

CABINET AGENDA



Tuesday, 6 April 2010

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 22nd March 2010 (previously circulated)

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

- 5.1 Local Authority Carbon Management Programme – Carbon Reduction Strategy and Implementation Plan – *Director of Regeneration and Neighbourhoods*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Youth Offending Service – Core Case Inspection – *Corporate Management Team*
- 6.2 Falcon Road Traffic Management Options – *Director of Regeneration and Neighbourhoods*

7. ITEMS FOR DISCUSSION / INFORMATION

- 7.1 Quarterly Review of Strategic Risk Register – *Head of Performance and Partnership*
- 7.2 Business Transformation – Service Delivery Options Review Programme Report – *Assistant Chief Executive*

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CABINET REPORT

6th April 2010



Report of: Director of Regeneration and Neighbourhoods

Subject: LOCAL AUTHORITY CARBON MANAGEMENT
PROGRAMME - CARBON REDUCTION STRATEGY
AND IMPLEMENTATION PLAN

SUMMARY

1. PURPOSE OF REPORT

To seek approval for a Carbon Reduction Strategy and Implementation Plan.

2. SUMMARY OF CONTENTS

This report introduces the Carbon Reduction Strategy and Implementation Plan, explains the benefits that it will bring, and outlines the main elements within the document.

3. RELEVANCE TO CABINET

In order to achieve challenging carbon reduction targets, top-down support will be vital across the organisation. This will take the form of capital investment in energy efficiency improvements, and also engagement of personnel at all levels.

4. TYPE OF DECISION

Key Test (i and ii) applies

5. DECISION MAKING ROUTE

Cabinet on 6th April 2010.

6. DECISION(S) REQUIRED

That Cabinet agrees the Carbon Reduction Strategy and Implementation Plan.

Report of: Director of Regeneration and Neighbourhoods

Subject: LOCAL AUTHORITY CARBON MANAGEMENT
PROGRAMME - CARBON REDUCTION STRATEGY
AND IMPLEMENTATION PLAN

1. PURPOSE OF REPORT

To seek approval for a Carbon Reduction Strategy and Implementation Plan

2. BACKGROUND

- 2.1 In April 2009, Hartlepool Borough Council (HBC) was accepted onto Phase 7 of the Local Authority Carbon Management Programme (LACMP). Through the programme, the Carbon Trust provides technical and change management support to help Local Authorities realise carbon emissions savings. Membership will provide us with the opportunity to 'put our own house in order' so we can lead by example and encourage others in the community to do the same. The Carbon Reduction Strategy and Implementations Plan (**Appendix 1**) has been produced as a result of this partnership.
- 2.2 The primary focus of the strategy is to reduce emissions under the direct control of the Council arising from building energy use, street lighting, vehicle fleet and water use. The programme is also designed to embrace and engage all Council services and encourages the staff to be actively engaged and involved in "making a difference" to reducing carbon emissions.
- 2.3 The Carbon Reduction Strategy and Implementation Plan has come about as a result of a year long programme of work, with support provided throughout by the Carbon Trust. The strategy covers a five year period from the 2008/09 baseline.

3. THE CARBON REDUCTION STRATEGY AND IMPLEMENTATION PLAN

- 3.1 The Council's annual energy and water spend is approximately £3 million.
- 3.2 The Carbon Reduction Strategy sets out an aspirational five year carbon reduction target of 35% from a 2008/09 baseline.
- 3.3 The carbon footprint of all elements included within the scope of the programme is approximately 17,000 tonnes CO₂.
- 3.4 By reducing energy use, HBC will realise financial benefits.

- 3.5 In order to achieve the 35% target, investment in energy efficiency projects will be required.
- 3.6 A number of projects have been investigated, and quantified savings have been estimated. This information is included in the Projects section of the strategy.

4. FINANCIAL CONSIDERATIONS

- 4.1 If a linear reduction of 35% was achieved over five years, the total cumulative saving would, based on current energy prices, be in excess of £2.6 million.
- 4.2 Of the projects quantified so far, the carbon savings make up around three quarters of the target. The cost of these projects is in the region of 1.95 million. This funding has already been identified through existing budgets, including Building Schools for the Future.
- 4.3 The final quarter of the target must be identified over the remainder of the programme.

5. RISK

- 5.1 It is possible that estimates, benchmark figures and projections used in the strategy and implementation plan may be inaccurate. However, all figures used are from reliable sources, including the Carbon Trust and the Department for Trade and Industry (DTI).
- 5.2 In the highly unlikely event that energy prices fall, any financial savings and cost avoidance will also be reduced.
- 5.3 If work on the programme is not maintained, and funding is not available for projects in subsequent years, the aspirational target will not be reached. It will be vital that momentum is maintained throughout the five year programme.
- 5.4 By making a public announcement of the intention to reduce carbon emissions by 35%, HBC will be committed to deliver. It must be maintained throughout that the target is aspirational.

6. RECOMMENDATIONS

- 6.1 That Cabinet agrees the attached Carbon Reduction Strategy and Implementation Plan, and supports the delivery of the actions involved.

