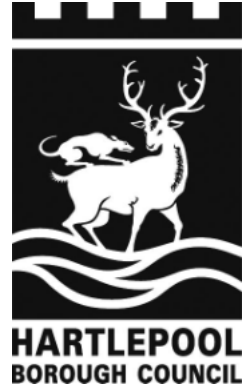


CABINET AGENDA



Monday, 2 November 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

- 3.1 To receive the Record of Decision in respect of the meeting held on 19 October 2009 (*Previously circulated*)

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

- 5.1 Hartlepool Green Infrastructure – Supplementary Planning Document – *Director of Regeneration and Neighbourhoods*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Response to Consultation on Care, Support, Independence – Shaping the Future of Care Together – *Director of Child and Adult Services*
- 6.2 Accommodation for Homeless Young People – *Director of Child and Adult Services and Director of Regeneration and Neighbourhoods*

- 6.3 Business Transformation – Corporate Restructure – Tier 4 Chief Officer Pay And Grading And Slotting In And Outstanding Tier 3 Slotting In – *Chief Executive*

7. ITEMS FOR DISCUSSION / INFORMATION

No items

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985

9. EXEMPT ITEM REQUIRING DECISION

- 9.1 Senior Management Review 2008 (para 2)– *Chief Personnel Officer and Chief Solicitor*

CABINET REPORT

2nd November 2009



Report of: Director of Regeneration and Neighbourhoods

Subject: HARTLEPOOL GREEN INFRASTRUCTURE –
SUPPLEMENTARY PLANNING DOCUMENT

SUMMARY

1. PURPOSE OF REPORT

1.1 Cabinet is asked to support the creation of a Green Infrastructure Strategy for Hartlepool which would take the form of a Supplementary Planning Document (SPD) as part of the Local Development Framework.

2. SUMMARY OF CONTENTS

2.1 The aim of the Green Infrastructure SPD is to produce a strategic approach to developing a network of green corridors and green places within Hartlepool. This report explains how it fits within the Local Development Framework, what the Strategy is seeking to achieve and identifies the positive impacts it could have within Hartlepool, including the potential of the SPD to help draw down funding towards schemes contained within the Strategy.

3. RELEVANCE TO CABINET

3.1 The Hartlepool Green Infrastructure SPD is a strategic document within the Local Development Framework.

4. TYPE OF DECISION

Key

5. DECISION MAKING ROUTE

Cabinet meeting on the 2nd November 2009.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is recommended to support the creation of the Hartlepool Green Infrastructure Supplementary Planning Document.

Report of: Director of Regeneration and Neighbourhoods

Subject: HARTLEPOOL GREEN INFRASTRUCTURE
SUPPLEMENTARY PLANNING DOCUMENT

1. PURPOSE OF REPORT

- 1.1 Cabinet is asked to support the creation of a Green Infrastructure Strategy for Hartlepool which would take the form of a Supplementary Planning Document (SPD) as part of the Local Development Framework.

2. BACKGROUND

- 2.1 In July 2008 Cabinet endorsed the Tees Valley Green Infrastructure Strategy which was produced by the Tees Valley Joint Strategy Unit in partnership with the five Tees Valley Local Authorities and a number of other agencies such as the Environment Agency. The Tees Valley Green Infrastructure Strategy provides a strategic approach to developing a network of green corridors and green places within the Tees Valley. In order to help deliver the aims of the Tees Valley Strategy it is considered that a strategy is needed for Hartlepool which is more site specific and will enable the successful delivery of Green Infrastructure within the town.
- 2.2 One of the greatest challenges facing Hartlepool is to create attractive places and environments that offer a quality of life that will encourage people to stay and will attract new investment and entrepreneurs. In the past Hartlepool has experienced many years of urban flight and previously didn't offer an environment that met the aspirations of residents and people looking to move into the Tees Valley.
- 2.3 Green infrastructure can play a key role in helping to achieve the economic and sustainable vision for Hartlepool and the Tees Valley. The scale of development and regeneration envisaged requires a new way of looking at the environment, and in particular how new development and redevelopment can contribute to environmental quality. The concept of green infrastructure offers a way of achieving closer links between environmental improvement and the major development projects proposed in Hartlepool and the wider Tees Valley. It can also provide an opportunity to adapt to climate change by influencing development and the use of land.

