pay their final wages through the 'Young Inspectors' scheme. FJF apprentices need to be sustained in employment when the project ends after 6 months. Through the Young Inspectors' programme funding, we will automatically be sustaining the post in accordance with the FJF funding requirements. Other areas which will be explored include youth service apprentice programme monies.

6. STAFF CONSIDERATIONS

- 6.1 There is an expectation that locally funded time in kind would support those marginalised young people in becoming Young Inspectors, i.e. key support staff may be required to support physically disabled young people in attending training and inspection of services. Support for this is being sought through SEN Manager and Social work team managers responsible for this area.

7. RECOMMENDATIONS

- 7.1 That Cabinet supports a bid for submission to the Young Inspectors' programme based upon the information contained in this report.

8. BACKGROUND PAPERS

- 8.1 Application guidance and letters of support received to date.

9. CONTACT OFFICER

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Youth Service, Children's Services
Hartlepool Borough Council
01429 284044
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CABINET

24th August 2009



Report of: Director of Children's Services

Subject: REVISED CHILDREN'S CENTRES AND
EXTENDED SERVICES STRATEGY

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To seek approval for the revised Children's Centres and Extended Services Strategy (**Appendix 1**) including a restructure of Children's Centre teams.

2. SUMMARY OF CONTENTS

- 2.1 The DCSF issued guidance in 2004 setting out the requirement for local authorities to develop Children's Centres. Children's Centres offer integrated services for children aged 0-5 years old and their families.
- 2.2 In addition the DCSF issued an "Extended Schools" prospectus which set out a requirement for schools to offer an extended schools offer by 2010.
- 2.3 A Children's Centre and Extended Services strategy was approved by Cabinet in June 2006. The Strategy set out the delivery of services across five localities. The following revised strategy sets out the delivery of services across four localities. This is proposed following a request from schools to align all clusters across the town.

3. RELEVANCE TO CABINET

- 3.1 The revised Children's Centres and Extended Services Strategy sets out services across the whole of the town and Cabinet have the responsibility for town wide issues.

4. TYPE OF DECISION

- 4.1 Non key

5. DECISION MAKING ROUTE

5.1 Cabinet 24th August

6. DECISION(S) REQUIRED

6.1 To approve the Revised Children's Centre and Extended Services Strategy including a restructure of Children's Centre teams.

Report of: Director of Children's Services

Subject: REVISED CHILDREN'S CENTRES AND
EXTENDED SERVICES STRATEGY

1. PURPOSE OF REPORT

- 1.1 To seek approval for the revised Children's Centres and Extended Services Strategy (**Appendix 1**) including a restructure of Children's Centre teams.

2. BACKGROUND

- 2.1 The DCSF issued guidance in 2004 setting out the requirement for local authorities to develop Children's Centres. Children's Centres offer integrated services for children aged 0-5 years old and their families.
- 2.2 In addition the DCSF issued an "Extended Schools" prospectus which set out a requirement for schools to provide an extended schools offer by 2010.
- 2.3 A Children's Centre and Extended Services strategy was approved by Cabinet in June 2006. The Strategy set out the delivery of services across five localities. The following revised strategy sets out the delivery of services across four localities. This is proposed following a request from schools to align all clusters across the town.
- 2.4 A programme to develop Sure Start Children's Centres across Hartlepool began in 2004. There are currently seven designated Sure Start Children's Centres in Hartlepool with the final centre based at Throston Primary School planned to open in September 2009. Hartlepool will then have achieved its target of 8 centres by March 2010. The centres are as follows:

Main Hub	Linked delivery sites
Hindpool Close Sure Start Children's Centre	St Helen's Primary School St Bega's Primary School
St John Vianney Sure Start Children's Centre	Miers Avenue Sure Start West View Primary School
Chatham House Sure Start Children's Centre	Brougham Primary School
Lynnfield/Playmates Sure Start Children's Centre	
Stranton Sure Start Children's Centre	
Rift House Sure Start Children's Centre	Kingsley Primary School

Rossmere Sure Start Children's Centre	Rossmere Primary School St Teresa's Primary School
Throston Sure Start Children's Centre	

- 2.5 Schools continue to deliver extended services and currently 87% of Hartlepool schools offer the full extended school core offer.

3. PROPOSED CHANGES

- 3.1 The Children's Centre and Extended Services Strategy needs revising for a number of reasons which are set out below.

- Schools are working in a variety of clusters and have requested that clusters are aligned to ensure effective working.
- Primary schools are working in four clusters to support each other in meeting the needs of pupils with challenging behaviour, who typically have needs beyond school.
- The Teams Around the Primary School, (multi agency teams which have been established to ensure co-ordinated early intervention is available for children and families) are working across the four behaviour clusters.
- Children's Trust governance processes have been reviewed which affects the current processes that are in place for overseeing the developments of Children's Centres and Extended Services;
- One of the Integration Support Managers has left the authority allowing an opportunity to review service delivery;

- 3.2 The Headteachers have agreed the school clusters as follows:

North – St Hild's, St Helen's, St Bega's, St John Vianney, West View, Barnard Grove, Clavering

Central 1 – High Tunstall, Throston, Jesmond Road, Hart, Eldon Grove, Elwick, Sacred Heart, West Park, Springwell,

Central 2 – Dyke House, St Joseph's, Brougham, Lynnfield, St Aidan's, St Cuthbert's, Stranton, Ward Jackson, Holy Trinity, Seaton Carew Nursery

South – Manor College, Golden Flatts, Grange, Fens, Greatham, Owton Manor, Rossmere, St Teresa's, Rift House, Kingsley

- 3.3 Following the above changes the revised Children's Centres and Extended Services Strategy sets out service delivery to be managed across four clusters as set out below:

	Main Hub	Linked sites
North	Hindpool Close St John Vianney Primary School	St Helen's Primary School St Bega's Primary School West View Primary School Miers Avenue Sure Start
Central 1	Throston Primary School Chatham House	
Central 2	Stranton Primary School Lynnfield/Playmates	Brougham Primary School
South	Rossmere/St Teresa's Primary Schools Rift House Primary School	Owton Manor Primary School Lealholme Road Sure Start Kingsley Primary School

- 3.4 The changes in the clusters therefore require a restructure of the Children's Centres teams. The teams will be restructured into four sub teams to cover each cluster. These will reflect the needs of each area and the number of children's centres in each cluster. There will be no requirement for redundancies as one Integration Support Manager has already left the authority. The draft structures for each cluster can be found in the revised strategy (**Appendix 1**).

4. CONSULTATION

- 4.1 An extensive public consultation took place on the original children's centres and extended services strategy. The revised strategy does not affect services being delivered to children and their families and it does not affect the number of children's centres across the town. The strategy is setting out a change in management of these services therefore it was not felt appropriate to consult more broadly. The following were consulted on the change in management and cluster arrangements:

- Headteachers
- Be Healthy group – PCT, Public Health, Foundation Trust
- Parenting strategy group - voluntary and community sector, Youth Offending, Children's Services, parenting co-ordinator
- Health leads for midwifery, health visiting and school nursing

5. FINANCIAL IMPLICATIONS

- 5.1 Children's Centres are funded through a direct ringfenced grant from the DCSF (Department for Children, Schools and Families). Extended

Services funding is received via the Standards Fund Grant and Area Based Grant and is delegated to schools.

6. RISKS

- 6.1 The development of children's centres and extended services is crucial in ensuring children and families receive support at the earliest stage. These proposals implement streamlined management processes to ensure more efficient working. If these proposals are not implemented there is a risk that there will be inefficient management structures.

7. RECOMMENDATION

- 7.1 To approve the Revised Children's Centre and Extended Services Strategy including a restructure of Children's Centre teams.

8. REASONS FOR RECOMMENDATIONS

- 8.1 To ensure that services for children and their families continue to improve therefore improving outcomes for children and families.

9. CONTACT OFFICER

Danielle Swainston, Sure Start, Extended Services and Early Years Manager, 01429 523671

REVISED CHILDREN'S CENTRES AND EXTENDED SCHOOLS STRATEGY 2009

Contact Officer:

Danielle Swainston

Sure Start, Extended Services and Early Years Manager

1. INTRODUCTION

- 1.1 This document sets out changes to the Children's Centres and Extended Services Strategy which was approved by Cabinet in June 2006.
- 1.2 The changes are proposed in response to a number of factors:
 - The development of collaborative working between schools across four localities and the request by Headteachers to review current clusters/localities ;
 - Changes in Children's Trust arrangements that affects current governance processes;
 - Staffing changes in the local authority which offers opportunities for more effective and efficient working.
- 1.3 The proposed changes to the strategy only relate to the management of the Sure Start Children's Centres and staffing structures for Children's Centres. It does not affect the number of Sure Start Children's Centres based in Hartlepool or affect the services delivered in the Sure Start Children's Centres. It does not affect the level of support provided to schools for extended services.
- 1.4 The strategy will continue to strive to:
 - Enable easy access to services for local communities;
 - Support early intervention and prevention;
 - Improve outcomes for all children and young people;
 - Promote collaborative working;
 - Utilise the available resources effectively therefore reducing duplication of services;
 - Ensure the community has a say in the shaping of locally delivered services.
- 1.5 The strategy will continue to commission services enabling:
 - Building capacity within communities;
 - Ensuring better value for money
 - Engaging vulnerable families;
 - Flexibility to respond to changing local needs;
 - Longer term sustainability to voluntary and community sector.

2. CONSULTATION

- 2.1 Extensive consultation took place with the public and stakeholders on the original Children's Centres and Extended Schools Strategy. Full public consultation has not taken place on the revised strategy as the services and venues that the public can access services will not change. The public will continue to be able to access the services in the Sure Start Children's Centres and schools as agreed in the original strategy. The Integration Support Managers will continue to consult with service users on the planning and design of services.
- 2.2 The following stakeholders have been consulted as the revised strategy may impact on their services.
- Members of the Be Healthy Group – PCT, Public Health and Foundation Trust;
 - Members of the Parenting Strategy Group – Voluntary sector, Community Safety, Children's Services officers (Specialist and Safeguarding),
 - Headteachers;
 - Stakeholders involved in the delivery of Children's Centres services – Jobcentre plus, Credit Union, West View Advice and Resource Centre, Barnardos, MIND, PATCH, Harbour

3. CURRENT POSITION

- 3.1 A Children's Centres and Extended Schools strategy was approved by Cabinet in June 2006. This followed extensive consultation with families, the public, voluntary organisations, private providers and statutory organisations.
- 3.2 A programme to develop Sure Start Children's Centres across Hartlepool began in 2004. There are currently seven designated Sure Start Children's Centres in Hartlepool with the final centre based at Throston Primary School planning to open in September 2009. Hartlepool will then have achieved its target of 8 centres by March 2010.
- 3.3 Schools continue to deliver extended services and currently 87% of Hartlepool schools offer the full extended school core offer.
- 3.4 Integration Support Managers manage the delivery of the Sure Start Children's Centres core offer across the locality. The Integration Support Managers directly supervise the local authority children's centres team (as set out in appendix B). In addition they oversee the co-

ordination of all services across the locality for children aged 0-5 and their families. Workers from organisations other than the local authority are also based within the Children's Centres e.g. health visitors, midwives, speech and language therapists. These workers are managed by their employing organisation and the Integration Support Manager works with them to ensure a multi agency approach to service delivery.

- 3.5 A Children's Centres outreach service has been commissioned to be provided by Barnardos. The outreach workers will be based in the centres from September 2009 and will become part of the virtual multi agency team alongside the Local Authority children's centre teams and health teams. The Integration Support Manager will be responsible for directing the work of the multi agency team to ensure services are delivered within the community.
- 3.6 The Managers work closely with the schools designated as Children's Centres to ensure the full core offer is being delivered.
- 3.7 The Sure Start Children's Centres are as follows:

Main Hub	Linked delivery sites
Hindpool Close Sure Start Children's Centre	St Helen's Primary School St Bega's Primary School
St John Vianney Sure Start Children's Centre	Miers Avenue Sure Start West View Primary School
Chatham House Sure Start Children's Centre	Brougham Primary School
Lynnfield/Playmates Sure Start Children's Centre	
Stranton Sure Start Children's Centre	
Rift House Sure Start Children's Centre	Kingsley Primary School
Rossmere Sure Start Children's Centre	Rossmere Primary School St Teresa's Primary School
Throston Sure Start Children's Centre	

- 3.8 The current management of the Children's Centres and the support offered to schools in relation to extended services is based on five localities as follows:

Localities	Wards
NORTH 1	St Hilda, Brus, Hart

NORTH 2	Dyke House, Throston
CENTRAL 1	Grange, Burn Valley, Park, Elwick, Stranton
CENTRAL 2	Foggy Furze, Rift House
SOUTH 1	Rossmere, Seaton, Owton, Fens, Greatham

4. NATIONAL DEVELOPMENTS

4.1 *“The Children’s Plan: building Brighter Futures”* published by the DCSF in 2008 sets out an aim to make England the best place in the world for children and young people to grow up. The five principles that underpin the plan are as follows:

- Government does not bring up children – parents do – so government needs to do more to back parents and families;
- All children have the potential to succeed and should go as far their talents can take them;
- Children and young people need to enjoy their childhood as well as grow up prepared for adult life;
- Services need to be shaped by and responsive to children, young people and families, not designed around professional boundaries; and
- It is always better to prevent failure than tackle a crisis later.

4.2 Children’s Centres and Extended Schools are highlighted throughout the plan as key delivery points in ensuring that children and young people are able to achieve improved outcomes through preventative services.

4.3 *“Next Steps for Early Learning and Childcare”* also published by the DCSF in 2008 sets children’s centres at the heart of services for children aged 0-5 and their families. It particularly highlights the importance of supporting parents and ensuring they are fully equipped to support their children in their learning.

4.4 The proposed *“Apprenticeships, Skills, Children and Learning Bill”* currently going through parliament sets Sure Start Children’s Centres in legislation alongside schools as mainstream universal provision. The aim of this revised strategy is to ensure that parents receive ongoing support from the antenatal period onward, from Sure Start Children’s Centres to schools.