7. CONTACT OFFICER

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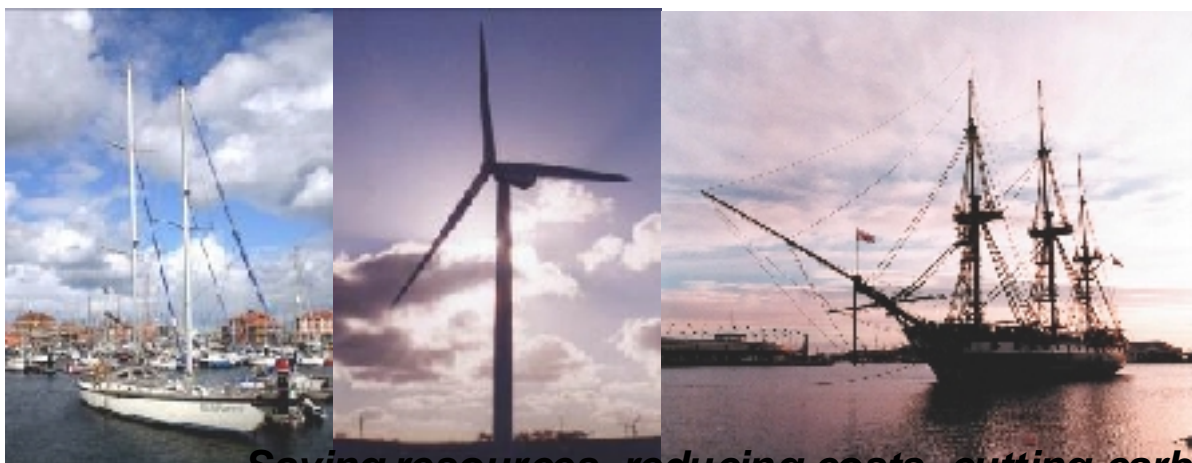
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Hartlepool Borough Council Carbon Action Now (C.A.N.) Programme:

Carbon Reduction Strategy & Implementation Plan



Saving resources, reducing costs, cutting carbon...



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Date: 6th April 2010

Version number: Final Draft to Cabinet

Approval route: CMT/Cabinet

Approval status: Draft for approval



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Foreword from Hartlepool Borough Council's Chief Executive and Political Sponsor.

Climate Change is happening now and the effects are increasingly being noticed globally and locally.

We, as a nation, face major long-term issues as a result of a changing climate including the impact upon the environment and the resulting implications for our health, food security, water resources, biodiversity and social and economic development.

Local Authorities have both an environmental and financial/value for money incentive to improve their energy performance and one of the greatest challenges confronting Hartlepool Borough Council over the next few years will be our ability to show effective leadership in protecting the environment and particularly in reducing the carbon emissions that result from the services we provide.

In April 2009 we were accepted onto phase 7 of the Local Authority Carbon Management Programme, managed through the Carbon Trust. This gives us the opportunity to publicise the excellent work that has already been achieved in reducing carbon emissions and also helps us plan our work for the next 5 years to ensure we achieve the greatest possible savings.

This document sets out a five year plan for the reduction of carbon emissions within Hartlepool Borough Council.

The Council has set itself an aspirational target of reducing its carbon emissions by 35% by 2015. Although this is a very challenging target, we believe it is achievable if we all work together to reduce our carbon footprint.

Signed:

Paul Walker
Chief Executive

Cllr Peter Jackson
Cabinet Member



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Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK inline with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Hartlepool Borough Council (HBC) was selected in 2009, amidst strong competition, to take part in this ambitious programme. HBC partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Plan commits the council to a target of reducing CO₂ by 35% by 20013/14 and underpins potential financial savings to the council of around £8 million.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO₂ emissions. The Carbon Trust is very proud to support HBC in their ongoing implementation of carbon management.

A handwritten signature in black ink, appearing to read "Richard Rugg".

Richard Rugg
Head of Public Sector, Carbon Trust





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Management Summary

Hartlepool Borough Council's (HBC) Carbon Management Programme offers an excellent opportunity to significantly reduce carbon emissions resulting from Council services. With guidance from the Carbon Trust, HBC has set an aspirational target of a 35% reduction in CO₂ emissions over a five year period from 2008/09 to 2013/14. In order for this to be achieved, it is vital that full cooperation is received from all service areas across each of the departments. Quantification of planned and existing projects has taken place during 2009/10, and around three quarters of the target has been covered by these planned and existing projects. The remaining quarter of the target (approximately 1,500 tonnes CO₂) will be sought during the programme, and will be realised by April 2014, when this strategy will be reviewed. Further projects are being investigated, including initial feasibility studies into the potential for renewable energy generation in Hartlepool. If this is found to be a feasible option, renewables will contribute a significant proportion of the remaining 25% of the reduction target. Other options that will help to close the gap between the target and quantified savings include improvements to road transport fuel efficiency, and the further rationalisation of municipal buildings.

The total cost of the projects identified will be in the region of £1.95 million, of which approximately £1.5 million will come via funding from the Building Schools for the Future Programme.

The importance of carbon reduction:

Climate change is currently one of the major threats facing global society, with impacts of increasing severity being seen right down to the local level. The Hartlepool Partnership has committed to act on climate change, and HBC must now take action. There are a number of key drivers for carbon reduction, including

- Reducing HBC's impact on the environment by taking ownership of emissions;
- Inspiring all areas of the local community to adopt more sustainable lifestyles;
- A significant reduction in running costs for HBC services;
- Progress on National Indicators 185, 186 and 194;
- Progress against Local Area Agreement targets;
- Progress against challenging national targets for carbon reduction of 34% by 2020 and 80% by 2050 (based on 1990 baseline);
- Progress against the 10:10 carbon reduction target;
- Progress under the EU's Covenant of Mayors initiative;
- A reduction in financial and reputational risk under the Carbon Reduction Commitment;



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A 2008/09 emissions baseline has been established, and is summarised in Figure 1, below. It is clear that the majority of emissions originate from stationary sources (buildings and public lighting), but there is also a significant contribution from transport.