- 2.4 What is Green infrastructure? Green infrastructure is defined as:
"The physical environment within and between our cities, towns and villages. It is a network of multi-functional open spaces, including formal parks, gardens, woodlands, green corridors, waterways, street trees and open countryside. It comprises all environmental resources, and thus a green infrastructure approach also contributes towards sustainable resource management¹."
- 2.5 Green infrastructure planning involves the provision of strategically planned networks that link existing (and proposed) green spaces with green corridors running through urban, suburban, urban fringe, and rural areas. Through the maintenance, enhancement and extension of these networks multi-functional benefits can be realised for local communities, businesses, visitors and the environment. Appropriate strategies, plans and programmes by local partnerships and individual organisations can help to maintain existing green infrastructure, and promote solutions to remedy deficiencies and create new opportunities.
- 2.6 In line with the aims of the Tees Valley Green Infrastructure Strategy it is envisaged that a Green Infrastructure SPD for Hartlepool will help to:
- enhance the quality of place and environment for existing and future communities and potential investors;
 - provide an enhanced environmental setting and context for new development, regeneration projects, and housing market renewal initiatives and produces schemes of high quality design;
 - create and extend opportunities for access, recreation and enhancement of biodiversity, and
 - provide a buffer against the effects of climate change.
- 2.7 The development of green infrastructure is supported by a wide range of national and regional documents which recognise the value of delivering an integrated strategy for green infrastructure. The requirement for a 'Design and Access Statement' introduced in August 2006 as part of the Planning and Compulsory Purchase Act 2004 will provide an opportunity for the principles of green infrastructure to be incorporated right at the start of the planning process for new developments and major projects. The recent Planning White Paper: Planning for a Sustainable Future² stresses the importance of protecting parks and urban green spaces. The recent Housing Green Paper³ sets out how the Government is going to meet the challenge of providing more houses. Within the Green Paper are proposals for eco-town schemes and a new round of Growth Points (Hartlepool is part of the recent Tees Valley Growth Point). The Green Paper emphasises the important role of green spaces within the context of providing more homes. Planning Policy Statements (PPS) such as PPS1 "Delivering Sustainable

¹ Green Infrastructure Planning Guide; Northumbria University, North East Community Forests, University of Newcastle upon Tyne, Countryside Agency, English Nature, Forestry Commission, Groundwork, 2005

² Planning for a Sustainable Future - White Paper; HM Government, Cm 7120, May 2007

³ Homes for the future: more affordable, more sustainable; Department for Communities and Local Government, Cm 7191, July 2007

Development” and PPS9 “Biodiversity and Geological Conservation” also recognise the importance of the environment in creating a quality of life.

- 2.8 At a regional level the Regional Economic Strategy⁴ recognises the priority that must be given to providing high quality natural, heritage and cultural environments that will help to retain, attract and develop skilled workers, entrepreneurs, graduates and visitors. The Strategy notes the role of green infrastructure as a key component of sustainable communities, and the need to maximise the benefits of green infrastructure through sound planning and management. The Regional Spatial Strategy (RSS) for the North East sets out the spatial strategy and priorities for growth in the Tees Valley City Region, including a high priority to improving the environment. Following an Examination in Public into the RSS in 2006, it now gives a greater emphasis to supporting the establishment of strategic networks of green infrastructure.

3 Why do we need a Green infrastructure SPD for Hartlepool?

- 3.1 Although key strategic green spaces and corridors within the Borough, such as the Coastal Arc, Victoria Harbour and the green wedges, are identified within the Tees Valley Green Infrastructure Strategy, this document is seen as a strategic level document which will improve the awareness of green infrastructure and sets an aspirational vision for the development of Green Infrastructure within the Tees Valley, it does not go to the level of detail which will enable smaller, more specific schemes to be identified, prioritised and delivered within Hartlepool.
- 3.2 Being able to identify priorities across the town, in all wards, will enable the local authority to direct funding, that may be accessed through a number of sources in the future, towards suitable and deliverable schemes. Through producing a Supplementary Planning Document as part of the Local Development Framework, which identifies these sites, the local authority will give more strength to any bids or discussions regarding funding for these schemes.
- 3.3 Currently accessing funding for the types of schemes which will be identified within the Green Infrastructure SPD is done on a sporadic basis, without a clear, comprehensive strategy that is aimed at achieving an overall aspiration. The SPD will highlight key priorities and aims to help achieve the towns aspirations for green infrastructure.
- 3.4 Through having a clear strategy it will help in accessing various sources of funding which would not be accessible without clear evidence of need and a strategy for delivery. The types of sources of funding that may be accessible in the future may include Single Programme funding, lottery money, contributions from Section 106 Agreements and Forestry Commission funding.