5. LOCAL DEVELOPMENTS

5.1 Teams Around the School - The local authority is working with schools to develop Teams Around the Schools which are teams that provide integrated services to children and young people. The teams are working collaboratively using a preventative multi agency approach to identify children and young people that need support at the earliest stage. Secondary Schools are developing teams around the individual schools and the primary schools are developing teams around four behaviour clusters.

5.2 A Parenting Strategy has been developed in Hartlepool with a vision that states

“Parents are people you look up to no matter how tall you grow. Our vision is that any Hartlepool parent who needs support, information or advice will be able to access the right support when they need it.”

The following principles underpin Hartlepool’s vision statement:

- We understand the need to provide support for families to ensure their children are healthy and safe. We want children to enjoy their education and to achieve success. The children of today are the parents of tomorrow. Children will therefore be of value to the community and do well in adult life.
- We aim to provide access to good quality family support for all people who bring up children. The support will be available across the town and will be provided by the most appropriate people who are matched to parents needs.
- We recognise that bringing up children can be a challenging task; we will ensure that accessing parenting support will be a choice open to all parents and carers.
- We accept that some families will require intensive support if they are to fulfil their parenting responsibilities and safeguard their children. We commit to providing this support while it is safe to do so.

Parenting is crucial to improving the outcomes for our children and Sure Start Children’s Centres and extended services need to be at the forefront of the support available.

6. PROPOSED CHANGES TO THE STRATEGY

- 6.1 In light of all the changes set out in the above paragraphs it is timely to review the Children's Centres and Extended Services Strategy to ensure the local authority is able to continue to improve services for children and families.
- 6.2 In order to achieve this it is proposed to review the management of the Children's Centres and develop a model of service delivery and support for both Children's Centres and Extended Services based upon four localities. This is being proposed in response to a request by the Schools Forum to review clusters/ localities across the town. The following clusters have been agreed by Headteachers:

North – St Helen's, St Bega's, St John Vianney, West View, Barnard Grove, Clavering, St Hild's

Central 1 – Throston, Jesmond Road, Hart, Eldon Grove, Elwick, Sacred Heart, West Park, Springwell, High Tunstall

Central 2 – St Joseph's, Brougham, Lynnfield, St Aidan's, St Cuthbert's, Stranton, Ward Jackson, Holy Trinity, Seaton Carew Nursery, Dyke House

South – Golden Flatts, Grange, Fens, Greatham, Owton Manor, Rossmere, St Teresa's Rift House, Kingsley, Manor College

Townwide providers – English Martyrs, Catcote (Springwell have decided that although they are a townwide provider they would like to be based within the Central 1 cluster)

Discussions with Headteacher representatives indicate that the schools would like a coherent approach towards the support they receive and the four cluster model would enable this to happen.

- 6.3 The move towards a four cluster model would mean that the children's centres would need to be managed across four areas instead of five. This would not affect service delivery just management of the centres. The following table sets out the proposed changes to the management of the Children's Centres:

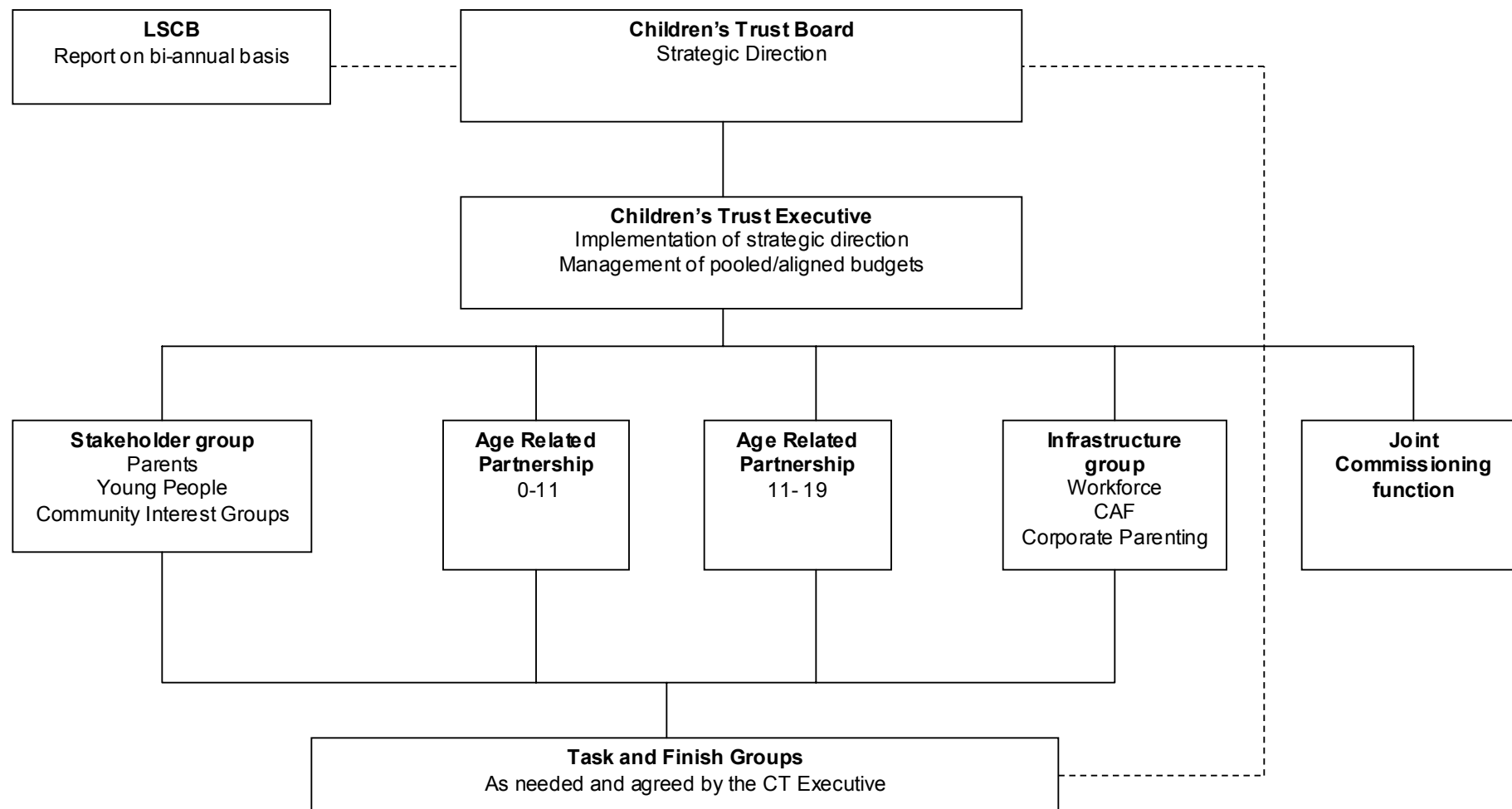
	Main Hub	Linked sites
North	Hindpool Close St John Vianney	St Helen's St Bega's West View Primary Miers Avenue Sure Start
Central 1	Throston Chatham House	
Central 2	Stranton Lynnfield/Playmates	Brougham

South	Rossmere/St Teresa's Rift House	Owton Manor Lealholme Road Sure Start Kingsley
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7. Governance

- 7.1 Schools are responsible through their governing body for ensuring they deliver extended services. Ofsted are required to inspect extended services as part of a schools overall inspection. The local authority's role is to support schools at the request of the school.
- 7.2 A Children's Centres, Extended Services and Ten Year Childcare Strategy partnership currently oversees the developments for Children's Centres and Extended Services. This revised strategy proposes new governance arrangements through the Children's Trust. This will ensure clear accountability for the outcomes linked to Children's Centres and Extended Services and will be monitored through the age related partnerships as set out in figure 1 below.
- 7.3 There is currently no statutory requirement for advisory boards/governing bodies for Sure Start Children's Centres, however the proposed Apprenticeships, Skills, Children and Learning Bill sets out requirements for advisory boards. There is no definition for the advisory boards and the local authority will need to review the governance arrangements for the centres if the bill is passed as legislation.
- 7.4 Children's Centres based on school sites will continue to be governed through the school's governing body. The Integration Support Managers will continue to work closely with the corresponding Headteachers and report as needed to the governing body on the progress of collaborative working and the delivery of the full core offer.

Children's Trust Arrangements



(Figure 1)

8. Funding

- 8.1 The Local Authority receives a direct General Sure Start Grant from the government which includes an element for Children's Centres. This is ringfenced until 2011. The allocations are set out below:

	2009/2010	2010/2011
Sure Start Children's Centres	£1,624,039	£1,888,606
Children's Centres in former Sure Start local programme areas	£1,494,257	£1,371,744
TOTAL	£3,118,296	£3,260,350

- 8.2 Extended Services funding is allocated to the local authority through the Standards Fund and the Area Based Grant. The Schools Forum agreed to earmark an element of this funding for Parent Support Advisers to be developed within the Primary Behaviour Cluster model. The Forum also agreed to allocate the additional extended services funding to schools based on pupil numbers therefore the local authority do not hold any extended services funding.

9. Performance Management

- 9.1 The Key Performance Indicators for Children's Centres are as follows:

NI 109 Delivery of Sure Start Children's Centres

NI 88 Percentage of schools offering extended services

NI 53 Prevalence of breastfeeding

NI 55 Obesity in primary school age children in Reception

NI 72 Achievement of at least 78 points across Early Years Foundation Stage with at least 6 in each of the scales in Personal Social Emotional Development and Communication Language Literacy Development

NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage profile and the rest

NI 116 Proportion of children in poverty

NI 118 Take up of formal childcare by low income working families

- 9.2 The key areas of priority for Children's Centres in achieving these targets are;

- Health;
- Parenting and family support;
- Communication, Language and Literacy;

- Employment/Training.

It is proposed that each of the four Integration Support Managers will take one of these areas as a specialism. It will be the responsibility of the Integration Support Manager to work with key stakeholders and lead the developments in these areas. It is envisaged that this will provide more focused work and ensure an improvement on the key Performance Indicators. The Integration Support Managers will continue to have a locality to develop and manage alongside their specialism. The specialism will be supported by staff within the localities.

10. Conclusion

- 10.1 Continual review and evaluation is crucial if services are to be improved for our children and families. This revised Children's Centres and Extended Services Strategy will ensure that services are improved and more effective and that management arrangements are as efficient as possible. This will ultimately support the improvement of outcomes for all our children. This strategy will continue to be reviewed annually.

APPENDIX A – KEY TERMS AND INTEGRATED CORE OFFER

Key Terms:

Children's Centres serve children aged 0 – 5 years old and their families. In the 30% most disadvantaged areas the following needs to be provided

- Early years provision (integrated education and care);
- A childminder's network;
- Parenting education and family support services;
- Education, training and employment services;
- Health services; and
- Access to wider services.

In the remaining areas Children's Centres will have a role in ensuring the co-ordination of integrated services to ensure that those families with additional needs receive the appropriate support. These services will often be provided by outreach services within the Local Authority framework for children's services. The minimum level of services provided in these centres includes:

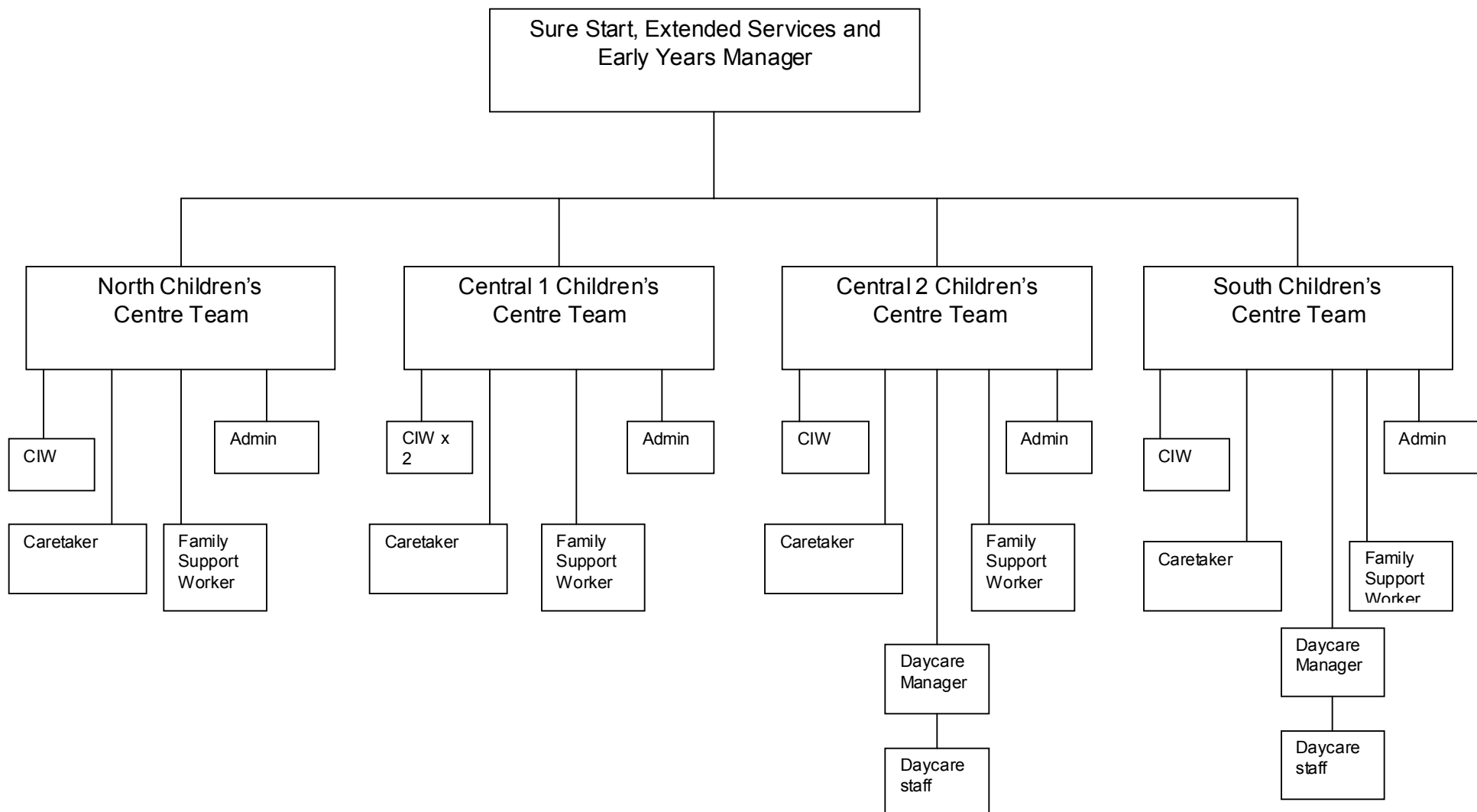
- Information on childcare and early years provision ;
- Information and support to access wider services;
- Information and advice to parents;
- Support to childminders;
- Drop in sessions or early years provision;
- Links to Jobcentre Plus and health services.