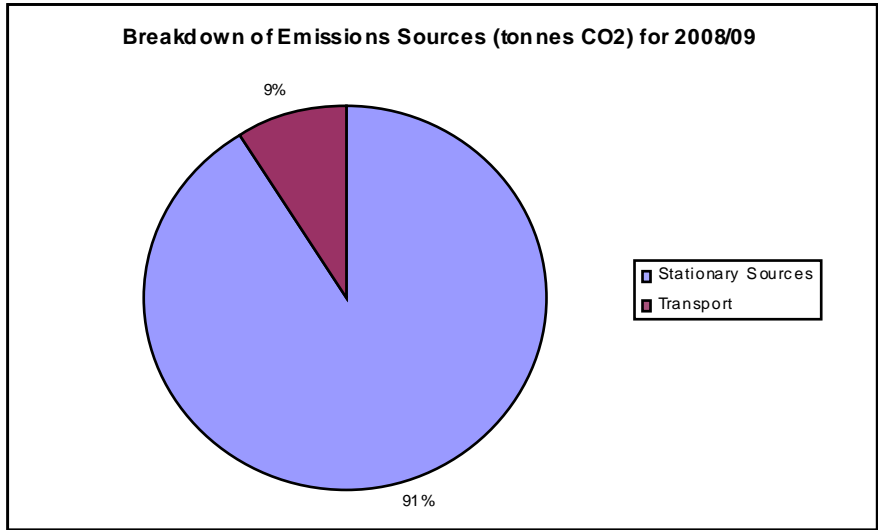


Figure 1 : Emissions sources breakdown

Figure 2 shows the breakdown of emissions under the category of ‘Stationary Sources’, and highlights that fact that schools are responsible for a very significant proportion of the baseline (47%). It will, therefore, be vital that schools are fully engaged.



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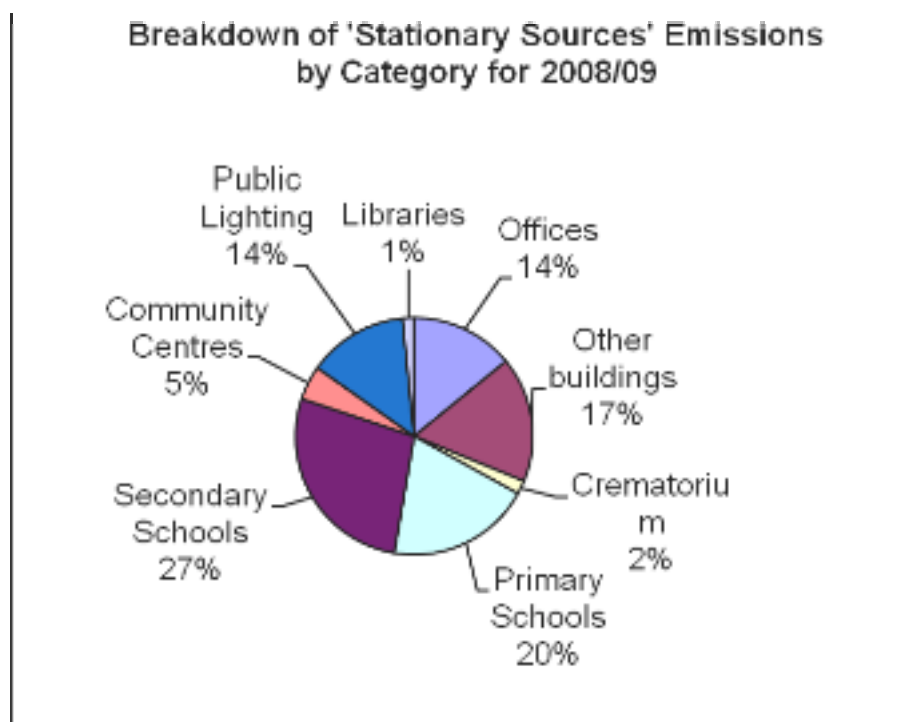


Figure 2: Stationary sources emissions breakdown

Financial considerations:

HBC's total energy and water spend in 2008/09 was approximately £3 million. If a linear 35% reduction was achieved over the five years of the programme, the cumulative financial saving would be in excess of £2.6 million. However, when expected increases in energy costs, as quoted by the Department for Trade & Industry (DTI/DBERR EP68), are taken into account alongside a 'do nothing' scenario, the potential cost avoidance will be far greater. For this target to become a reality, significant investment in buildings, public lighting, the Council's fleet of vehicles, and a comprehensive and wide reaching education programme will be necessary.

Projects included in the Carbon Management Programme:

A wide range of projects, implemented across various sections within the Council will be vital to ensure that carbon saving opportunities are maximised. A selection of some of these projects is outlined below:

- **Voltage Optimisation** – The voltage entering many of HBC's buildings is in excess of the requirements of appliances. This is a result of energy suppliers distributing their product at high voltages to reduce loss from the grid. However, this does have two potential cost implications for HBC:
 1. Energy consumption is higher than necessary.
 2. The lifetime of appliances is reduced when the incoming voltage is high.



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The installation of Voltage Optimisation technology will offer HBC the opportunity to reduce incoming voltage at various sites, which will reduce energy consumption and extend the life of appliances. Although voltage optimisation requires a relatively large capital investment (approximately £30k for the Civic Centre), the potential financial and carbon saving rewards are large.