⁴ Regional Economic Strategy: Leading the Way, One NorthEast 2006

4 Recommendations

- 4.1 Cabinet is recommended to support the creation of the Hartlepool Green Infrastructure Supplementary Planning Document.

CABINET REPORT

2 November 2009



Report of: Director of Child & Adult Services

Subject: Response to Consultation on Care, Support, Independence – Shaping the Future of Care Together

SUMMARY

1. PURPOSE OF REPORT

To provide members with the opportunity to comment on and approve the Hartlepool response to the consultation on Care, Support, Independence – Shaping the Future of Care Together.

2. SUMMARY OF CONTENTS

The green paper sets out the government vision for a new care and support system that is fit for the 21st Century and responsive to the changes in expectations and demographics of society. It attempts to address how the new way forward should be funded, by the state and individuals and identifies three main options on which the government wishes to consult. It also introduces the new concept of a National Care Service.

This report sets out a proposed response to the consultation on behalf of Hartlepool Borough Council following a programme of local consultation.

3. RELEVANCE TO CABINET

The national consultation is relevant to all members of the public. A programme of local consultation has sought views from interested individuals and groups within Hartlepool. The deadline for responses to the consultation is Friday 13 November 2009.

4. TYPE OF DECISION

Non key

5. DECISION MAKING ROUTE

Cabinet – 2 November 2009.

6. DECISION(S) REQUIRED

Approval of the proposed response to the national consultation.

Report of: Director of Child and Adult Services

Subject: Response to Consultation on Care, Support,
Independence – Shaping the Future of Care Together

1. PURPOSE OF REPORT

- 1.1 To provide members with the opportunity to comment on and approve the Hartlepool Borough Council response to the Consultation on Care, Support, Independence – Shaping the Future of Care Together.

2. BACKGROUND

- 2.1 The green paper sets out the government vision for a new care and support system that is fit for the 21st Century and responsive to the changes in expectations and demographics of society. It attempts to address how the new way forward should be funded, by the state and individuals and identifies three main options on which the government wishes to consult. It also introduces the new concept of a National Care Service.
- 2.2 A briefing regarding the consultation was provided to Cabinet on 17th August 2009. At that meeting it was agreed that a further report containing the outcomes of the Hartlepool consultation would be received and a detailed response to the government consultation would be submitted by the 13 November, 2009 deadline.

3. CONSULTATION PROGRAMME

- 3.1 The consultation has been promoted in the national media by several Government departments.
- 3.2 The local consultation has included:
- Presentations to a range of Partnership Boards, Local Implementation Teams and Carers Groups.
 - A presentation to Adult & Community Services Scrutiny Forum.
 - Local workshops to establish a consensus view on consultation questions – afternoon and evening sessions on Tuesday 13 October organised in partnership between the Council and Hartlepool LINK.

3.3 The consultation has been promoted through:

- An article in Hartbeat
- Letters to Residents Associations

3.4 There have also been regional and national events and opportunities to contribute to the national debate have been made available through surveys, postcards, online submissions and questionnaires. Links were also made available from the Council and Hartlepool Now web sites

4. CONSULTATION QUESTIONS

4.1 The Government are posing three national consultation questions to gather the views of all stakeholders.

Consultation Question 1

We want to build a National Care Service that is fair, simple and affordable. We think that in this new system there are six things that you should be able to expect:

- prevention services
- national assessment
- a joined-up service
- information and advice
- personalised care and support
- fair funding

- a) Is there anything missing from this approach?
- b) How should this work?

Consultation Question 2

We think that, in order to make the National Care Service work, we will need services that are joined up, give you choice around what kind of care and support you get, and are high quality.

- a) Do you agree?
- b) What would this look like in practice?
- c) What are the barriers to making this happen?

Consultation Question 3

The Government is suggesting three ways in which the National Care Service could be funded in the future:

- Partnership – People will be supported by the Government for around a quarter to a third of the cost of their care and support, or more if they have a low income.

- Insurance – As well as providing a quarter to a third of the cost of people's care and support, the Government would also make it easier for people to take out insurance to cover their remaining costs.
 - Comprehensive – Everyone gets care free when they need it in return for paying a contribution into a state insurance scheme, if they can afford it, whether or not they need care and support.
- a) Which of these options do you prefer, and why?
- b) Should local government say how much money people get depending on the situation in their area, or should national government decide?

5. CONSULTATION RESPONSE

5.1 Question 1

The general consensus throughout the consultation events was that the proposed National Care Service should be based on the principles of being fair, simple and affordable and should encompass the six key components identified in the consultation:

- prevention services
- national assessment
- a joined-up service
- information and advice
- personalised care and support
- fair funding

Is there anything missing from this approach?