Extended Schools provide a range of services and activities, often beyond the school day, to help meet the needs of children, their families and the wider community. The core offer set out in the Extended School Prospectus is as follows:

- High quality wraparound childcare provided on the school site or through other local providers, with supervised transfer arrangements where appropriate, available 8am — 6pm all year round.
- A varied menu of activities to be on offer, including homework clubs and study support, sport, music tuition, dance and drama, arts and crafts, special interest clubs such as chess and volunteering, business and enterprise activities.

6.2 APPENDIX 1

- Parenting support including information sessions for parents at key transition points, parenting programmes run with the support of other children's services and family learning sessions to allow children to learn with their parents.
- Swift and easy referral to a wide range of specialist support services such as speech therapy, child and adolescent mental health services, family support services, intensive behaviour support, and (for young people) sexual health services. Some may be delivered on school sites.
- Providing wider community access to ICT, sports and arts facilities including adult learning.

APPENDIX B STAFFING STRUCTURE

CABINET REPORT

24th August, 2009



Report of: Corporate Management Team

Subject: QUARTER 1 – REVENUE FINANCIAL
MANAGEMENT REPORT 2009/2010

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To provide details of progress against the Council's overall revenue budget for 2009/2010.

2. SUMMARY OF CONTENTS

- 2.1 The Revenue Financial Management report covers the following areas:

- Progress against Departmental and Corporate Budgets, and High Risk Budget Areas;
- Detailed Revenue Monitoring by Portfolio;
- Progress against Efficiency Savings Targets Identified in the 2009/2010 Budget Strategy;
- Performance against Budget Pressures to be treated as Contingency Items;
- Progress against Departmental Salary Turnover Targets;
- Key Balance Sheet information.

- 2.2 The report provides details of progress against the current year's budget. In respect of corporate budgets it is anticipated there will be an underspend on the Centralised Estimates budget. This is mainly owing to the repayment of what is now relatively expensive debt and the netting down cash balances which were expected to earn little interest in the medium term as base rates are expected to remain extremely low.

- 2.3 Forecast outturns for departmental budgets have not been prepared and will be reported in the next monitoring report. However, initial indications suggest that a number of adverse income trends are continuing from previous years. Some provision was made in the 2008/09 Outturn Strategy for this risk, but it is expected this will not be sufficient to cover the anticipated shortfall. This resulting shortfall will either need to be funded from the underspend on the Centralised Estimates budget, or from General Fund Balances, if this underspend is allocated for other purposes.

- 2.4 There is a risk that additional resources will need to be allocated for additional Equal Pay costs arising from Equal Pay tribunal cases, in relation to male employee claims. At this stage it is not possible to quantify these potential costs, as the detailed legal issues have not yet been considered by the Tribunal Judge. If these claims are successful the cost could be significant owing to the backdating of claims. It is hoped that an initial estimate will be available for the next financial management report. Once these potential costs have been estimated a funding strategy will need to be developed.

3. RELEVANCE TO CABINET

Cabinet has overall responsibility for the managing the Council's Revenue budget.

4. TYPE OF DECISION

None.

5. DECISION MAKING ROUTE

Cabinet, 24th August, 2009.

6. DECISION(S) REQUIRED

Cabinet is asked to note the report and take any decisions necessary to address the financial risks identified.

Report of: Corporate Management Team

Subject: QUARTER 1 – REVENUE FINANCIAL
MANAGEMENT REPORT 2009/2010

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of the progress against the Council's own 2009/2010 Revenue Budget, for the period to 30th June, 2009.

2. BACKGROUND

- 2.1 In line with previous monitoring reports, this report is an integrated comprehensive document that is page numbered, thus allowing Members easier navigation around the report. (See contents table below).
- 2.2 Future reports will; in line with previous years, include progress against Performance Indicators for 2009/2010, as well as budget management information.

Section	Heading	Page
3	Revenue Monitoring 2009/2010 – Overview	2 - 8
4	Conclusions	8
5	Recommendations	9
Appendix A	High Risk Budget Areas by Department	10
Appendix B	Summary Revenue Monitoring Report to 30 th June, 2009 by Department	11
Appendices C – I	Detailed Revenue Monitoring Report to 30 th June, 2009, by Portfolio	12 - 25
Appendix J	Progress Against Efficiency Saving Targets Identified in the 2009/2010 Budget Strategy	26 - 32
Appendix K	Performance Against Schedule of Budget Pressures to be Treated as Contingency Items	33 - 35

- 2.3 This report will be submitted to Scrutiny Co-ordinating Committee on 18th September, 2009. This will ensure that Scrutiny Co-ordinating Committee is able to review the report at the earliest opportunity.

3. REVENUE FINANCIAL MANAGEMENT 2009/2010 - OVERVIEW

3.1 This section provides details covering the following areas: -

- Progress against Departmental and Corporate Budgets and High Risk Budget Areas;
- Detailed Revenue Monitoring by Portfolio;
- Progress against Efficiency Savings Targets Identified in the 2009/2010 Budget Strategy;
- Performance against Budget Pressures treated as Contingency Items;
- Progress against Departmental Salary Turnover Targets;
- Key Balance Sheet information.

3.2 Progress against Departmental and Corporate Budgets and High Risk Budget Areas

3.3 High risk budget areas were identified as part of the budget setting report, submitted to Cabinet in February. These issues are explicitly managed and reported to ensure any problem areas are identified at an earlier stage, to enable appropriate corrective action to be taken. The areas identified as high risk budgets are attached at **Appendix A**. Appendix A explains how these items were identified and indicates that there are currently small variances on a number of budgets. The main adverse variance relates to Neighbourhood Services, which is owing to lower Car Parking income, as detailed in paragraph 3.9.

3.4 At an overall level the Council's budget is monitored on a departmental basis and the overall position is summarised at **Appendix B**.

3.5 Appendix B is supported by individual detailed Financial Management statements for each portfolio; as set below:

- Appendix C - Adult and Public Health
- Appendix D - Children's Services
- Appendix E - Community Safety & Housing
- Appendix F - Culture Leisure & Tourism
- Appendix G - Finance & Performance Management
- Appendix H - Regeneration & Economic Development
- Appendix I - Transport & Neighbourhood

3.6 In previous year's reports, the comments regarding any variances at a detailed level were included in the body of the report. These explanations are now included within the above appendices to provide a clearer position statement.

- 3.7 Forecast outturns have not yet been estimated as it is difficult to determine trends based on the first quarters results. These details will be included in the half year financial management report which will be submitted to Cabinet in early November. At this stage however, a number of adverse trends have been identified in relation to income streams. These trends commenced in the previous financial year and, as part of the 2008/09 outturn strategy, specific reserves were created to manage these risks - £150,000 in respect of Shopping Centre income, and £120,000 for general income risks.
- 3.8 Based on the first quarter's income from the Shopping Centre, it is anticipated that £80,000 of the available Shopping Centre Income Reserve will be needed in the current year. As these trends are expected to continue in the medium term, it is hoped that the balance on this reserve will be sufficient to cover the potential shortfall in 2010/2011 and that income will recover to the budgeted level in 2011/2012, provided the economy has started to recover.
- 3.9 In relation to other areas, the adverse trends on Car Parking and Land Charges income are continuing and it is anticipated that there may be a shortfall of £200,000 and £120,000 respectively, at the year end. Therefore, there is a potential income shortfall of £320,000 compared to the General Income Risk Reserve of £120,000. The resulting shortfall will either need to be funded from the underspend on the Centralised Estimates budget (identified in paragraph 3.10), or from General Fund Balances if this underspend is allocated for other purposes.
- 3.10 The position in relation to corporate budgets is favourable owing to an anticipated underspend on the Centralised Estimates budget. As reported to Council in April the interest rate structures have been volatile and provided a number of opportunities that allowed the council to repay what is now relatively expensive debt and net down cash balances which were expected to earn little interest in the medium term as base rates are expected to remain extremely low. The impact of this is that, in a full year, the Council's borrowing costs are expected to fall by £0.6m compared to the budgeted level. It was suggested that part of this benefit be allocated towards supporting strategic land acquisitions via prudential borrowing. It is now becoming unlikely that these resources will be needed in the current year as the strategic land acquisitions are not expected to be completed in the current financial year.
- 3.11 With respect to the outlook for interest rates it is now expected that following the Bank of England decisions to undertake 'Quantative Easing' that there will be no further reductions in interest rates and the next movement is likely to be upwards, although this will not occur for sometime yet. Against this background it is now

expected that the Council should be able to earn slighter higher interest rates on its investment than expected when the budget was set. As interest rates are at such low levels even small changes will have a beneficial impact on the cash value of interest earned on the Council's investment. In addition, the Council's cashflow, particularly the receipt of Council Tax payments, are holding up much better than feared and this will also have a positive impact on investment income. Taken together it is anticipated that these changes could have a positive benefit by the year end of £0.4m. A firmer estimate will be reported in the next financial management report based on the first six months activity.

- 3.12 It is suggested that the uncommitted underspend on the Centralised Estimates budget is earmarked to assist balance the 2011/2012 budget, provided no other budget problems arise in the remainder of the current financial year. As Members will be aware 2011/2012 is the first year covered by the next Comprehensive Spending Review which is expected to be the start of a period of austerity for the public sector and lower grant allocations to local authorities. It is therefore anticipated that balancing the 2011/2012 budget will be extremely challenging.
- 3.13 On the downside it is expected that the Council will need to set aside additional resources for Equal Pay costs arising from Equal Pay tribunal decisions against a neighbouring authority at the end of July in relation to male employee claims. Locally the Council has received over 100 such claims covering the pre 1st April 2007 period on the basis that they were related to male bonus earners and also for the post 1st April 2007 period on the basis of protection given to male employees. At this stage it is not possible to quantify these potential costs as the detailed legal issues in relation to Hartlepool employees have not yet been considered by the Tribunal Judge. If these claims are successful the cost could be significant owing to the backdating of claims. It is hoped that an initial estimate will be available for the next financial management report. Once these potential costs have been estimated a funding strategy will need to be developed.
- 3.14 On a slightly more positive note, on the 29th July, 2009, the Government announced details of the LABGI (Local Authority Business Growth Incentive) scheme for 2009/2010 and 2010/2011. As reported previously, the amount distributed over these two years will be £100m, which is approximately ten per cent of the amount distributed under the previous scheme. Half of this amount will be distributed in 2009/2010 and half in 2010/2011. The Government have also changed the methodology for distributing the LABGI Reward Grant. Under the previous system these monies were allocated on the basis of the increase in an individual authority's business rates tax base. Under the new system all authorities are allocated to a sub-regional group and the

reward grant is initially allocated to the sub-regional group on the basis of the overall change in the business rate tax base. The sub-regional allocation is then distributed to individual authorities on the basis of population. Locally the sub-regional group consists of the five Tees Valley authorities. For 2009/2010 the sub-regional allocation is £317,000 and Hartlepool's share is £40,641. The Government have indicated that details of the 2010/11 allocations will be made later this year and before authorities set their 2010/2011 budgets. It is expected that the 2010/2011 allocation will be broadly in line with the current years' allocation. It is suggested that these amounts are also allocated to assist balance the 2011/2012 budget.

3.15 Progress against Efficiency Savings Targets Identified in the 2009/2010 Budget Strategy

- 3.16 The table below shows the summary of savings included in the 2009/2010 Budget Strategy. At this stage it is anticipated that the savings will be in total £60,000 less than expected. A comprehensive schedule of progress in achieving these savings is attached at Appendix J, and further details regarding the overall monitoring position for each Portfolio are set out in appendices C to I of this report. At this stage it is anticipated that the shortfall within Chief Executives could be covered from a higher than expected Salary Turnover Saving.

Department	2009/10 Target £'000	Savings Expected to be achieved from Efficiency £'000	Variance from 2009/10 Target £'000
Adult & Community Services	1,010	1,002	8
Chief Executives	160	118	42
Children's Services	593	593	0
Neighbourhood Services	521	521	0
Regeneration & Planning	176	166	10
Total	2,460	2,400	60

3.17 Performance against Budget Pressures treated as Contingency Items

- 3.18 Members will recall that as part of the review of budget pressures for 2009/2010, it was determined that a number of pressures are not certain to arise, or the value of the pressure is not certain. These items were therefore classified as "contingency" items and a budget provision was made to underwrite these risks.
- 3.19 Appendix K provides a schedule of these items and at this stage this indicates that most are expected to require funding in the current year in line with the budget allocations.

3.20 Progress against Departmental Salary Turnover Targets

- 3.21 An assumed saving from staff turnover is included within salary budgets. Details of individual department's targets are summarised in the table below.

Department	2009/10 Turnover Target £'000	Expected to 30.06.09 £'000	Actual to 30.06.09 £'000	Variance from Target £'000
Adult & Community Services	520.3	130.1	122.6	7.5
Chief Executives	199.3	49.8	61.6	(11.8)
Children's Services (excluding Schools)	286.9	71.7	99.8	(28.1)
Neighbourhood Services	176.0	44.0	51.0	(7.0)
Regeneration & Planning	128.0	32.0	77.5	(45.5)
	1,310.5	327.6	412.5	(84.9)

- 3.22 The above figures are included within the variances reported for each department at a detailed level. At present the savings achieved are greater than expected for Quarter 1, and as in previous years, this position will continue to be separately monitored during the year.