- ***The Switch Off & Save (S.O.S.) Education Campaign*** – All new and existing staff will be engaged through this comprehensive education campaign. Research by the Carbon Trust has shown that by improving housekeeping alone, it is possible to reduce a building's energy use by up to 10%. S.O.S. will be used as a tool to gain 'buy-in' from employees and ensure that good housekeeping rules are adopted and that a corporate ethos of resource reduction is introduced. S.O.S. also intends to highlight good practice by promoting examples of energy improvements in various council offices.
- ***Schools Environmental Action Initiative (SEAI)*** – Emissions from schools make up approximately half of all HBC emissions, and for this reason, it is vital that schools are fully involved in the programme. The SEAI was expanded in 2009, making it possible to work directly with all schools in the borough. Energy and water use are monitored and potential savings identified. One school to have benefited already is St. Hilda's Primary, where investigations under the SEAI saved the school a considerable amount in energy and water costs, as a result of identifying a leak and improving water efficiency within the school. The S.E.A.I has set a target of a 2% annual reduction in energy usage in all schools by 2011.
- ***Improvements to Street Lighting*** – Work is underway to improve the efficiency of public lighting units. An excellent example of this is the recent use of low energy LED streetlighting, which requires considerably less maintenance, and is far more energy efficient. Furthermore, LED's can provide a higher quality white light, which is proven to have the effect of reducing crime and the perceived fear of crime.

Quantified Savings :

At the time of writing this document, projects identified will contribute 76% of the target reduction. This equates to approximately 4,500 tonnes CO₂. It will, therefore, be vital that projects are identified and implemented to save a further 1,500 tonnes CO₂ during the course of the programme. A number of potential projects are already being discussed, as are a number of large scale aspirational projects. These options will be discussed further over the coming years in order to ensure that the gap between quantified savings and the carbon reduction target is bridged.



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Flexibility:

This document provides an introduction to good carbon management performance, and outlines a number of options that could contribute to a significant reduction in carbon emissions. In order for carbon saving potential to be maximised, this document must not be considered as a blueprint plan for carbon reduction. Instead, it must be a flexible working document that remains adaptable to change and to available technologies. By having a holistic yet flexible approach to carbon management, HBC will be ideally placed to capitalise on new opportunities.



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1 Introduction

Hartlepool Borough Council (HBC) signed up to the Carbon Trust's Local Authority Carbon Management Programme (LACMP) in order to take ownership of, and develop a planned response to bring about a reduction in, its carbon emissions. This document outlines the basis on which this partnership came about, introduces the various challenging targets and actions that are in place, and gives details of the work that will be undertaken to ensure that HBC will meet these challenges.

Hartlepool Borough Council and the Local Authority Carbon Management Programme

In 2009, HBC applied to join and successfully gained a place on the LACMP. This presented an opportunity to develop and put into place a five year plan for carbon reduction, and in doing so, worked through detailed projections of savings that may result from a wide variety of potential projects. A Carbon Management Team (CMT) was established, and included representatives from across the Council. The CMT met on a regular basis to discuss carbon saving opportunities, and to offer expertise in their specialist areas. The CMT was responsible for raising a large number of potential projects, prioritising projects for implementation and quantifying anticipated savings. Strategic guidance and corporate endorsement was provided by a Carbon Management Board, which included the Chief Executive and Cabinet Member, demonstrating HBC's high level of commitment to tackling carbon emissions.

Initial actions undertaken as part of the LACMP can be broken down into five broad categories, as shown in Figure 1



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Figure 1 : The Carbon Trust’s 5 Step Process



This 5 step process was undertaken in year one, and the Carbon Trust provided training, support and guidance at each stage to help to ensure that the processes were successfully completed.



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The Carbon Management Team, which was established as a result of this programme, has been highly influential in the identification and selection of various carbon saving projects, and also in communicating the message to employees. The team includes representation from each of the five main emissions sources set out in section 2.1, placing the authority in an ideal position to significantly reduce emissions. For this reason, the team will remain in place throughout and beyond the five year Carbon Management Programme.

A number of policy changes and revisions are likely to occur as a result of outcomes from the LACMP. One such policy will be the production of a Staff Travel Plan, which will outline a transport hierarchy for staff business travel, and look into alternative methods of travel. The Local Transport Plan is currently under revision, and will determine the future of transport provision within the borough. Climate change will be considered throughout the plan in order to ensure that low carbon alternatives are chosen, and that the impacts of climate change on service provision will be minimised.

A £40,000 Invest-to-Save fund has been established in order to ensure investment in carbon saving projects and initiatives. 50% of all savings achieved as a result of this funding will be re-invested into further energy saving projects, which will ensure that momentum is maintained. Further funding will be sought from various sources to maximise potential carbon savings

1.1 Context and Drivers for Carbon Management

The Global Picture:

Climate Change is now widely considered to pose the single greatest threat to our global existence, and greenhouse gas emissions from human actions are a major contributory factor to the problem. It is vital that we act now to ensure that the inevitable effects of climate change are minimised. If we do not act now, then the effects caused by our changing climate could be catastrophic.

The evidence for climate change is all around us. The ten warmest years on record have all occurred since 1990 (see Figure 2). All nations are already witnessing, first hand, the effects of climate change, and it is widely accepted that those that stand to be most affected by climate change are developing nations that are least prepared for its effects. Joan Ruddock, Minister of State for the Department of Energy & Climate Change (DECC), announced in 2009 that "...climate change is not tomorrow's crisis and is already affecting millions of people across the world. The United Kingdom is working with vulnerable and developing countries to help them cope with the challenges of climate change, and to minimise the risks to their future development".