Several respondents emphasised the need for clarity and accountability and the need to take into account local circumstances. Other respondents noted the need for a high quality, well trained and valued workforce in order to deliver the proposed National Care Service effectively.

How should this work?

The consensus was that there was a need for one easily accessible point of contact to avoid duplication and to simplify the system for those who use it. People felt that there needed to be increased emphasis on prevention services and supporting local communities.

People felt that the service should be:

- provided equitably on a nationwide basis (to avoid the postcode lottery)
- flexible to reflect the needs of individuals and local conditions.
- locally and nationally accountable
- monitored to ensure that needs were appropriately met
- based on best practice
- delivered to universally high standards.

- professional in approach
- accessible and easy to understand, with consistency and continuity

Some respondents noted that these issues should form a code of standards that permeates the whole service from top to bottom.

5.2 Question 2

There was universal agreement across all the events that to make the National Care Service work effectively it needed to include services that were joined up, gave meaningful choice about the kind of care and support that would be available and were of high quality.

What would this look like in practice?

Most respondents felt that all organisations including GPs, health services, council departments, housing and benefits needed to:

- work together in effective partnership
- share information and communicate with one another.
- do this ethically and with the explicit consent of individuals concerned

This can then help to build on Joint Strategic Needs Assessment with key partners and lead to meaningful choices for people. Most respondents felt it important to maintain public ownership of the process and a local perspective. Some respondents identified other partners such as churches

Respondents felt strongly that the right support needed to be available at the right time and in the right place and to be maintained until it was no longer required. In order to achieve this several respondents emphasised the need for high quality training and appropriate wages to attract and retain a quality workforce. This then needs to be reinforced by effective monitoring, including spot checks and meaningful involvement of the individuals receiving the support.

What are the barriers to making this happen?

Most respondents were concerned about the current postcode lottery but were also fearful of an imposed 'one size fits all' model. Others identified the boundaries between organisations as potential barriers including professional ownership of and reluctance to share information.

Also noted as potential barriers were:

- The protection of information, services and skills so they remain a professional gift.
- Rivalry between organisations and different cultures.
- Differences in budgetary frameworks and lack of investment.
- Conflicting priorities between services with different performance monitoring and targets.

- The fact that appropriate language which is understandable to those involved, including those with learning disabilities and those whose first language is not spoken or written English is not always used.
- Lack of common training across health, social care and other services.
- Lack of trust between different organisations.
- Impact of local circumstances such as long term unemployment.
- Poor health as a legacy of heavy industry and pollution.
- Resistance to change.
- Lack of a clear message from government and key organisations.

5.3 Question 3

Which of the 3 models was preferred?

There was some concern that there was not sufficient detail to agree any of the three models with great confidence as some people felt that the concepts were vague and figures not specific enough for people to know how they would impact on them individually. With this caution in mind, there was a preference expressed within the three options for the comprehensive model.

There was also a strong feeling from a large proportion of respondents that the tax funded option should be looked at again as potentially the fairest model.

There was considerable caution about involving the insurance industry particularly in light of their current track record and the recent financial crisis.

Other concerns raised included:

- Impact on peoples decision to save or not
- What happens if people choose not to save or build assets?
- What level of means testing would be used for people on low income who could not afford the contribution or insurance payments?
- Greater clarity needed about what happens to those who will not be able to earn or save due to disability or illness. Is there an inherent disincentive to save?

Should local government say how much people get depending on the situation in their area or should national government decide?

Most respondents preferred a mix of local and national input, with a national framework but local discretion.

There was considerable concern that different parts of England were not the same and levels of needs varied vastly and were affected by long term unemployment, deprivation and industrial legacy and poor health as well as cultural and lifestyle differences leading to different ways people live their lives. Therefore grant allocation to an area has not necessarily been fair. There was also a view that Hartlepool had lost out in government funding because of 'floor damping'.

6. RECOMMENDATIONS

- 6.1 That Cabinet note the contents of this report.
- 6.2 That Cabinet agree that a detailed response to the consultation, based on the contents of this report be submitted to Government by the 13 November 2009 deadline.

CABINET REPORT

2 November 2009



Report of: Director of Child and Adult Services and Director of Regeneration and Neighbourhoods

Subject: ACCOMMODATION FOR HOMELESS YOUNG PEOPLE

SUMMARY

1. PURPOSE OF REPORT

This report provides an overview of the current arrangements for homeless young people and identifies the challenges in investing in further provision.