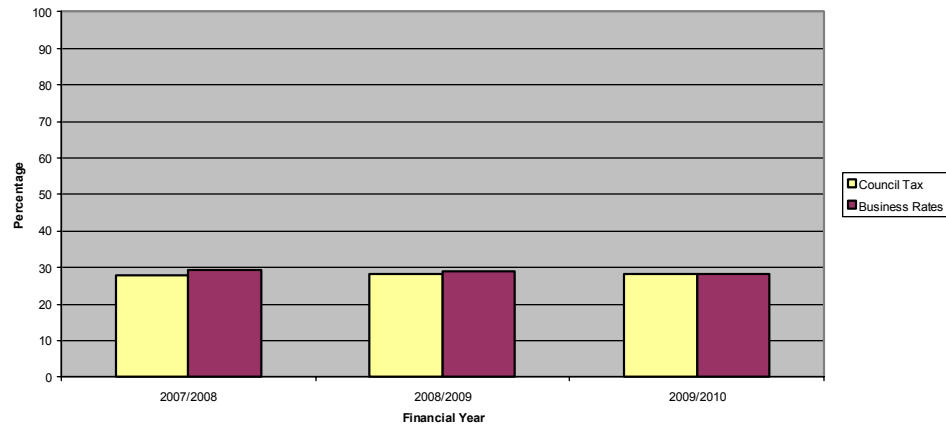
3.23 Key Balance Sheet Information

A Balance Sheet provides details of an organisation's assets and liabilities at a fixed point in time, for example, the end of the financial year or other fixed accounting periods. Traditionally local authorities have only produced a Balance Sheet on an annual basis and have managed key Balance Sheet issues through other more appropriate methods. However, under CPA arrangements there is a greater emphasis on demonstrating effective management of the balance sheet. The Audit Commission's preferred option is the production of interim balance sheets throughout the year. In my opinion the option is neither practical nor beneficial as a Local Authority Balance Sheet includes a large number of notional valuations for the Authority's fixed assets and pension liabilities. It is therefore more appropriate to monitor the key cash balance sheet items and these are summarised below:-

- Debtors

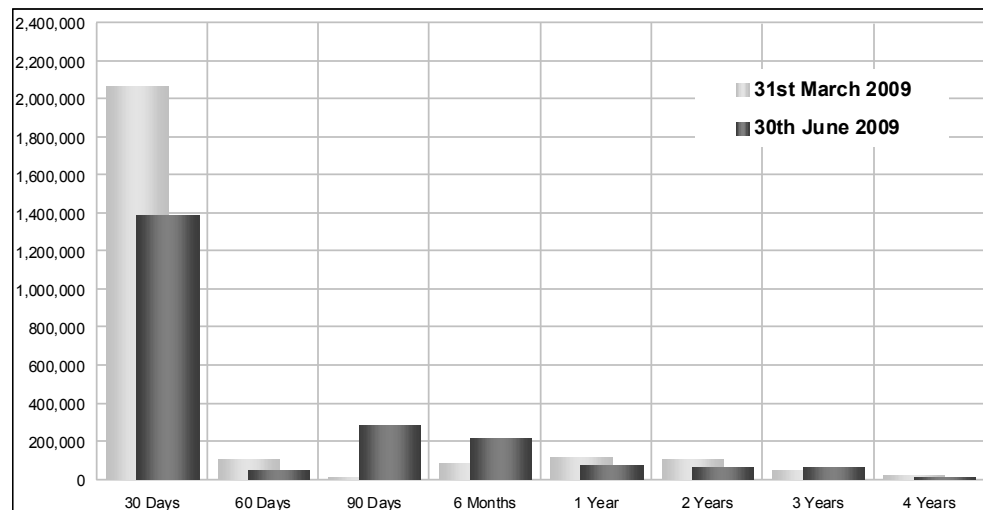
The Council's key debtors arise from the non payment of Council Tax, Business Rates and Sundry Debtors. These areas are therefore subject to detailed monitoring throughout the year. The position on Council Tax and Business rates are summarised below:-

Percentage of Debt Collected at 30th June



The Council Tax collection rate is down slightly by 0.12% and the NNDR collection rate is down by 0.63% when compared to the same period last financial year. In year collection rates are affected by the timing of week/month ends. The in year collection position is quite stable given the economic downturn which is impacting on individuals and businesses alike.

The position in relation to Sundry Debtors is summarised below:



At the start of the current financial year the Council has outstanding sundry debts of £2.575m. During the period 1st April, 2009 to 30th June, 2009, the Council issued approximately 2,300 invoices with a value of £2,893m. As at the 30th June, 2009, the Council had collected £3,288m, leaving £2.180m outstanding, which consist of: -

- Current Debt - £1.950m

With regard to current outstanding debt, this totals £1.950m at 30th June, 2009, inclusive of approximately £1.390m of debt less than thirty days old.

- Previous Years Debt - £0.230m

These debts relate to the more difficult cases where court action or other recovery procedures are being implemented. At the 30th June, 2009, debts older than one year totalled £0.230m.

- Borrowing Requirement and Investments

The Council's borrowing requirement and investments are the most significant Balance Sheet items. Decisions in relation to the Council's borrowing requirements and investments are taken in accordance with the approved Treasury Management Strategy. As detailed earlier in the report action has been taken over the past few months to manage the Authority's borrowings and investments. This has involved the repayment of £20m of long term borrowing and the netting down of cash balances, which were expected to earn little interest in the medium term as base rates are expected to remain extremely low. This strategy also reduces investment counterparty exposure which is beneficial whilst financial markets remain uncertain and volatile.

4. CONCLUSIONS

- 4.1 The report provides details of progress against the current year's budget. In respect of corporate budgets it is anticipated there will be an underspend on the Centralised Estimates budget. This is mainly owing to the repayment of what is now relatively expensive debt and the netting down cash balances which were expected to earn little interest in the medium term as base rates are expected to remain extremely low.
- 4.2 There are a number of adverse income trends continuing from previous years. Some provision was made in the 2008/09 Outturn Strategy for this risk, but it is expected this will not be sufficient to cover the anticipated shortfall. This resulting shortfall will either need to be funded from the underspend on the Centralised Estimates budget, or from General Fund Balances if this underspend is allocated for other purposes.

- 4.3 There is a risk that additional resources will need to be allocated for additional Equal Pay costs arising from Equal Pay tribunal cases. If these claims are successful the cost could be significant owing to the backdating of claims. It is hoped that an initial estimate will be available for the next financial management report. Once these potential costs have been estimated a funding strategy will need to be developed.
- 4.4 It is suggested that Cabinet note the position and defer developing a provisional 2009/10 Outturn Strategy, until the next Financial Management report is submitted and the financial position is more certain.

5. RECOMMENDATIONS

- 5.1 It is recommended that Members note the current position with regard to revenue budget.

High Risk Budget Areas by Department

7.1 Appendix A

Risk Rating

A simplified version of the Risk Assessment criteria used in the Council's Risk Management Strategy has been used to rank budget risks. This assessment rates risk using the convention of green/amber/red, as defined below, although different levels of risk within each category have not been defined. The risk assessment helps inform the Council's budget monitoring process as it identifies areas that need to be monitored more closely than other budgets. These procedures help ensure that departments can manage budgets and services within the overall departmental resource allocation and the Councils overall financial management framework, which enable departments to establish reserves for significant risks and to carry forward under and over spends between financial years.

The value of expenditure/income on individual areas, are shown in the table below, along with the current variance to date.

Green - these are unlikely events which would have a low financial impact.

Amber - these are possible events which would have a noticeable financial impact.

Red - these are almost certain to occur and would have a very significant impact. Provision would need to be made for such events in the budgets.

Financial Risk	Risk Rating	2009/2010 Budget £'000	Variance to 30th June 2009 (Favourable) / Adverse £'000
Adult & Community Services			
Demographic changes in Older People	Amber	15,370	(22)
Demographic changes in Working Age Adults	Red	8,716	81
Property Maintenance - Community Buildings	Amber	284	11
Non-achievement of Income targets within Community Services	Amber	(1,351)	(17)
Non-achievement of Income targets within Social Care Budgets	Amber	(9,457)	(129)
Total		13,563	(75)
Regeneration & Planning			
Fee Income - Planning & Building Control	Amber	620.0	5.9
Rent Income - Economic Development Service	Green	187.0	(6.0)
Total		187.0	(0.1)
Neighbourhood Services			
Environment, Environmental Action & Town Care Management	Amber	7,097.0	15.0
Car Parking	Amber	1,825.0	61.0
Total		8,922.0	76.0
Corporate Budgets			
Pay costs - Single Status and costs of living pay award	Amber	50,470.0	0.0
Higher costs of borrowing and/or lower investment returns	Green	5,804.0	(205.0)
ICT	Green	2,561.0	0.0
Planned Maintenance Budget	Amber	215.0	0.0
Failure to comply with relevant local authority financial legislation/regulations, NI and taxation regulations	Amber	N/A	0.0
Delivery of Planned Savings	Amber	2,460.0	25.0
Total		61,510.0	(180.0)
Children's Services			
Individual School Budget	Amber	55,557.0	0.0
Individual Pupils Budget allocated during the year to schools for high level SEN pupils	Green	1,628.0	(1.0)
Home to School Transport Costs	Amber	1,516.0	(46.0)
Building Schools for the Future	Amber	974.0	
Carlton Outdoor Education Centre	Red	68.0	(7.0)
Increased demand in places at independent schools for pupils with high level of SEN	Amber	600.0	4.0
Increased demand for Looked After Children Placements	Red	5,293.0	(80.0)
Total		65,636.0	(130.0)

GENERAL FUND - REVENUE MONITORING REPORT TO 30TH JUNE 2009

Line No	2009/2010 Latest Budget	Description of Expenditure	Actual Position 30/06/09		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
		TABLE 1 - Departmental Expenditure			
1	32,976	Adult and Community Services	8,423	8,367	(56)
2	25,204	Children's Services	5,332	5,335	3
3	16,916	Neighbourhood Services	9,013	9,169	156
4	5,754	Regeneration & Planning	1,556	1,477	(79)
5	5,950	Resources	2,797	2,768	(29)
6	86,800	Total Departmental Expenditure	27,121	27,116	(5)
		TABLE 2 - Corporate Costs			
		EXTERNAL REQUIREMENTS			
7	187	Magistrates, Probation and Coroners Court	42	42	0
8	21	North Eastern Sea Fisheries Levy	21	24	3
9	46	Flood Defence Levy	32	32	0
10	34	Discretionary NDR Relief	0	0	0
		CORPORATE COMMITMENTS			
11	2,625	I.T.	400	403	3
12	345	Audit Fees	4	4	0
13	6,702	Centralised Estimates	(2,897)	(3,102)	(205)
14	378	Insurances	0	0	0
15	89	Designated Authority Costs	2	2	0
16	353	Pensions	(11)	(11)	0
17	355	Members Allowances	89	90	2
18	77	Mayoral Allowance	18	18	0
19	93	Emergency Planning	(250)	(256)	(6)
		NEW PRESSURES			
20	23	Contingency	0	0	0
21	117	Planning Delivery Grant terminated	0	0	0
22	0	Business Transformation Programme	24	24	0
23	0	Teesside Airport Study	0	0	0
24	0	Receipts for Government Pool	0	2	2
25	0	Members ICT	0	1	1
26	0	Secure Remand - Corporate	0	4	4
27	1,065	Strategic Contingency	0	0	0
28	47	2006/07 Final Council Commitments	0	0	0
29	78	2007/08 Provision for Grants/Pressures/Priorities	0	0	0
30	52	Provision for Cabinet projects	0	0	0
31	(316)	Procurement savings	0	(6)	(6)
32	(297)	2007/08 Efficiency Savings	0	0	0
33	972	Job Evaluation	0	0	0
34	(205)	2008/09 Corporate efficiencies	0	0	0
35	(287)	Area Based Grant Review	(72)	(72)	0
36	11	New Burdens funded from Formula Grant	0	0	0
37	(200)	Benefit Subsidy income	0	0	0
38	24	PARISH PRECEPTS	24	24	0
39	(4,630)	CONTRIBUTION FORM BUDGET SUPPORT FUND AND OTHER RESERVES	0	0	0
40	(200)	LOWER PROTECTION COSTS - RELEASE OF RESERVE	0	0	0
41	(5,938)	Children's Services DSG Funding - LA Element Only			
42	88,421	Total General Fund Expenditure	24,546	24,340	(206)

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
463	Environmental Standards	361	362	1	
0	Adult Education	(253)	(253)	0	
4,366	Assessment, Care Management & Provision 1	981	992	11	
2,718	Assessment, Care Management & Provision 2	515	532	17	
91	Carers & Assistive Technology	20	7	(13)	<p><u>Current Variance</u> This current favourable variance relates to reduced spend for the distribution of telecare equipment to individuals. It is not expected that this variance will continue and this area is likely to spend in full. The outturn forecast reflects this.</p> <p><u>Initial Outturn Forecast</u> It is anticipated that this area will be on target by the year end</p>
1,154	Commissioning - Adults	356	360	4	
907	Commissioning - Mental Health	270	296	26	<p><u>Current Variance</u> The current variance relates to continuing increased demand for community based care in this area.</p> <p><u>Initial Outturn Forecast</u> Owing to the nature of this area it is too early to project an accurate outturn forecast for this area.</p>
8,870	Commissioning - Older People	2,093	2,077	(16)	

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
5,564	Commissioning - Working Age Adults	1,580	1,542	(38)	<u>Current Variance</u> The majority of this favourable variance relates to a pressure agreed for an individual with complex needs. Negotiations are ongoing to determine the costs for this financial year and at present are not included. <u>Initial Outturn Forecast</u> Owing to the nature of this area it is too early to project an accurate outturn forecast for this area.
267	Service Strategy & Regulation	(280)	(286)	(6)	
1,732	Support Services	446	448	2	
26,132	TOTAL	6,089	6,077	(12)	