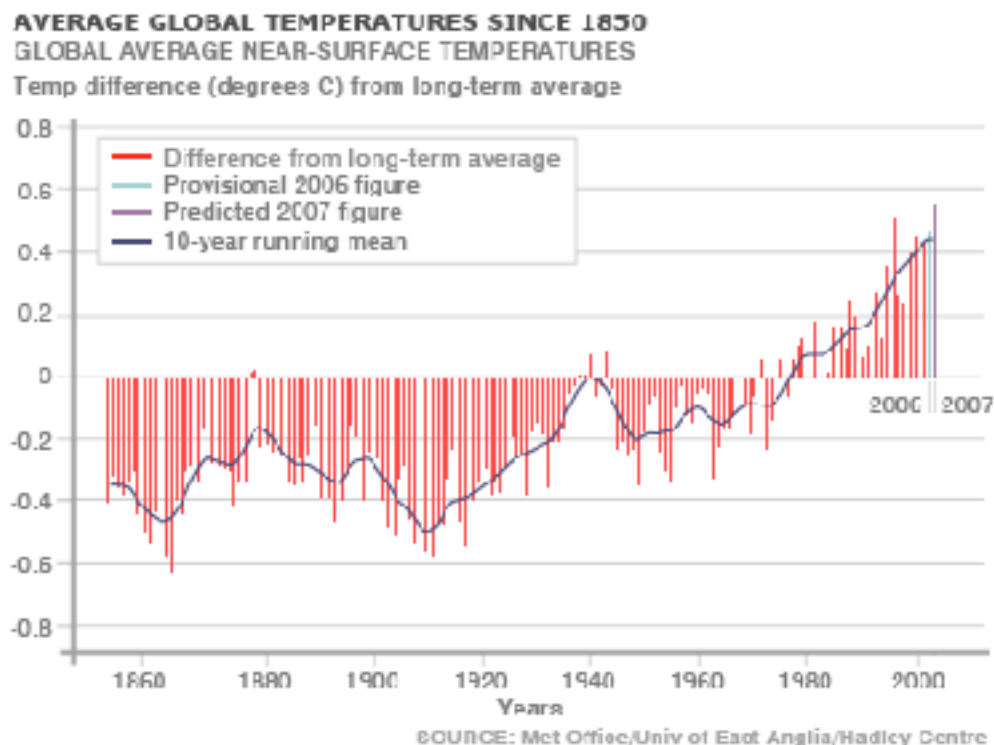
However, climate change issues are not restricted to developing nations. Hurricane Katrina, which hit New Orleans in 2005, and increases in frequency and severity of flooding across Western Europe are strongly linked to the effects of climate change.



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Figure 2: Mean Global Temperatures Since 1850.



The National Picture:

Over recent years, the United Kingdom (UK) has experienced a marked increase in both the frequency and severity of extreme weather events as a result of climate change. The Association of British Insurers (ABI) has warned that insurance premiums are expected to rise as a direct result of this.

The UK is at the forefront of action on climate change, and as a result, has adopted a number of challenging targets for carbon reduction. The 2008 Climate Change Act set targets to reduce CO₂ emissions by 34% by 2020 and by 80% by 2050, both based on a 1990 baseline.

The Local Picture:

The Tees Valley has so far, on the whole, been less affected by climate change than some other parts of the UK. However, climate change impacts are visible across the sub-region, including a number of localised surface water flooding incidents within Hartlepool. Due to Hartlepool's coastal location, it is vital that action is taken to mitigate against climate change, and to adapt to the inevitable consequences that we will see over the coming years. Mitigation will take the form of action to reduce carbon emissions, and this document will be the central element of this for HBC. Work with the community will be important to ensure that the carbon footprint of the borough as a whole is reduced. Work on climate change adaptation will run in parallel with



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mitigation. HBC is an active member of the Tees Valley Climate Change Partnership, and has contributed to the forthcoming Tees Valley Climate Change Strategy. The strategy will outline the priorities for action in the Tees Valley, and will be complemented by an action plan for Hartlepool. The work undertaken within the Council will contribute to this action plan, and is intended to inspire other organisations to do the same.

Hartlepool's Local Strategic Partnership (LSP) has produced a Community Strategy, which outlines Hartlepool's long-term vision. The Hartlepool Partnership's strategic aims cover a range of topics. These aims will be evident in all work undertaken within this strategy, and, as a low carbon economy is considered to be a prosperous and sustainable economy, carbon reduction will contribute to the achievement of the LSP's goals

Drivers for Climate Change:

There are a number of key local drivers for carbon reduction, including

- Reducing HBC's impact on the environment by taking ownership of emissions;
- Inspiring all areas of the local community to adopt more sustainable lifestyles;
- A significant reduction in running costs for HBC services;
- Progress on National Indicators 185, 186 and 194;
- Progress against Local Area Agreement targets;
- Progress against challenging national targets for carbon reduction of 34% by 2020 and 80% by 2050 (based on 1990 baseline);
- Progress against the 10:10 carbon reduction target, which requires a 10% reduction in CO2 emissions during 2010;
- Progress under the EU's Covenant of Mayors initiative; and
- A reduction in financial and reputational risk under the Carbon Reduction Commitment, which will impose a tax on carbon emissions.

1.2 Our low carbon vision

HBC is striving to reduce its carbon footprint in order to reduce its environmental impact, improve resilience in uncertain financial times and reduce its use of natural resources. By leading the way on carbon reduction, HBC will influence other organisations, both within Hartlepool and beyond, to take action to do the same. HBC has set itself an aspirational target to reduce carbon emissions by 35% in five years from a 2008/09 baseline. The LACMP will enable HBC to plan its action on carbon emissions, and will make a move towards a low carbon future possible.