Cabinet are requested to consider the options presented in this paper and authorise a tender process to secure the future provision of a Supported Lodgings scheme for young people.

2. SUMMARY OF CONTENTS

The report contains an appraisal of strategic options in relation to the future provision of supported accommodation to young people.

3. RELEVANCE TO CABINET

The future provision of supported accommodation to young people is of strategic importance to the local authority. The need to enhance the supported accommodation available to young people across the town is a commitment within the following key strategy documents:

- The Children and Young People's Plan;
- The Homelessness Strategy; and
- The Supporting People strategy.

Given this project spans the two new Council Departments, Cabinet are being asked to consider the options contained within the report and provide a strategic steer as to the implementation of these options.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Cabinet on 2 November 2009

6. DECISION(S) REQUIRED

Cabinet are asked to evaluate the options contained in the report and authorise a tender process for the development of a supported lodgings scheme for young people.

Report of: Joint Report of Director of Child and Adult Services and the Director of Regeneration and Neighbourhoods.

Subject: SUPPORTED ACCOMMODATION FOR YOUNG PEOPLE

1. PURPOSE OF REPORT

- 1.1 This report provides an overview of the current arrangements for homeless young people and identifies the challenges in investing in further provision.
- 1.2 Cabinet are requested to consider the options presented in this paper and authorise a tender process to secure the future provision of a Supported Lodgings scheme for young people.

2. BACKGROUND TO REPORT

- 2.1 There is a recognised shortage of supported accommodation for young people in Hartlepool. Existing resources have to operate waiting lists as demand for accommodation exceeds the capacity currently available.
- 2.2 The need to establish additional supported housing for young people is a key issue for the local authority. This is formally referred to in the following strategy documents:
 - The Homelessness Strategy;
 - The Children and Young People's Plan; and
 - The Supporting People Strategy
- 2.3 Some initial scoping work has been undertaken. Analysis shows that in the period between April 2007 and March 2009, 273 young people aged between sixteen and seventeen years presented as homeless to the local authority. This level of demand far exceeds the capacity of the available resources. There are two main projects providing accommodation to young people across the town. These are provided by Tees Valley Housing (St Paul's Road) and Stonham Housing (Gainsford House), both establishments operate waiting lists for young people to access their services. The local authority only accesses "Bed and Breakfast" accommodation for young people in unplanned situations and to ensure the provision of short term accommodation whilst longer term solutions can be identified.

- 2.4 Children's Services Scrutiny Forum looked at the issue of accommodation for young people in January 2009 and concluded that there was a need to increase accommodation available to young people across the town. This paper outlines the main options for doing so. A detailed response to the recommendations made by Children's Services Scrutiny Forum was provided in September 2009 and this document builds upon the action plan contained within that paper.

3. OPTIONS APPRAISAL

- 3.1 Three main options have been scoped for the purposes of this paper report. These are summarised below:

a) Maintain the status quo

To continue with the current level of resource would be a high risk option. Firstly, there is a shortage of accommodation and this is having an impact on the life chances of vulnerable young people from Hartlepool. Secondly, the local authority has committed itself to develop accommodation options in a number of high profile strategic documents and external inspectorates will undoubtedly seek evidence of action. Thirdly, there is a need to develop innovative solutions to this issue in line with the aims of the Business Transformation Programme.

b) Create a new fixed asset

This option would mean the creation of an additional housing resource within the town. This could be either the development of a new purpose built facility or the re-configuration of an existing building.

New Build – Given the budgetary pressures faced by the local authority this option is not financially feasible in the current economic climate. Whilst a business case could be developed to justify the need and demand for such a resource, the local authority is simply not in a position to financially invest in a project of this magnitude in the short term.

Officers across the Council are looking at longer term solutions to this issue and preliminary talks have been conducted with a reputable national charity on the future provision of accommodation. This represents a longer term piece of work but there remains a need for more immediate action to address the housing needs of young people in Hartlepool.

Re-configure existing building – Initial work was undertaken with an existing provider to scope the re-configuration of an existing building on Hutton Avenue. This option is likely to attract concerns from local residents, particularly given that there is already supported accommodation for young people in this Ward. Other options were explored in the Owton Manor and Dyke House areas but both have been discounted given the poor quality of the housing stock available. Generally speaking, any vacant housing stock tends to be in “hard to let” areas.

c) Develop a Supported Lodgings scheme

Whilst there are similarities, supported lodgings is not the same as a fostering service as there is no statutory responsibility on the local authority to provide such a scheme.