USE OF RESERVES

The above figures include the 2009/2010 approved budget along with the planned use of Departmental Reserves created in previous years.
 The details below provide a breakdown of these reserves

Description of Best Value Unit	Approved 2009/2010 Budget £'000	Planned Usage 2009/10 £'000	Variance Over/ (Under) £'000	Directors Explanation of Variance
Commissioning Adults - Communities for Health	120	120	0	
Commissioning Mental Health - Agency	10	10	0	
Commissioning - Older People	20	20	0	
Assessment, Care Mgt & Prov 2	27	27	0	
Carers & Assistive Technology	61	61	0	
Assessment, Care Mgt & Prov 2	65	65	0	
	303	303	0	

CHILDREN'S SERVICES

7.1 Appendix D

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget	Description of Best Value Unit	Expected Budget	Actual	Variance to Date - Over/ (Under) spend	Directors Explanation of Variance
£'000		£'000	£'000	£'000	
2,751	Access to Education	1,082	1,057	(25)	<u>Current Variance</u> This relates to a number of vacancies within the Attendance team which has generated an underspend against the DSG.
988	Central Support Services	4	4	0	
89	Children's Fund	50	50	0	
11,015	Children, Young People and Families Support	2,531	2,514	(17)	<u>Current Variance</u> New monitoring arrangements have been put in place to review Looked after Children placements and these include the creation of a Panel to approve external placements, review contributions from other agencies including health and to monitor changes to packages. These measures have resulted in an expectation that the budget will be on target at year end, although volatility of demand may result in additional pressures at any time. In addition, effective negotiation of a contribution to a care package has resulted in savings of £10,00 <u>Initial Outturn Forecast</u> Pressures on care proceeding costs, Direct Payments, Foster Care Payments and Agency Fostering will be largely offset by savings on care packages as a consequence of securing a high level of contribution from Health to a number of cases so it is currently expected that the outturn will be 'on target', although volatility of demand may result in additional pressures at any time.
342	Early Years	(461)	(460)	1	
159	Information, Sharing & Assessment	(32)	(24)	8	
2,120	Other School Related Expenditure	200	185	(15)	<u>Current Variance</u> There has been a reduction in the requirement to use Capita consultancy in respect of ICT software products. This has generated savings, which have been partly offset by a shortfall in income and increased costs incurred in the swimming service, following the decision to recruit lifeguards to support swimming instructors.
131	Play & Care of Children	13	21	8	
1,312	Raising Educational Achievement	1,397	1,386	(11)	<u>Current Variance</u> Expenditure incurred at Carlton Outdoor Education Centre was lower than expected in the Summer Term.

CHILDREN'S SERVICES

7.1 Appendix D

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget	Description of Best Value Unit	Expected Budget	Actual	Variance to Date - Over/ (Under) spend	Directors Explanation of Variance
£'000		£'000	£'000	£'000	
4,107	Special Educational Needs	768 287	768	0	
984	Strategic Management	(557)	(560)	(3)	Current Variance. Initial Outturn Forecast Staffing savings in the Systems Support team and savings on actual salary levels in senior management team will result in a forecast favourable outturn variance of £45k
126	Youth Justice	26	19	(7)	
1,080	Youth Service	311	324	13	Current Variance. 2009/10 Budget Savings targets included administrative savings of £40k during the year. At this stage, those savings have not materialised however the impact is partly offset by savings in supplies and services expenditure in a number of Youth Centres Initial Outturn Forecast If the anticipated Admin Savings do not materialise there will be an adverse variance at year end of £56k which will be partly offset by gene savings in Youth Centres of £25k - net adverse variance £31k.
0	DSG	0	51	51	The Dedicated Schools Grant (DSG) finances £59.7m of the total Children's Services base budget of £83.3m. As the DSG is ring-fenced the Authority has the option to fund from its own resources any overspend, or alternatively this overspend could be carried forward as the first of on the 2010/11 Schools budget. Any underspend on the Schools budget, however, must be retained and carried forward into 2010/11 for use on the Schools budget, significantly reducing the flexibility to offset any variances within the Children's Services Budget. The current position is that there is an underspend against the DSG of £51k therefore this needs to be accounted for separately to show the net position of the Authority, which is currently an adverse variance of £3k.
25,204	TOTAL	5,331	5,333	3	

USE OF RESERVES

The above figures include the 2009/2010 approved budget along with the planned use of Departmental Reserves created in previous years.

The details below provide a breakdown of these reserves

Description of Best Value Unit	Approved 2009/2010 Budget £'000	Planned Usage 2009/10 £'000	Variance Over/ (Under) £'000	Directors Explanation of Variance
School Transformation Team (BSF)	(1,138)	(974)	(164)	The budget has been reviewed by Senior Managers and the 2009/10 requirement has been reduced to £974k with the remaining balance reprofiled into future years.
Advisory Service (BSF)	(20)	0	(20)	Funding will be identified from existing budgets rather than from the BSF Reserve so this balance has been reprofiled into future years.
Playing for Success	(14)	(24)	10	In addition to the rental of the HUFC box, an additional £10k of this Reserve will be used to fund costs relating to a new radio station and kitchen area at HUFC along with £4k to cover an anticipated shortfall in income.
Youth Service	(11)	(11)	0	
Youth Opportunities Fund	(5)	(5)	0	
City Learning Centre	(37)	(37)	0	
Information Sharing - Contact Point	(2)	(2)	0	
Local Safeguarding Children's Board	(63)	(63)	0	
Early Years Support Network	(9)	(9)	0	
Competitions Manager	(3)	(3)	0	
Parenting Support	(15)	(15)	0	
Social Care Back Scanning	(80)	(80)	0	
	(1,266)	(1,093)	(174)	

COMMUNITY SAFETY & HOUSING

7.1 Appendix E

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
808	Consumer Services	202	207	5	
234	Environmental Action	59	67	8	
0	Tall Ships Event 2010	(27)	(27)	0	
129	Building Control	14	38	24	<p><u>Current Variance</u></p> <p>Fee income is below target at the end of Quarter 1 as a result of the recession and also work lost to private inspectors in the competitive market which exists. Changes in the fee structure have recently been agreed by Community Safety and Housing Portfolio Holder which should increase the ability of the service to compete for inspection work on major developments.</p> <p><u>Initial Outturn Forecast</u></p> <p>At this early stage of the year no variance is forecast at outturn but the position will be reviewed again in Quarter 2</p>
77	CADCAM	77	85	8	
1,033	Community Safety	584	584	0	
316	Community Strategy	71	69	(2)	
179	Development Control	13	(2)	(15)	
0	Drug Action Team	0	0	0	
1,003	Housing Services	165	147	(18)	
357	Landscape & Conservation	33	29	(4)	
521	Youth Offending Service	307	313	6	
4,657.0	TOTAL	1,498	1,510	12	

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

USE OF RESERVES

The above figures include the 2009/2010 approved budget along with the planned use of Departmental Reserves created in previous years.

The details below provide a breakdown of these reserves

<u>Description of Best Value Unit</u>	<u>Approved 2009/2010 Budget £'000</u>	<u>Planned Usage 2009/10 £'000</u>	<u>Variance Over/ (Under) £'000</u>	<u>Directors Explanation of Variance</u>
Youth Offending Reserve	35	35	0	
Anti Social Behaviour Team Reserve	9	9	0	
Regeneration Reserve - Specific	73	73	0	
Regeneration MRU	16	16	0	
	133	133	0	

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
60	Allotments	(10)	(12)	(2)	
42	Archaeology	50	38	(12)	<p><u>Current Variance</u> The current favourable variance relates to the delay of some schemes within this area. It is expected that these schemes will be implemented before the end of the year.</p> <p><u>Initial Outturn Forecast</u> It is anticipated that this area will be on target by the year end</p>
761	Community Support	256	247	(9)	
407	Countryside	112	116	4	
167	Foreshore	49	52	3	
1,994	Libraries	605	579	(26)	<p><u>Current Variance</u> The current favourable variance relates to staff vacancies which have been held pending a restructure of this area.</p> <p><u>Initial Outturn Forecast</u> It is anticipated that these favourable variances will not be sustainable as the posts are filled and additional costs are incurred on non-pay budgets.</p>
284	Maintenance	71	82	11	<p><u>Current Variance</u> This area is difficult to profile owing to its volatility and this current adverse variance reflects this</p> <p><u>Initial Outturn Forecast</u> It is anticipated that this area will be on target by the year end</p>
904	Museums & Heritage	397	418	21	<p><u>Current Variance</u> The current adverse variance relates to unexpected costs in relation to site improvements at Sir William Gray House and the Historic Quay and underachievement of shop sales income at the Historic Quay. These are however offset by increased admissions income across this area.</p> <p><u>Initial Outturn Forecast</u> With this in mind it expected that the overspend in this area at year end will be in the region of £35k. This includes an expected underachievement of income from the Coffee Shop as well as the continued current trends.</p> <p>It is not expected that the building cleaning efficiency of £14k for this area will be achieved following further discussions with Neighbourhood Services. The net effect of this will be an overspend of £10k as other costs are restrained and this is included within the initial outturn forecast.</p>
603	Parks	77	76	(1)	

CULTURE, LEISURE & TOURISM

7.1 Appendix F

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
30	Recharge Accounts	662	621	(41)	Current Variance This area includes both planned and reactive outdoor maintenance for Community Services. Reactive maintenance is a difficult area to profile owing to its volatility and this current favourable variance reflects this. <u>Initial Outturn Forecast</u> It is anticipated that this area will be on target by the year end.
1,702	Sports & Physical Recreation	287	296	9	Current Variance <u>Initial Outturn Forecast</u>
353	Strategic Arts	166	166	0	
7,307	TOTAL	2,722	2,679	(43)	

USE OF RESERVES

The above figures include the 2009/2010 approved budget along with the planned use of Departmental Reserves created in previous years.
The details below provide a breakdown of these reserves

Description of Best Value Unit	Approved 2009/2010 Budget £'000	Planned Usage 2009/10 £'000	Variance Over/ (Under) £'000	Directors Explanation of Variance
Sports & Recreation	98	98	0	
Parks	7	7	0	
	105	105	0	

FINANCE & PERFORMANCE MANAGEMENT
7.1 Appendix G
REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
433	Client services	105	105	0	
(81)	Neighbourhood Services Internal Works	2,623	2,621	(2)	
605	Property Services	63	87	24	<u>Current Variance</u> Relates to lower than budgeted technical officer fee income. <u>Initial Outturn Forecast</u> This situation should improve as new capital schemes come are added during the year,
0	Finance Miscellaneous	182	193	11	
(893)	Shopping Centre Income	(223)	(201)	22	<u>Current Variance</u> There are reduced rental payments due to lower occupancy in the Middleton Grange Shopping Centre. An equalisation reserve of £150k exists to offset this effect should the situation worsen.
97	Registration of Electors	11	6	(5)	
108	Municipal & Parliamentary Elections	45	48	3	
(1,541)	Central Administration	108	110	2	
0	Single Status	0	8	8	
119	Finance Management	29	29	0	
168	Council Tax & Housing Benefit Subsidy	0	0	0	
116	Performance Management Misc	42	39	(3)	
923	Accommodation	470	470	0	
924	Accountancy	340	311	(29)	<u>Current Variance</u> There are vacancies in the department , and the savings thereby will offset the variance in the Accountancy Payments division

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
68	Benefits	(1)	(47)	(46)	<u>Current Variance</u> There are a number of vacancies in the Benefits section , however some of this underspend may be absorbed by the temporary staff costs in order to maintain service levels
603	Contact Centre	132	118	(14)	
439	Corp Management Running Exp	109	105	(4)	
684	Corp Strategy & Public Consult	201	190	(11)	
233	Democratic Services	55	56	1	
190	Fraud	33	33	0	
815	HR & Health and Safety	287	291	4	
266	Internal Audit	74	69	(5)	
586	Legal Services	144	144	0	
(110)	Other Office Services	(27)	8	35	<u>Current Variance</u> Shortfall in land search fee income due to the recession, likely to produce a similar shortfall to 2008/09
259	Payments Unit	107	136	29	<u>Current Variance</u> Implementation of the HR/Payroll system has required the use of agency staff and overtime payments. . The overspending in this section will be offset by underspending in the Accountancy section
86	Printing	45	51	6	
141	Public Relations	46	46	0	
92	Registration Services	26	28	2	
1,138	Revenues	298	290	(8)	
(81)	Revenues & Benefits Central	133	132	(1)	
182	Support to Members	45	25	(20)	

FINANCE & PERFORMANCE MANAGEMENT
7.1 Appendix G
REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
338	Training & Equality	86	80	(6)	
6,907	TOTAL	5,588	5,581	(7)	

USE OF RESERVES

The above figures include the 2009/2010 approved budget along with the planned use of Departmental Reserves created in previous years.