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1.3 Strategic themes

The three major strategic themes of this Carbon Reduction Strategy and Implementation Plan are outlined below:

i) Reduction of resource use in buildings – action will be taken to reduce gas electricity, water and waste usage in all Council managed buildings, including schools. A range of actions will be adopted, including education and behavioural change and investment in new and existing technology.

Although emissions from waste and water make up only a very small proportion of the total carbon footprint, they are very significant, as they are very visible to all employees, and, as above, good practice will be easily transferrable to employees' home lives.

ii) Improved efficiency of vehicle fleet – Although HBC has worked hard to reduce the carbon emissions from its vehicle fleet, there is still a way to go. Improvements to road transport infrastructure, along with the increasing efficiency of vehicles will go some way to improving performance, but more radical changes will be necessary if HBC is to excel in this area;

iii) Targeted awareness raising for all employees – Further education and awareness raising activities aim to develop a change in culture with regards to the use of corporate resources and also highlight the benefits for achieving savings in these areas. Furthermore, if employees are aware of carbon reduction activity at work, it is likely that this will be transferred to their home lives, which will be vital in overcoming climate change.

1.4 Targets and objectives

A carbon emissions baseline has been established for 2008/09. The baseline includes emissions originating from energy use in buildings (including schools), energy use by the public lighting network, fuel use as a result of business travel (fleet vehicles, private vehicle business use, use of public transport, and the outsourced recycling service). Water use and waste originating from council operations will also be monitored in addition to the baseline. Further details of what was included in the emissions baseline scope are given in section 3.1, below.

After careful consideration, it was decided that HBC would set a very challenging carbon reduction target to reflect the high level of commitment to environmental issues that is present across the organisation.

HBC has set an aspirational target to reduce carbon emissions resulting from its activities by 35%, from a 2008/09 baseline, by 2013/14.



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By reducing emissions from council services, and generating positive publicity as a result, HBC will influence other parts of the community, and in doing so, will see a positive effect on scores for NI186: Carbon emissions from the local authority area. By reducing reliance on fossil fuels, HBC will also become more resilient to the volatility of global energy markets, and in doing so, will safeguard jobs and ensure consistent service delivery to the community.

2 Emissions Baseline and Projections

An emissions baseline will be used to monitor success throughout the duration of the programme. The baseline represents the major carbon emissions originating directly from HBC services, and it will be referred back to in order to ensure that HBC is on track to achieve its aspirational target.

2.1 Scope (Emissions targeted for action)

The LACMP baseline includes five main emissions sources, as outlined briefly in section 2.3 (fig 2). In this section we look at each emission source in more detail, and discuss the reasons for their inclusion in the baseline. **Energy & water use in civic buildings** – Energy use in buildings is the major source of carbon emissions across HBC's estate. Although water use makes up only a very small proportion of the baseline, it is considered as an important inclusion, as it is a very visible resource, and has very strong links to climate change.

Energy & water use in schools – Schools are responsible for around half of all emissions originating from HBC's estate, and it is therefore vital that they are covered by the baseline.

Energy use for public lighting – Public lighting is responsible for more than an eighth of the total baseline.

Fuel use by transport – this is split into 3 broader categories: Fleet, business use and public transport. The fleet includes all vehicles owned by the council. Vehicles responsible for the outsourced recycling service are also included in the baseline. Business use covers emissions from work-related staff travel in private vehicles, and is based on mileage claims made by employees. Public transport covers staff travel on buses and trains, as well as taxi's and air travel. Commuting (from home to the usual workplace and back) is not included, as this would be exceptionally difficult to record accurately.

Waste from Council buildings is also included in the baseline.

It is hoped that by including each of the above elements, and putting in place an education and awareness raising campaign, that changes in behaviour will be translated into carbon savings both at home and in the workplace.

HBC has set an aspirational target to reduce its carbon emissions resulting from its activities by 35%, from a 2008/09 baseline, by 2014/15.



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*Emissions **not** included within the scope of this programme.*

Emissions from housing are not included in the emissions scope, as management and maintenance of social housing are covered by Housing Hartlepool.

Indirect carbon emissions from goods procured by the Local Authority;

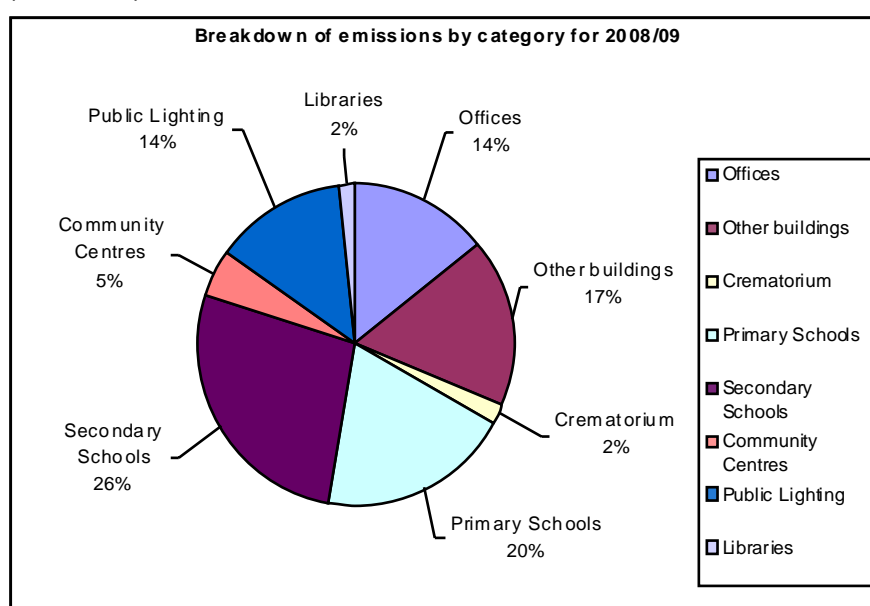
HBC has a sustainable procurement policy, which ensures that all goods and services procured by the council meet set environmental standards. A number of activities and policies have been adopted to ensure that carbon emissions resulting from HBC's procurement process are minimised. Examples of this include contributions to and use of various Tees Valley-wide contracts (agreements with other organisations), to ensure that local suppliers are considered, and that deliveries can be co-ordinated with other organisations to minimise incoming deliver traffic, and thus reduce resultant carbon emissions. Furthermore, a Sustainable Procurement Policy and Strategy is being produced to ensure that opportunities are maximised, and to improve service delivery. In addition to this, work is being undertaken to identify whole life carbon implications of various good and services procured by HBC.