The term “supported lodgings” has no regulatory definition yet there are certain features that are common to these schemes:

- It is a form of supported accommodation for vulnerable young people who are not yet fully ready to live independently;
- It is provided by private individuals (“hosts”) who offer a room in their home and provide support to the young person and also receive support from the scheme;
- It aims to provide a safe and supportive environment and an opportunity for young people to develop the skills necessary for independent living.

It is proposed that six Supported Lodgings hosts be recruited across the town to provide accommodation for 16 - 24 year olds. They would be subject to Vetting and Barring procedures (including enhanced Criminal Record Bureau checks) and an assessment process that would be carried out by social care staff qualified to do so. Any prospective host would need to satisfy all of the following selection criteria:

- For safeguarding purposes, be over 25 years of age;
- Resident within 20 miles of Hartlepool town centre;
- Have a spare room in their home;
- Be willing to support a young person in undertaking the domestic and administrative tasks required to live independently and sustain a tenancy.

In return for the provision of supported lodgings, it is proposed that hosts would be paid £210 per week. This figure is based on comparative analysis undertaken on similar schemes in neighbouring areas and would not be classed as household income by the Department for Work and Pensions. Hosts are exempt from paying Income Tax on the first £4,250 pa earned from letting furnished accommodation in their only or main home. Initial discussions with colleagues in the Housing Benefits Team also indicate that this income may also be disregarded by the Department for Work and Pensions for those hosts claiming state benefits. This becomes important as it means there is no financial disincentive for those receiving state benefits to apply to become hosts.

If this option were to be pursued it is proposed that a tender opportunity for the development and management of a Supported Lodgings scheme be advertised as there is insufficient internal capacity and expertise to manage such a scheme. The scheme would also link with other departmental objectives such as the reduction in the number of young people not in education, employment and training (NEET). It is proposed that engagement in education, employment or training would be a condition of tenancy for any young person seeking to access the scheme. Further details on the financial implications of this proposal are contained in section five of this paper.

4. CONSULTATION WITH YOUNG PEOPLE

- 4.1** The Commissioning and Children's Trust Team have consulted with young people and practitioners from across the town. A total of ten young people took part in the consultation. They provided a range of mixed views about their experiences of supported accommodation and the potential development of supported lodgings. There were some strong themes that emerged from the consultation. The most important being their "jaded" views about relationships with adults due to poor experiences. Therefore, a key factor in the success of any supported lodgings scheme will be the experience, skills and abilities of the adults recruited and trained to act as hosts for the project. The other important theme was that young people recognised there is a need for a range of accommodation services to be available. This was in order to meet the different and sometimes complex needs of young people and support them to live successful independent lives within the community.

5. CONSIDERATIONS OF IMPLEMENTING A SUPPORTED LODGINGS SCHEME

- 5.1 Given the financial pressures across the local authority there is a budget limited to £90k per annum to support the development of any supported lodgings project. This level of funding is considered to be sustainable in the short to medium term, with the greatest risk linked to the Connexions contribution which is grant funded. The local authority will re-analyse the financial implications in, or before, March 2011 when future levels of grant funding will have been specified by Central Government. A breakdown of the proposed funding sources is set out in the table below:

Agency	Level of Financial Contribution
Supporting People	£50,000
Social Care	£15,000
Connexions	£10,000
Youth Offending Scheme	£15,000

- 5.2 Negotiations are also underway with colleagues in Economic Development to ascertain if there are any further funding streams that can be accessed.
- 5.3 The cost of the three options given in section are outlined below:
- a) Maintain the status quo – whilst doing nothing would mean that no short-term investment would need to be sourced this would represent a missed business opportunity to make a difference in the longer term.
 - b) Create a new fixed asset – given the limited budget available the creation of a new building or a major reconfiguration of an existing asset could not be afforded.
 - c) Develop a new supported lodgings scheme – with six hosts receiving £210 per week this scheme would have a cost of £65,520 per annum (assuming full occupancy). This would leave sufficient budget to cover any ongoing management costs and the internal costs of tendering this opportunity. It is envisaged that the scheme could be co-ordinated using an existing post within the Housing section to minimise costs. Any tender opportunity would advertise for an agency to recruit, prepare, assess, support and pay supported lodgings hosts.

6. LEGAL CONSIDERATIONS ON IMPLEMENTING A SUPPORTED LODGINGS SCHEME

- 6.1 The proposed implementation of a Supported Lodgings scheme highlights a legal consideration summarised below:

- 6.2 It is being proposed that Supported Lodgings Hosts are aged 25 or over. This is because the scope of the scheme would cover 16 – 24 year olds and it does not seem advisable to have residents who are older than their landlords. This proposed policy would not contravene Age Discrimination legislation as the restriction to over - 25 year olds is deemed proportionate, and has a legitimate aim of safeguarding and promoting the welfare of young people. In short, any discriminatory effect is significantly outweighed by the need to safeguard and promote the well-being of young people.