The details below provide a breakdown of these reserves

Description of Best Value Unit	Approved 2009/2010 Budget £'000	Planned Usage 2009/10 £'000	Variance Over/ (Under) £'000	Directors Explanation of Variance
Remedial repairs reserve	155	155	0	
Organisational & Corporate Workforce Development	2	2	0	
HR Payroll System	186	186	0	
Social Inclusion/Credit Union	100	100	0	
Finance - The Way Forward	57	57	0	
Finance - Accountancy Section	44	44	0	
Finance - ERDMS roll-out	199	199	0	
Finance - FMS/E-Procurement	186	186	0	
Finance R&B Project 2011	50	50	0	
Corporate Strategy	115	115	0	
	1,094	1,094	0	

REGENERATION & ECONOMIC DEVELOPMENT

7.1 Appendix H

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
1	Administration	143	134	(9)	
1,334	Economic Development	(125)	(147)	(22)	
933	Planning, Policy & Regeneration	306	305	(1)	
(129)	Regeneration Staff Savings	(32)	(78)	(46)	Current Variance Staff turnover savings are higher than the profiled budget at the end of Q1 partly as a result of the recruitment freeze earlier in the year . <u>Initial Outturn Forecast</u> As Business Transformation progresses, more of the staff savings that are generated are likely to be counted against alternative corporate targets and therefore it is not anticipated a significant variance will appear on this line at outturn.
2,139	TOTAL	292	214	(78)	

TRANSPORT & NEIGHBOURHOOD

7.1 Appendix I

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010

Approved 2009/2010 Budget £'000	Description of Best Value Unit	Expected Budget £'000	Actual £'000	Variance to Date - Over/ (Under) spend £'000	Directors Explanation of Variance
3,049	Highways Services	680	701	21	Current Variance. Relates to one-off costs for purchase of equipment such as hand held devices used by highways inspectors. Initial Outturn Forecast The overall level of spending will be managed to be in line with budget by the year end.
7,962	Environment	2,578	2,585	7	
235	Town Care Management	59	58	(1)	
279	Transport Services	61	63	2	
	Minor Works		16	16	
1,064	Engineering Consultancy	272	272	0	
414	Transportation Management Account	105	111	6	
298	Highways Management Account	101	115	14	
14	Traffic Management	3	2	(1)	
(858)	Car Parking	(126)	(65)	61	Current Variance Car parking income is lower than budgeted. A report is currently being prepared for members to address this issue. Initial Outturn Forecast Allowing for seasonal factors the outturn variance is expected to be £200k based on current usage.
1,997	Traffic and Transportation	1,867	1,862	(5)	
14,454	TOTAL	5,600	5,720	120	

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2009/2010USE OF RESERVES

The above figures include the 2009/2010 approved budget along with the planned use of Departmental Reserves created in previous years.
The details below provide a breakdown of these reserves

<u>Description of Best Value Unit</u>	<u>Approved 2009/2010 Budget £'000</u>	<u>Planned Usage 2009/10 £'000</u>	<u>Variance Over/ (Under) £'000</u>	<u>Directors Explanation of Variance</u>
Highways grants	102	102	0	
	102.0	102.0	0.0	

ADULT AND COMMUNITY SERVICES - PROPOSED EFFICIENCIES

7.1 APPENDIX J

Budget heading / Cost Centre	Description	09/10 Budget £'000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Community Forest	Membership of North East Community Forest ended following merger of NECF with Groundwork Trust. In future work to be bid for on a project by project basis.	28	28	28	Full efficiency achieved.
Grounds Maint Contract 1 and 2	Reconfigure attendant provision at Grayfields and Summerhill at a lower cost than the current contractual Arrangements	13	3	13	
Art Gallery Tourist Information	Streamlining of site management rosters and minor adjustments to service opening times, including streamlined private view arrangements.	18	5	18	
Art Gallery Maritime Experience Museum of Hartlepool	To get better value from suppliers by reviewing contracts and replacing them with more efficient ways of working.	22	3.5	14	Part of efficiency relating to NS contract unable to be renegotiated at present worth £18k. Vacancy held and alternative efficiencies to be made in 09-10 to partly offset this shortfall by £10k.
Libraries General Reference Library	Reduce expenditure on library stock; using internal and external data to enable better and more informed purchasing choices to be made. Stock and community profiling in 2009/10 to help identify local usage and key areas of stock. Benefits; improved stock turn [stock attracts more issues], stock better reflects user requirements.	15	4	15	
Central Library Relief Register	Introduction of RFID ie. self issue & receipt of library books, at the Central Library. RFID agreed by Cabinet and approved by IT Partnership Board subject to further clarification of cost analysis. Benefit: staff released from repetitive and manual tasks to improve customer services.	21	5	21	
Community Centres	Restructure of cleaning and caretaking staff within Community Centres to deliver service at lower cost than current arrangements.	20	5	20	
Community Development	Reduction in printing, training and project development fund budgets whilst maintaining service level.	12	3	12	
Borough Building	Refine the working arrangements within the Borough Hall and Sports Centre to maximise targeted activity and use.	20	5	20	
Arts Development	Redirect investment in professional artist fees. This includes reduction of budget from Tees Valley investment Fund to allow direct spend in Hartlepool.	10	3	10	
Support, Time & Recovery Team	Current Support Time and Recovery service over staffed by 2 posts (currently vacant). Reducing this service by these 2 posts will not affect provision and retains the number of staff needed to deliver the service.	39	10	39	Vacant posts to be removed from structure.
Brooklyn Day Centre	Accessing people to mainstream provision rather than building based statutory provision thereby promoting choice and social inclusion.	5	1	5	
Warren Road Day Centre	Reduction in the number of senior link workers to allow a flatter management structure and more flexible working to promote a more modernised and efficient service and release cash for Individual Budgets.	60	15	60	
Learning Disabilities SWAT Team	Co-location of LA and NHS Learning Disability teams at Warren Road, enabling efficiencies across rent and utilities.	30	8	30	
Sensory Loss Team	Physical Disabilities team to be relocated within locality teams to promote integrated and seamless service provision. Team Manager post, currently vacant, to be disestablished.	45	11	45	Restructure completed and efficiency achieved.
Sensory Loss Team	Physical Disabilities team to be relocated within locality teams to promote integrated and seamless service provision. Team clerk post, currently filled by temporary postholder, to be disestablished.	20	5	20	Restructure completed and efficiency achieved.
Warren Road Day Centre	Relocation to share accommodation and thereby reduce costs of rent and utilities by sharing the costs across the LA and NHS.	3	1	3	
Learning Disabilities Agency	Use of the fair price tool kit across the Tees region to allow efficient and equitable pricing by reviewing contracts.	30	8	30	
Learning Disabilities Agency	End block contract for respite care beds service and develop alternative, smaller unit with other respite care alternatives in line with personalised services.	50	13	50	
Adults Management	Review of planning function to link to wider reorganisation of Adult Social care to ensure more efficient processes.	44	11	44	Vacant posts to be removed from structure.
Care Management Team 2	Integration of management structures with PCT.	45	11	45	Restructure completed and efficiency achieved.

Budget heading / Cost Centre	Description	09/10 Budget £000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Duty Team	Re-alignment of skill mix within Duty team - capacity at first point of contact unaffected.	10	3	10	
Support Services	Review of divisional admin staff planned for late 2008. Links to wider Business Transformation programme.	37	9	37	
Workforce Planning & Development	Changes to deployment of training resources, including possible procurement and partnership gains.	15	4	15	
Finance Section	Finance Section receive and manage benefits on behalf of many service users. Departmental Review planned for late 2008, including processes and numbers of referrals.	25	6	25	Vacancy held to meet efficiency in 09-10 pending review of this area under BT.
Older People Purchasing	Hartfields Extra Care Village to be utilised rather than residential care for older people who require substantial levels of support to remain safe. Improve quality of live. Manage financial resources more effectively.	125	31	125	
Leisure Centres	Review of Mill House Leisure Centre staffing and rostering arrangements to maximise efficient working.	20	5	20	Restructure completed and efficiency achieved.
Integrated Care Team 1 and 3	Integration of internal Homecare service and Intensive Support team to create new Direct Care & Support Service. Integration with PCT will support the introduction of Telehealth and offer a more efficient service around rapid response cases. Focussing on early intervention and using specialist workforce to deliver outcomes and transfer less complex work to independent sector.	193	48	193	
Occupational Therapy	Redesign of business processes in Occupational Therapy, building on work completed with Care Services Efficiency Delivery programme, and embracing electronic and home working. Improvements in technology and review of skill mix will lead to more robust scheduling at first point of contact.	35	9	35	Restructure underway and efficiency achieved.
Total for Adult & Community Services		1,010	274	1,002	

CHIEF EXECUTIVES DEPARTMENT - PROPOSED EFFICIENCIES

Budget heading/Cost Centre	Description	09/10 Budget £000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Corporate Strategy	A reduction in a variety of operating expenses within Corporate Strategy division including, as a result of reviews of paper circulation, reductions in printing costs	9.1	2.3	9.1	
Corporate Strategy	Reviews of consultation activity and changes in practise have resulted in a reduced need for fieldwork activities to undertake scheduled consultation	7.0	1.2	7	
Corporate Strategy	Minor reductions in operating expenses	2.5	0.7	2.5	
Corporate Strategy	Reduction in printing costs for Corporate Plan as take up of hard copies has reduced significantly in recent years	1.0	1	1	
Accountancy	Following the implementation of new Financial Management System and review of working practices a vacant Accounting Technician post can be deleted. Whilst, this proposal will not impact on current operational requirements, it reduces capacity to support non core activities, such as new corporate initiatives, support for departmental finance teams when they have vacancies, or support of new grant regimes.	22.0	5.5	22	
Internal Audit	Internal Audit are implementing new audit management software (Teammate) and associated changes to operational practices during 2008/09. These changes will enable a reduction in staffing of 0.3 fte.	7.0	1.8	7	
Recovery and Inspection	Increased net income from extension of Internal Bailiff pilot within HBC to cover 3 officers, with bailiff charges accruing to the Council.	41.0	10.3	41	
HR	Following the implementation of new HR/Payroll System and review of working practices two currently filled HR Administrator posts can be deleted within 3 months of Phase 1A being tested and implemented. Whilst, this proposal will not impact on current operational requirements, it reduces capacity to support non core activities, such as new corporate initiatives or demands from schools under SLA arrangements.	56	0	14	Achievement of this efficiency is dependant on the implementation of the HR/Payroll system , and the saving will be delayed until implementation of the system. It is anticipated that this shortfall should be covered from a higher than expected salary turnover saving within the Chief Executives Department.
HR	Reduced printing and postage costs arising HR/Payroll system	1		1	
Corporate Strategy	A review of operating practices has resulted in the identification of reduced printing and circulation costs and a reduction of 0.5 admin staff	13.4	3.4	13.4	
Total for Chief Executives		160	26	118	

CHILDREN'S SERVICES - PROPOSED EFFICIENCIES

Budget heading/Cost Centre	Description	09/10 Budget £'000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Admin	In setting the 2008/09 budget the department had to incorporate £100k for the back scanning of social care records to comply with legislation. This exercise involves temporary staffing and equipment costs and the exercise should be completed by 31st March 2009.	100	25	100	
Premature Retirement Costs	The department is continuing to experience reduced costs on its PRC (Premature Retirement Costs) budget as former employees and their dependents die. Based on current commitments, savings of £30,000 are projected in 2009/10.	30	8	30	
Youth	A mini restructure as part of integrated working between Connexions and the Youth Service will result in a managerial post being saved. This will release a vacant post yielding a net saving of £40k. There would be no adverse impact on provision for young people.	40	0	40	
Exmoor Grove	Staffing and premises savings have been identified resulting from changes to the shift patterns and opening hours at Exmoor Grove with no adverse impact on service delivery or children accessing service.	90	23	90	Whilst the revised staffing structure is not yet in place, the indication from discussion is that the savings will be achieved. At this stage, staff vacancies have ensured that the budget is not overspent.
Resource Centres	Efficiencies from maintenance and building costs associated with family resource centres.	20	5	20	
Admin Support	Reduction in admin support posts across the Children's Services Department through rationalisation of service and maximising potential benefits of current vacancies.	54	14	54	
School Improvement Partners	Review arrangements in relation to School Improvement Partners and Ofsted inspections to maximise income and reduce costs.	12	3	12	
Co-ordinators	Deletion of Outdoor Education Co-ordinator post.	40	10	40	
School Development & Curriculum	This budget is used to support "one-off" initiatives and to help those schools in challenging circumstances. Deletion of this funding may increase the risk of schools moving into Ofsted or cause for concern category and/or pupil performance declining.	40	10	40	
Pupil Support	Further reduce the subsidy paid to support attendance at Lanehead and Carlton Outdoor Centres by pupils other than those from low income families. Hartlepool currently provides higher subsidies than Middlesbrough and Redcar and Cleveland Councils although the gap narrowed as a result of the 2008/09 budget.	5	1	5	Additional savings have been made in Q1 and this would suggest that the savings will be achieved. However, close monitoring of potential increases in eligibility is essential as the number on Free School Meals.
Admin Support	Reduction of admin support posts across the Children's Services Department through rationalisation of service.	126	32	126	
Primary Swimming	Savings could be made from the use of swimming pools and rationalisation of staff employed to deliver the primary swimming programme. This could involve redundancy costs and/or one off costs to buy out existing contracts.	10	2	10	
Commissioning	Efficiencies could be realised via improved commissioning and procurement practice with external suppliers of daycare.	26	6	26	
Total for Children's Services		593	139	593	

NEIGHBOURHOOD SERVICES - PROPOSED EFFICIENCIES

Budget heading/Cost Centre	Description	09/10 Budget £'000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Pride in Hartlepool	External Sponsorship for Pride in Hartlepool	5	1	5	on target
Consumer Services	Savings in licensing operations based on income predictions / operational needs.	20	4	20	on target
Environmental Standards	Additional income by increasing burial and cremation charges by 10%.	55	10	55	on target
Property Services	Restructure building maintenance and management section	30	30	30	post redundant - will be achieved
Road Safety	Advertising and marketing within road safety section	5	1	5	on target
Environment	Rationalisation of supervision of weekend working	10	2	10	on target
Environment	Reduction of end market costs for the recycling of plastic and cardboard	20	5	20	on target
Environmental Action	Fine income generation through the introduction of dog control orders	10	2	10	on target
Neighbourhood Management	Restructure savings within Neighbourhood Management	86	86	86	redundancies achieved - on target
Overall Budgets	Cash freeze a range of budget headings at 2008/09 level.	25	6	25	on target
N/S facilities management	Reduction of one further member of FM team dealing with schools. Minimal risk.	30	30	30	post redundant - will be achieved
Admin Civic	Reduction in administrative IT support, saving in one post.	21	21	21	post redundant - will be achieved
Grounds Maintenance	Rationalisation of supervisory arrangements resulting in a reduction of two one posts.	24	24	24	post redundant - will be achieved
Consumer Services	Reduction in one technical officers post, Low impact work can be absorbed by current team.	16	16	16	post redundant - will be achieved
Markets	Markets supervision function to be transferred to neighbourhood management. Saving one part time post.	11	2	11	on target
Street cleansing	Modernisation of Cleansing and grounds maint function resulting in savings on vehicle usage.	19	5	19	on target
Property Services	Reconfigure property management service with retirement of staff member	10	2	10	retirement and subsequent restructure achieved
Engineering consultancy	Removal of Principal Engineer post as part of the exercise to combine Building and engineering consultancy divisions. This achieved through normal retirement	18	0	18	retirement due oct 2009 - on target
Engineering consultancy	Combining building consultancy and engineering consultancy will result in the reduction in one managerial post. Minimal risk.	30	30	30	post redundant - will be achieved
consumer services	Reduction in one technical officers post, will require additional training within current team.	26	5	26	on target
Admin BHH	Transfer of one member of admin team to ENDORS function. This will be externally funded.	20	20	20	transfer complete
Dial a ride	Increase charge by 50p per journey which will generate £15,000. A further £15,000 will be achieved from expenditure efficiencies on this service.	30	7	30	Price increase applied - on target to achieve additional income
	Total for Neighbourhood Services	521	309	521	