Baseline

The 2008/09 baseline for LACMP is 16,800 tonnes CO₂. An annual figure will be calculated in Quarter 1 of subsequent years to assess progress against this baseline. Figure 3, below, shows the proportions of this baseline originating from each major emissions source.

**The Council's 2008/09
baseline is 16,800 tonnes
CO₂**

Figure 3 Summary of emissions for baseline year (2008/09)





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2.3 Projections and Value at Stake

In order for HBC to achieve the 35% carbon reduction target, it is important to know the predicted future long-term trends for carbon emissions and to establish a 'business as usual' scenario in order to create a comparison which can be used to see the real benefits of taking action. The Department for Trade & Industry's Energy Paper 68 estimates that by taking no action, carbon emissions originating from both stationary sources and fleet operations would be expected to rise at a rate of 0.7% per year (*source DTI/DBERR EP68*). Taking this into account, and breaking down the 35% reduction over the five year period, HBC will be required to reduce emissions by the levels shown in Figure 4 below.

Figure 4: Predicted Business As Usual emissions and target reductions

Year	Predicted Business as Usual Emissions (tCO ₂)	Target Emissions (tCO ₂)
2008/09	16,979	16,979
2009/10	17,098	15,577
2010/11	17,217	14,291
2011/12	17,338	13,112
2012/13	17,459	
2013/14	17,582	

If the carbon saving targets shown above are achieved, significant financial savings will be realised. The current annual energy and water spend is around £3 million. A linear reduction of 35% over 5 years would lead to a financial saving in excess of £2.6 million. Furthermore, anticipated increases in energy prices, alongside a 'do nothing' approach would incur further costs, and so the combined saving/cost avoidance figure will add further value.

A linear reduction in energy and water use of 35% over five years will give direct cumulative financial savings in excess of £2.6 million.

A 35% reduction in energy and water use would allow HBC to reduce its carbon footprint by almost 6,000 tonnes CO₂. To put this figure into perspective, one tonne of CO is enough to fill a hot air balloon, and has the same volume as a 25x10x2m swimming pool. Hartlepool's carbon footprint per capita in 2007 was 7.8 tonnes CO₂, demonstrating the large scale reduction that can be achieved by HBC.

The 35% reduction outlined above applies to both schools and civic buildings. A large proportion of anticipated savings will come about as a result of education and awareness raising activities, which will offer benefits to both schools and civic buildings. This will present cost savings to central council budgets, and also to schools' allocated budgets, and this will be an important element for gaining commitment from all areas of the Council.



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3. Carbon Management Projects

A number of carbon reduction projects have been raised and discussed by the Carbon Management Team, and a number of the significant projects that have been quantified are listed below. Many further projects have been discussed, but are not included here, as they have either been superseded by more desirable projects, or have not yet been quantified accurately enough for inclusion. The project list will remain open to change, in order that it can accommodate new technologies and changes to the structure of Hartlepool Borough Council.

3.1 Existing projects

Ref	Project	Lead Officer(s)	Cost (£)	Annual Saving		Pay back (years)	% of Target	Start year
				Financial (£)	CO ₂ (tonnes)			
1	Switch Off & Save Energy Efficiency Education Programme, including School Environmental Action Initiative (SEAI)	H. Beaman / P. Hurwood	1500	183,266	1,288	0	21.7	2009
2	Reduction in heating temperature in civic buildings (set to 19 degrees Celsius)	A. Williams	0	71,500	1,323	0	22.3	2010

3.2 Planned / funded projects

Ref	Project	Lead Officer(s)	Cost (£)	Annual Saving		Pay back (years)	% of Target	Start year
				Financial (£)	CO ₂ (tonnes)			
3	Replace street lighting photo-cells to reduce running time	B. Golightly	22,000	5,418	65	22	1.1	2011
4	Street lighting improvements at Promenade (installation of LED units)	B. Golightly	76,500	2,292	27	33	0.5	2010
5	street lighting Replace 80W MBFUs with PLL 55W fluorescents	B. Golightly	38,171	1,718	20	22	0.3	2011
6	Lighting Improvements at Mill House Leisure Centre	A. Williams	30,000	3,713	44	8	0.7	2010
7	Server rationalisation	J. Bulman	27,500	5,014	60	7.8	1	2010
8	Disposal of buildings	K. Lucas	0	7,795	104	0	1.7	2010
9	Voltage optimisation at Lynn	R. Graziano	11,363	1,592	19	7.1	0.3	2010



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	Street Depot							
10	Efficiency improvements to Edgar Phillips Building	R. Graziano	3,500	500	9	7	0.2	2010
11	Foggy Furze lighting efficiency project	R. Graziano	1,000	31	1	32	0.1	2010