7. SUMMARY AND RECOMMENDATIONS

- 7.1 There is a shortage of supported accommodation for young people in Hartlepool. There is a need to implement the action points contained in various strategic documents and Officers are developing long and short term strategies to achieve this. Discussions are underway to secure a longer term solution, however, given all young people who require accommodation and support are unable to access services due to the limited capacity currently available, there remains a need for more immediate action.
- 7.2 Cabinet are requested to authorise the development of a supported lodgings scheme following a full tender exercise held in line with the Public Contract Regulations 2006.

8. BACKGROUND PAPERS

Children's Services Scrutiny Forum 12 January 2009
Children's Services Scrutiny Forum 10 September 2009

9. CONTACT OFFICER

Ian Merritt
Head of Commissioning and Children's Trust
Child and Adult Services Department
Telephone – 01429 523 774
e-mail – ian.merritt@hartlepool.gov.uk

CABINET REPORT

2 November 2009



Report of: Chief Executive

Subject: BUSINESS TRANSFORMATION – CORPORATE
RESTRUCTURE – TIER 4 CHIEF OFFICER PAY
AND GRADING AND SLOTTING IN AND
OUTSTANDING TIER 3 SLOTTING IN

SUMMARY

1. PURPOSE OF REPORT

This report is to progress the recommendations from the Cabinet reports of the 26th January, 6th April and 21st September with particular reference to the corporate restructure of the authority.

To ask Cabinet to consider the recommendations of Local Government Employers (LGE) regarding the grading of the fourth tier Chief Officer posts, the slotting-in of the fourth tier Chief Officer posts and an outstanding third tier slotting-in.

2. SUMMARY OF CONTENTS

The Business Transformation programme is designed to improve the efficiency and effectiveness of the Council and one key part of the programme is to deliver a corporate restructure along with new management structures. The business case for this workstream was agreed at Cabinet on 26th January 2009, and further progressed at your meetings of 6th April and 21st September.

Further tiers of management will be devised within cost limits and design guidelines by Directors and Chief Officers, and recruited to in the established way. Implementation will be in accordance with the recently revised policy and procedure documents in relation to reorganisation, redeployment and redundancy.

3. RELEVANCE TO CABINET

Cabinet have authority to determine workforce matters.

4. TYPE OF DECISION

This is not a key decision.

5. DECISION MAKING ROUTE

Cabinet.

6. DECISION(S) REQUIRED

Cabinet are asked to

- 6.1 Agree to implement the recommendations of the LGE regarding the grading of the fourth tier Chief Officer posts.
- 6.2 Agree the proposals regarding the slotting-in of fourth tier Chief Officer posts.
- 6.3 Agree the proposals regarding the outstanding slotting in of employees into third tier posts.
- 6.4 Agree to receive any further reports regarding overall functional structures should it be required as part of the Business Transformation Programme.

Report of: Chief Executive

Subject: BUSINESS TRANSFORMATION – CORPORATE
RESTRUCTURE – TIER 4 CHIEF OFFICER PAY
AND GRADING AND SLOTTING IN AND
OUTSTANDING TIER 3 SLOTTING IN

1. PURPOSE OF REPORT

- 1.1 This report is to progress the recommendations from the Cabinet reports of the 26th January, 6th April and 21st September with particular reference to the corporate restructure of the authority.
- 1.2 To ask Cabinet to consider the recommendations of Local Government Employers Organisation regarding the grading of the fourth tier Chief Officer posts, the slotting-in of the fourth tier Chief Officer posts and outstanding third tier slotting-in.

2. BACKGROUND

- 2.1 The Business Transformation Programme is designed to improve the efficiency and effectiveness of the Council, in part by:
 - identifying and delivering greater synergies in services,
 - holistic (or corporate) approaches to those issues which can be more effectively managed and delivered to the whole organisation,
 - the removal of any barriers to service performance and efficiency which are a result of structural factors,
 - sharing strengths, skills and expertise across the organisation
 - the redesign and integration of systems and processes to be more effective.
- 2.2 One key part of the programme is to deliver a corporate restructure along with new management structures. The business case for this workstream was agreed at Cabinet on 26th January 2009, and further progressed at the Cabinet meetings of 6th April and 21st September 2009. At that time decisions were taken on the functional structures for the three new departments, and it was suggested that wherever it was appropriate and the roles were comparable Chief Officers should be slotted into the new posts. A further report was agreed to be submitted after the slotting-in or ring-fencing of the third tier in respect of the pay and grading and slotting-in of Chief Officers at this fourth tier.