REGENERATION AND PLANNING PROPOSED EFFICIENCIES

Budget heading/Cost Centre	Description	09/10 Budget £'000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Economic Development: Contribution to Sub Regional Partnerships	Reduction in the HBC contribution to the Joint Strategy Unit. It is expected that the JSU will once again reduce their budget to reflect the national cashable efficiency target. The final saving will depend on the inflation factor used and population statistics applied by the JSU but a reduction in the region of £5,000 could be possible with no effect on the council's services	5	5	5	
Housing Advice / Private Sector Housing	Reduction of a number of supplies and services headings within the Housing Division's budget. A number of minor budgets can be reduced or removed which would together generate a small scale efficiency without a major effect on the service.	15	15	15	
Community Strategy	Reduction in several supplies and services headings within the Community Strategy Division's budget. A number of small budgets can be reduced which would generate a small scale efficiency with a limited negative impact on services.	3		3	
Admin	Reduction in several supplies and services headings within the Support Services Division's budget. Several budgets can be reduced which would generate a small scale efficiency with only a minimal affect on the service.	5	5	5	
Planning Policy and Regeneration Management	A mini restructure within the Planning Policy and Information Team and reduction in budget for supporting the production of Local Development Framework (LDF) related documents by the team and any associated research / consultancy support. This does carry some risk to the delivery of a statutory process but nevertheless is deemed manageable within overall budget resources.	10	10	10	
Inflation Freeze	An inflation freeze imposed on various non contractual budget headings. It is proposed to manage a number of headings without implementing a 2.5% inflation allowance. It is felt that such a freeze could be implemented without a major negative affect on departmental services.	9	9	9	
Youth Offending	YOS Commissioning: Youth Offending Service (YOS) provides a comprehensive service to young offenders, and also works with their family and victims. Several services are provided by the voluntary sector, and the Service Level Agreements have been re-negotiated on an annual basis. A programme to re-commission these services will be developed for 2008-2010. Specifications will be reviewed following consultation with service users	4		4	
Youth Offending	YOS Sessional Workers: The Youth Offending Service requires a pool of sessional workers, with different skills, knowledge and experience to support the full-time staff with their supervision of young offenders. Sessional workers have a contract with HBC which allows them to work flexibly, to suit the requirements for each individual young offender. They are not contracted to work fixed hours per week and are paid by the hour. This proposal will change the funding for sessional workers from HBC mainstream budget, to a grant budget. All other arrangements will remain the same	10	10	10	
Community Safety	Cost of Accommodation. HBC currently supports the Police occupation at 6 of the 7 local offices by funding (or contributing to) the rates, repairs and maintenance and rent (where appropriate) of these buildings. One of these buildings (9 Church Street) is however shortly to be vacated by the Police and it is proposed to accommodate the Partnership's Reducing Re-offending Team within this office. Contributions from the Drug Interventions Programme and Probation towards the running costs of the building will result and consequently reduce the cost to the authority.	10	0	0	There is a likelihood of this efficiency not being met but further consideration of the accommodation issue is necessary. An alternative efficiency source will be identified should this saving not be achieved.
Youth Offending	YOS Admin Post: Due to a full-time vacancy arising with the YOS, a review of the admin capacity has been undertaken and an efficiency saving of 0.5 Fte can be achieved.	10	10	10	There is some cross over with expenditure on expenditure heading 1360. Taken together the efficiency should be achieved.
Admin	Reduction in staffing resources within the Support Services Division. Further work would be required to identify the most appropriate course of action to achieve this efficiency although there appears to be an opportunity (albeit fairly limited) to do this without negatively impacting on existing permanent employees. This would however increase the pressure on team members who at the start of 2007/08 began to support the newly transferred Housing Division with no additional resource.	7	0	7	
Strategic Housing	Reduction in the budget for research activities and specialist studies on Housing. Ongoing specialist work is required to statutorily assess housing needs for the council's housing and planning strategies and to support bids for funding. This proposed reduction does carry risk of the authority failing to adequately identify or respond to local need in statutory services. Some mitigating measures exist through the continuing work with other authorities at the sub regional and regional level and the introduction of Choice Based Lettings will contribute to our understanding of current and emerging housing issues	10	10	10	
Development Control	Development Control fee income: projected fee income increase reflects increased fee rates, widened scope of charging for applications (including related to discharging of conditions) and projected level of future applications, based on patterns over 2007-8, 2008-9 to date and assumptions based on known schemes in the pipeline. Such increase would reduce the net cost of the DC service, whilst allowing the maintenance of existing level of service and performance (which contributes towards level of Housing and Planning Delivery Grant received). Fee income level is monitored throughout the year and overall service budget will be managed to take account of any variance from projected fee income level. There is however RISK attached to this proposed efficiency in view of the reliance on external factors and in particular the current uncertainties in relation to the economic climate.	20	0	20	
Major Regeneration Projects	Major Regeneration Projects: A reduction on this budget heading would be necessary to meet a 3% efficiency saving target. The budget is used primarily to support the Victoria Harbour programme and as such is a high priority. There is a risk of not securing grant funding as a result of this reduction and the lower resource level may slow the momentum of preparation of related schemes.	20	0	20	Significant unexpected expenditure may be required from this heading to support a critical regeneration scheme for the town. This may make this efficiency difficult to achieve from this heading in 09/10 but the position should become clearer by Q2.

Budget heading/Cost Centre	Description	09/10 Budget £000	Efficiency achieved to 30.06.09 £'000	Projected Outturn £'000	Comments
Economic Development Business Grants	Business Grants: proposed reduction in budget relies on reinforcing close working relationship with Business Link North East, One NorthEast and other business support agencies and maximising on signposting/referring business applicants to other sources of finance, with reduced call on Council grant funds. Risk of such a reduction however is that it may undermine the incubation strategy and efforts to promote business start-ups and growth, thereby affecting LAA/MAA targets especially in the current credit crisis	28	28	28	
Economic Development Marketing	Marketing budget: proposed reduction in budget relies on Council being able to benefit from increased levels of awareness-raising, marketing and positive PR generated via other means and agencies, e.g. One NorthEast's Regional Image Strategy, Tall Ships' Race-related PR, property developers' marketing. Risk of such a reduction however is that such other activity is beyond Council control and cannot be guaranteed. There is a case for actually increasing marketing activity related both to property investors/developers/ businesses and to tourists/visitors, given that Hartlepool has an expanding "product" to market, e.g. business units at Queen's Meadow, Tall Ships' Race and potential investment opportunities etc and given the current economic situation.	10	10	10	
	Total for Regeneration & Planning	176	112	166	

Adult and Community Services - Contingency

7.1 Appendix K

Budget heading/ Cost Centre	Cost Centre Code	Description	Risk Probability	Value included in contingency (based on risk probability)	Use of Contingency to 30.06.09	Projected Outturn Use of Contingency	Comments
Sport & Recreation	12210	Launch of Government's free swim initiative consists of 2 elements - Over 60's for which the available funding is known and for under 16's, available funding currently unknown. We will not be made aware of the funding until late Autumn but in the information available to date, there is a hint of some element of match funding being required. If we decide not to go ahead with the initiative, we will not be able to access the capital funding also available to improve swimming pool provision.	Low	10	0	0	Reduced take up of this scheme by other LA's has resulted in Hartlepool's settlement being greater than anticipated. It is not expected that this contingency will be required at this stage.
Older People	17008	Abdell Centre - risk of closing owing to Extra Care scheme at Derwent Grange - possible displacement of individuals resulting in similar circumstance to closure of St. Cuthbert's	High	45	20	45	
Total Contingency				55	20	45	

Chief Executive's Department - Contingency

Budget heading/ Cost Centre	Cost Centre Code	Description	Risk Probability	Value included in contingency (based on risk probability)	Use of Contingency to 30.06.09	Projected Outturn Use of Contingency	Comments
External Audit Fees		Increase in External Audit fees arising from implications of IFRS (as described above). External Auditors will review progress in preparing for IFRS as part of 2009/10 audit work..	Very Low	11	0	0	There has been no indication from the Audit Commission that fees will be increased
Total Contingency				11	0	0	

Children's Services - Contingency
Appendix K

Budget heading/ Cost Centre	Cost Centre Code	Description	Risk Probability	Value included in contingency (based on risk probability)	Use of Contingency to 30.06.09	Projected Outturn Use of Contingency	Comments
Lifelong Learning	22463	Provision of capacity to manage the transfer of 16-19 education and training funding to the local authority. This is required to ensure that effective planning can be put in place to ensure sufficient places for young people can be commissioned from 2010. Funding would provide for a lead officer and a project officer.	Medium	63	0	63	
Community Facilities	Various	A review of the sustainability of Community Facilities operating from schools is under review as requested by the Children's Services Scrutiny Forum. Some facilities are operating at a deficit and it is unlikely that they will be able to generate sufficient income to break even. After maximising access to early years and Standards Funding available to schools it is likely that annual subsidies of between £100,000 and £200,000 per year will be required.	Medium	42	0	42	
Total Contingency				105	0	105	

Neighbourhood Services - Contingency

Budget heading/ Cost Centre	Cost Centre Code	Description	Risk Probability	Value included in contingency (based on risk probability)	Use of Contingency to 30.06.09	Projected Outturn Use of Contingency	Comments
Energy Costs	Various	Rising energy costs. The volatile market makes it almost certain that energy prices will rise by 25% at least in some areas such as electricity this may be more. This will have an adverse affect on budgets across the Council.	High	85	0	85	The price of fuel on the NEPO contract has stabilised. However as we buy fuel in blocks for future periods this position may change. It would be prudent to assume that this funding will be required until at least the next quarter position is Known.
Recycling		This increase is almost certain because of the collapse in the recycling market	High	30	8	30	Recycling market has reached a low and is not anticipated to recover in the immediate future.
Recycling		Household Waste Recycling Centre Contract out to tender this financial year. Expected contract rates will increase.	High	43	12	43	Tender price was as high as anticipated therefore funding will be required.
Total Contingency				158	20	158	

Regeneration and Planning - Contingency

Appendix K

Budget heading/ Cost Centre	Cost Centre Code	Description	Risk Probability	Value included in contingency (based on risk probability)	Use of Contingency to 30.06.09	Projected Outturn Use of Contingency	Comments
Straightline Project	12107	Straightline Project. This is an alcohol awareness project for young people either found in possession of alcohol by the Police or who are identified by other agencies. This successful and well regarded project is funded from LAA Reward Grant. Continued funding will depend on the public's perception of two elements of anti social behaviour (i) teenager hanging around (ii) rowdy and drunken behaviour. This reliance on public perception for future project funding poses some risk and it is proposed a contingency arrangement is considered.	Medium	21	9	21	
Community Safety		Monitoring of CCTV cameras is currently undertaken by Housing Hartlepool, under a Service Level Agreement, which comes to an end in March 09. Costs associated with the SLA are historical, dating back to the mid 1990s, when the council took over the responsibility for CCTV from the Police. The current arrangement with Housing Hartlepool is inextricably linked to the services they provide for Telecare and community alarm monitoring, as part of the Supporting People programme. The monitoring centre staff also provide the Council's emergency and out-of-hours contact point. CCTV monitoring costs paid by the Council do not currently cover Housing Hartlepool's overheads costs for the monitoring centre. The budget increase would cover these overhead costs and ensure continued arrangements for all Council services currently provided from the centre. The increase for 09/10 has been based on a tendering exercise for CCTV monitoring at Longhill ind estate, conducted during 07/08, when Housing Hartlepool won the contract, as the tenderer with lowest price. Increases in subsequent years will be based on RPI.	High	38	0	38	
SLA Waiting List Management		Management and operation of the housing waiting list to ensure proper allocation of housing on the basis of need. This is a statutory service of Hartlepool Council as the Housing Authority. The service is provided through an SLA by Housing Hartlepool, which is the main social housing provider enabling integration with landlord functions, at a nominal cost. Through a required review a realistic cost has been negotiated for the provision of this service and Housing Hartlepool have agreed to provide 50% of the cost subject to Board approval. This provision covers the estimated non budgeted cost to the Council.	High	60	0	60	
Total Contingency				119	9	119	
Total all departments				448	49	427	



Report of: Assistant Chief Executive

Subject: QUARTERLY REVIEW OF STRATEGIC RISK REGISTER

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1. To inform the Cabinet of the current position with regard to the Council's Strategic Risk Register.

2.0 SUMMARY OF CONTENTS

- 2.1 The report describes the current position with regard to the Council's Strategic Risk Register following a review by Corporate Risk Management Group (CRMG) and Corporate Management Team (CMT). The review involves examining risk ratings of existing risks in terms of impact and likelihood and effectiveness of control measures in place to mitigate the risk in conjunction and the identification of any new risks.

3.0 RELEVANCE TO CABINET

- 3.1 The Executive has responsibility for risk management issues relating to their functions. In addition the Finance and Performance Portfolio Holder has responsibility for the Council overall approach to risk management.

4.0 TYPE OF DECISION

- 4.1 Non- key.