- 2.3 Apart from delivering vital efficiency savings, the functional structures are expected to enable departments to manage outcomes and risk, and to address the Council's aspirations going forward. The intention is to make changes where it would add value, and for these changes to be carried out through a managed and phased process which minimises disruption and periods of uncertainty. The structural changes will also link into a number of other elements of Business Transformation, including Transactional Services and Asset Management, and can be implemented alongside the first round of Service Delivery Options reviews.

3. FOURTH TIER CHIEF OFFICERS

- 3.1 Following the new functional structures there are three fourth tier Chief Officer posts. The three posts are all in the Chief Executive's Department reporting to a Head of Division.

4. JOB EVALUATION PROCESS

- 4.1 Details of the three fourth tier Chief Officer posts have been submitted for external evaluation as agreed at Cabinet in January. The results include individual salary information, and are covered in the confidential appendix (Appendix A) to this report. **This item contains exempt information under Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely Para 2 – Information which is likely to reveal the identity of an individual).** All of the proposals are contained within the existing chief officer salary bandings agreed in 2006.

5. SLOTTING IN AND APPOINTMENT PROCESS

- 5.1 The principles of implementation reflect the Council's previous approach to change management. This has included:
- Confirming employees in posts on the structure where there is limited or no change to duties and responsibilities.
 - Slotting in current employees where the post on the new structure is deemed comparable but not the same.
 - Posts which are comparable but not the same as existing posts and include more than 1 post holder are "Ring-fenced" and restricted to applications from the "selection pool", subject to Appointment Panel processes.
 - Early retirement and voluntary redundancy applications from Chief Officers – where these facilitate the Business Transformation Programme they will be processed and considered by General Purposes Sub Committee in the usual way.
 - Protection arrangements in accordance with the Council's procedure for Managing Reorganisation, Redeployment and Redundancy.
- 5.2 Further tiers of management will be devised within cost limits and design guidelines by Directors and Chief Officers, and recruited to in the established

way. Implementation will be in accordance with the recently revised policy and procedure documents in relation to redeployment, redundancy, and early retirement.

6. FINANCIAL IMPLICATIONS

6.1 This report focuses on the three fourth tier posts reporting to Heads of Division in the Chief Executive's Department.

6.2 Cabinet on 21st September recognised that those posts at Tier 4 would need to be re-evaluated, and that any extra costs would be covered from the contingency for this workstream. It is confirmed that there are no additional costs in relation to the fourth tier Chief Officer proposals.

6.3 Provision has been made for one-off severance costs arising from this workstream, and for any other minor implementation costs.

7. OUTSTANDING THIRD TIER SLOTTING-IN

7.1 Cabinet on 21st September agreed proposals regarding the slotting in or ring-fencing of employees into third tier posts.

7.2 Appendix A to this report, updates Cabinet on progress made since 21st September and asks Cabinet to agree an outstanding third tier slotting-in.

8. CONSULTATION

8.1 The Hartlepool Joint Trades Unions Committee (HJTUC) have been provided with a copy of this report and asked for written comments by 29th October 2009. Trade Unions representatives have also been invited to attend Cabinet and to present their comments. Any written comments from the HJTUC received before the Cabinet meeting will be circulated as soon as possible.

8.2 The three fourth tier Chief Officers have been provided with a copy of this report and the agreed consultation process has been followed. Comments and any revised recommendations arising from those comments will be presented at the Cabinet meeting.

9. CONCLUSION

9.1 The proposals which have been developed as part of this overall transformational programme have been based on a considered view of the current and likely requirements for service delivery and the shape of the Council most suited to delivering this. It should be noted that there may be a further need to review these functional groupings but that this would only be undertaken on the basis of real and identified need and to enable the Authority to both maintain service provision and maximise efficiency.

10. RECOMMENDATION

Cabinet are recommended to:

- 10.1 Agree to implement the recommendations of the LGE regarding the grading of the fourth tier Chief Officer posts.
- 10.2 Agree the proposals regarding the slotting-in of fourth tier Chief Officer posts.
- 10.3 Agree the proposals regarding the outstanding slotting in of employees into third tier posts.
- 10.4 Agree to receive any further reports regarding overall functional structures should it be required as part of the Business Transformation Programme.