5.0 DECISION MAKING ROUTE

- 5.1 Cabinet meeting 24th August 2009.

6.0 DECISION (S) REQUIRED

- 6.1 To note the review and amendments to the Council's strategic risk register and actions being taken.

Report of: Assistant Chief Executive

Subject: QUARTERLY REVIEW OF STRATEGIC RISK REGISTER

1. PURPOSE OF REPORT

- 1.1. To inform the Cabinet of the current position with regard to the Council's Strategic Risk Register.

2. BACKGROUND

- 2.1 In accordance with the Council's Risk Management Strategy the Corporate Risk Management Group (CRMG) has reviewed and updated the Strategic Risk Register. The review has been considered by the Corporate Management Team and the changes reported to Cabinet for consideration.

3. REVIEW OF STRATEGIC RISK REGISTER

- 3.1 A comprehensive review of the Strategic Risk Register took place in the summer of 2008. This fundamental review saw the Strategic Risk Register reduce from 42 risks to 34 risks, with 30 being retained from the original register, 12 moving onto Departmental Risk registers or being deleted and 4 new risks being added. This review was presented and approved at Cabinet on 21st July 2008. At the end of 2008/09 a review of the Strategic Risk Register was completed and the updated Strategic Risk Register is attached as **Appendix 1**.
- 3.2 The table below summarises the current rating of strategic risks. A description of the risk ratings is provided at **Appendix 2**.

Strategic Risk Ratings	Dec 2008 (Q3)	Mar 2009 (Q4)
Red	4	6
Amber	24	23
Green	6	6
Total	34	35

Red risks

- 3.3 The following 6 risks (see table below) are identified as being category red. These are of particular importance for the Council given their combination of impact and likelihood. The Council is constantly striving to seek improvements in the control measures of these risks.
- 3.4 One new risk has been added to the strategic risk register reflecting the worsening economic situation and overall financial implications for the Council. This risk is rated Red and details are described below.

3.5 The six Red risks are:

Resp. Officer	Risk Ref/Risk Description	Comment
Joanne Machers	STR R021 -Future equal Pay Claims	Single Status Agreement almost complete. This may resolve some potential claims. It may however generate a number of equal value claims. This is being monitored by HR and Legal Services.
Joanne Machers	STR R022 - Current Equal Pay Claims including settlement of, or adverse findings of ET of existing equal pay claims	Legal Services continue to present argument to remedies proposals
Denis Hampson	STR R010 – Flu Pandemic	This risk is presently the number one risk identified by central government. The Pandemic Flu Group lead by Sylvia Pinkney is presently writing the Council's Pandemic Flu plan which is the predominant plan with links through to the BCM plan. The Cleveland Local Resilience Forum strategic plan for pandemic flu (multi-agency response) and this plan was tested and exercise in February 2009.
Peter Scott	STR R041 – Failure to realise plans for Victoria Harbour regeneration scheme	Project partners are investigating delivery options for the overall project including consideration of costs, values and funding implications.
Nicola Bailey	STR R045 - Demographic changes to population causing increased demand for adult care services	Steps are being taken to compare Hartlepool's position through a survey organised by the Association of Directors of Adult Social Services and results will be reported to members. This risk is recognised and addressed in the Council's Medium Term Financial Strategy.
Mike Ward	STR R046 - The effects and unpredictability of the current economic downturn and global recession on the local economy jobs and residents and on the ability of HBC to	The effects of the economic downturn on the Council will be widespread including reduced income, increasing demand for services, falling asset values and investment income. More widely

Resp. Officer	Risk Ref/Risk Description	Comment
	deliver the Council Plan and Strategy	the effects will include reduced consumer spending and commercial and industrial trading, a slowdown in the rate of house building and other new construction and sales activity in the region. The Area Assessment currently underway and led by the Audit Commission will comment on the Council's and partner's response to the economic downturn.

Deleted Risks

- 3.5 No risks within the Strategic Risk Register have been deleted at this latest review.

Other Significant Risk Issues

- 3.6 Corporate Risk Management Group also discussed a number of issues and these are summarised below for information with an indication of measures being taken.
- Recent flood at the Civic centre was dealt with quickly and efficiently. The loss of the Civic Centre or other council buildings is identified as a risk and no further action was considered necessary.
 - A power cut in the Owton area of the town raised concerns that residents of care facilities could be reliant on power for equipment such as oxygen supplies. This issue is being considered by the Adult and Community Services Management Team.

Next Review

- 3.7 The Strategic Risk Register is reviewed by the Corporate Risk Management Group on a quarterly basis and reviewed on an annual basis. The next review will be the annual review which will be completed over the next three months and reported to Corporate Management Team and Cabinet when completed.

4. RECOMMENDATION

- 4.1 To note the review and amendments to the Council's strategic risk register and actions being taken.

Appendix 1

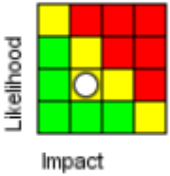
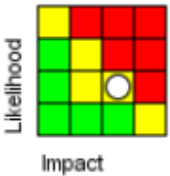
Status Report for SRR

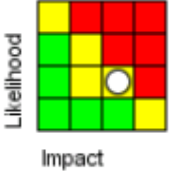
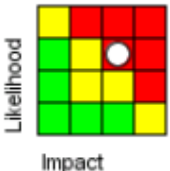
This report shows the status of all risks within the strategic risk register

Generated on: 22 July 2009

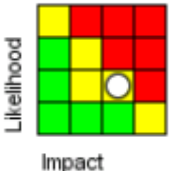
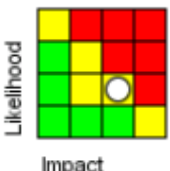
Risks are sorted by Risk Score.within department/division

Code & Title: **STR Strategic Risk Register**
Administered By: **Adult and Community Services**

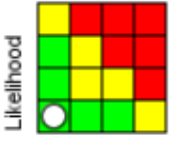
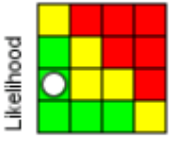
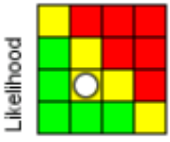
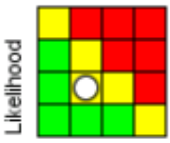
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R042	Tall Ships races - Hartlepool 2010 (ACS R016)		John Mennear	20/01/2009
STR R030	Failure to work in effective partnerships with Health Services		Nicola Bailey	20/07/2009

STR R031	Potential for cost shunting between NHS and HBC re CHC		Nicola Bailey	23/07/2009
STR R045	Demographic changes to population causing increased demand		Nicola Bailey	23/07/2009

Code & Title: **STR Strategic Risk Register**
Administered By: **Childrens Services**

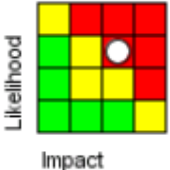
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R001	Failure to plan school provision appropriately		Adrienne Simcock	26/06/2009
STR R002	Failure to appropriately safeguard children		Adrienne Simcock	26/06/2009

Code & Title: **STR Strategic Risk Register**
 Administered By: **Corporate Strategy (CED)**

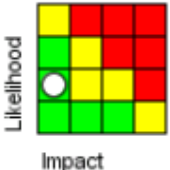
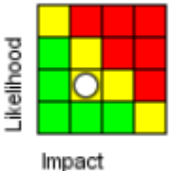
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R020	Fail to make progress on review of ICT contract in a timely fashion reducing the Council's ability to achieve service improvement through use of ICT and/or service disruption		Joan Chapman	20/07/2009
STR R043	Fail to maximise benefits of implementing the Business Transformation Programme		Andrew Atkin	16/07/2009
STR R008	Loss of Council reputation due to both internal and external factors		Andrew Atkin	14/04/2009
STR R033	National & regional needs imposed which may not reflect Hartlepool needs		Andrew Atkin, Paul Walker	14/04/2009

STR R044	Failure to mitigate the effects of a malicious attack	 <p>Likelihood</p> <p>Impact</p>	Andrew Atkin	14/04/2009
STR R007	Experiencing failure or lack of access to Critical ICT systems	 <p>Likelihood</p> <p>Impact</p>	Andrew Atkin	14/04/2009
STR R034	Maintaining the 4* rating of the Council will provide opportunities to influence and positively reflect the achievements of the council	 <p>Likelihood</p> <p>Impact</p>	Andrew Atkin	14/04/2009
STR R035	Change programme / Restructuring of the Authority	 <p>Likelihood</p> <p>Impact</p>	Andrew Atkin	22/12/2008
STR R036	Loss of focus on strategic direction and key priorities (political direction)	 <p>Likelihood</p> <p>Impact</p>	Andrew Atkin	16/07/2009

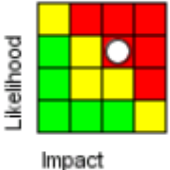
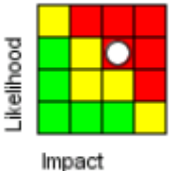
Code & Title: **STR Strategic Risk Register**
Administered By: **Finance Division (CED)**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R046	The effects and unpredictability of the current economic downturn and global recession on the local economy jobs and residents and on the ability of HBC to deliver the Council Plan and Strategy		Mike Ward	31/03/2009

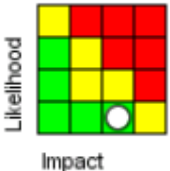
Code & Title: **STR Strategic Risk Register**
Administered By: **Finance Division (CED)**

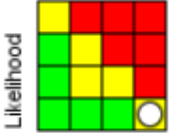

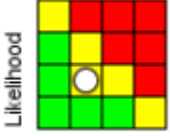
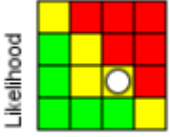
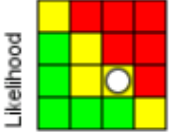
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R025	Absence of robust documentation that sets out the roles and responsibilities of each partner could lead to HBC bearing unnecessary responsibility should the partnership fail to deliver		Mike Ward	20/01/2009
STR R026	Sustainability of grant funded services / projects		Mike Ward	20/01/2009

Code & Title: **STR Strategic Risk Register**
Administered By: **Human Resources (CED)**

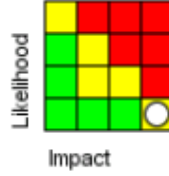
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R021	Future Equal pay claims		Joanne Machers	20/01/2009
STR R022	Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims		Joanne Machers	20/01/2009

Code & Title: **STR Strategic Risk Register**
Administered By: **Neighbourhood Services**

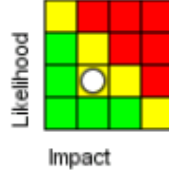
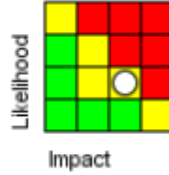
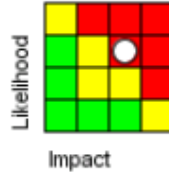
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R024	Failure to maintain trading activity		Keith Smith	15/01/2009

STR R009	Failure to provide council services during emergency conditions		Denis Hampson	23/04/2009
STR R016	Failure to deliver efficiency savings through procurement		Graham Frankland	16/07/2009
STR R017	Financial Viability and capacity of Building Consultancy services		Graham Frankland	17/07/2009
STR R012	Lack of resources to maintain building stock		Graham Frankland	09/07/2009
STR R013	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation		Graham Frankland	09/07/2009

STR R014	Loss of Civic Centre as key building.	<p>Likelihood</p> <p>Impact</p>	Graham Frankland	09/07/2009
STR R015	Environmental and financial consequences of climate change	<p>Likelihood</p> <p>Impact</p>	Graham Frankland	09/07/2009
STR R010	Flu pandemic	<p>Likelihood</p> <p>Impact</p>	Denis Hampson	23/04/2009
STR R006	Contaminated Land	<p>Likelihood</p> <p>Impact</p>	Alan Coulson	14/04/2009
STR R018	Failure to operate vehicles safely	<p>Likelihood</p> <p>Impact</p>	Jayne Brown; Paul Robson	15/07/2009

STR R019	Loss of O License		Paul Dawson; Dave Morton; John Quinn; Paul Robson; Liam Wilkinson	21/04/2009
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Code & Title: **STR Strategic Risk Register**
Administered By: **Regeneration and Planning Services**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Last Review Date
STR R040	Failure to facilitate the redevelopment of HCFE		Peter Scott; Jeff Mason	23/03/2009
STR R039	Effective delivery of housing market renewal affected by external decisions and funding		Peter Scott; Jeff Mason	12/03/2009
STR R041	Failure to realise plans for Victoria Harbour regeneration scheme		Peter Scott; Jeff Mason	23/03/2009

Appendix 2 – Risk Register Ratings

In line with the risk management strategy, each risk is categorised to help ensure a systematic and comprehensive approach to risk management, the categories being:

- Political
- Financial
- Social
- Environmental
- Personnel
- Physical assets
- Information and technology
- Contractors/partners/suppliers
- Reputation

The risk rating is calculated on the basis of impact and likelihood – and the greater the degree of severity and probability, the higher the risk rating, in line with the following matrix:

		IMPACT			
LIKELIHOOD		1 Low	2 Medium	3 High	4 Extreme
Almost certain	4	AMBER 4	RED 8	RED 12	RED 16
Likely	3	GREEN 3	AMBER 6	RED 9	RED 12
Possible	2	GREEN 2	AMBER 4	AMBER 6	RED 8
Unlikely	1	GREEN 1	GREEN 2	GREEN 3	AMBER 4

IMPACT

Extreme	Total service disruption / very significant financial impact / Government intervention / sustained adverse national media coverage / multiple fatalities.
High	Significant service disruption/ significant financial impact / significant adverse Government, Audit Commission etc report / adverse national media coverage / fatalities or serious disabling injuries.
Medium	Service disruption / noticeable financial impact / service user complaints or adverse local media coverage / major injuries
Low	Minor service disruption / low level financial loss / isolated complaints / minor injuries

LIKELIHOOD

Expectation of occurrence *within the next 12 months* -

- Almost certain
- Likely
- Possible
- Unlikely