3.3 Near term projects

Ref	Project	Lead Officer(s)	Cost (£)	Annual Saving		Pay back (years)	% of Target	Start year
				Financial (£)	CO ₂ (tonnes)			
12	Improved recycling facilities for main council buildings (inc community centres)	F. Srogi			16		0.3	2010
13	Timers for tea/coffee boilers	D. Hammond	1,200	1,530	18	0.8	0.3	2010
14	Improved fuel management and targeted HEDS UP training/ awareness raising for inefficient drivers	P. Watson	50,000	88,575	203	0.4	3.4	2010
15	Ban on domestic air travel		0	537	1	0	0.1	2011
16	Replacement of heating system at Tanfield Road Nursery, with investigation into feasibility study for biomass boiler	A. Williams	237,800	12,616	233	18.8	3.9	2010

3.4 Medium to long term project

Ref	Project	Lead Officer(s)	Cost (£)	Annual Saving		Pay back (years)	% of Target	Start year
				Financial (£)	CO ₂ (tonnes)			
17	BSF energy efficiency improvements (investment of £50 per sq. m)	C. Bolton	1,527,810	75,473	1,063	20	17.9	2012

3.5 Projected achievement towards target

Figure 5, below, shows that the above projects will allow HBC to make a great deal of progress towards the carbon reduction target, and will exceed the target emission up to 2011/12. However, it is clear that for the final 35% target to be met, further projects will need to be identified and implemented from 2012 onwards.



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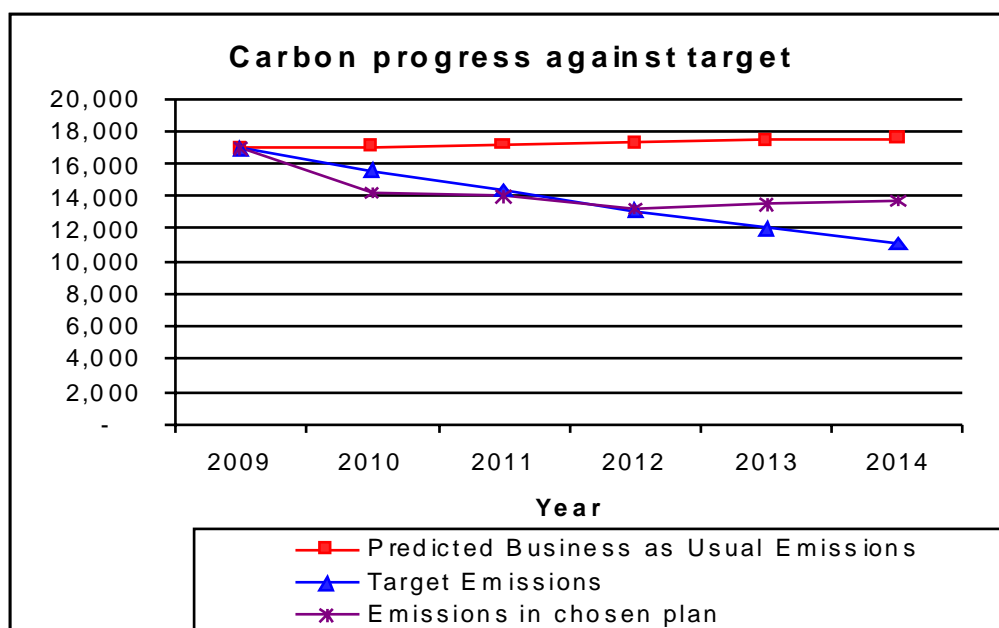


Figure 5 Projection of impact of projects on meeting carbon target

A large proportion of projected savings will originate from two low cost project options: the S.O.S. awareness raising campaign, and the introduction of an upper heating limit in all buildings. Improved housekeeping alone – ensuring that electrical equipment is switched off when not in use, curing draught problems, making use of natural light and ventilation, etc – can lead to savings of up to 10%. As some work has already been undertaken to improve housekeeping, it was estimated that this figure, in HBC's case, is likely to be in the region of 7.5%. In addition to this, by reducing thermostat settings by 1 degree Celsius, an organisation will save around 10% on heating costs. The average temperature across HBC's buildings is 22 degrees Celsius, and so this can be reduced by 2 degrees Celsius.

4 Carbon Management Plan Financing

In order for HBC to implement the projects identified and carried forward in this programme, it will be vital that funding options are fully explored. A number of carbon saving opportunities are already being pursued, and some funding has already been allocated from internal budgets. Individual team budgets will also contribute to localised carbon saving projects. An 'Invest to Save' programme has been established, with an initial pot of £40,000 for energy saving projects. All employees are encouraged to apply for small grants for energy saving projects from this fund. All savings made from 'Invest to Save' will be split equally between the corporate pot and the 'Invest to Save' fund, meaning that the initial £40,000 will grow into a larger fund each year.



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In order for carbon saving potential to be maximised, it will be necessary to source external funding. HBC has been successful in securing approximately £50,000 for street lighting improvements from the North East Improvement & Efficiency Partnership (NEIP). Further external funding sources will also be sought.

In the 2009 budget, the Chancellor of the Exchequer announced that Government had made over £50m available as interest free loans for the public sector for investment in energy efficiency projects. HBC's Executive Portfolio Holder for Finance and Performance gave the go-ahead for the Council to apply for up to £100,000 from Salix Finance Ltd, which was appointed as administrators of this funding. To date, HBC has been successful in obtaining £63,393 in interest free loans from this funding stream.

4.1 Assumptions

All costs and savings stated in this report are based on assumptions made by the Department for Trade & Industry, including:

- anticipated increases in energy costs.
- anticipated 'Business As Usual' (BAU) figures.

Other assumptions include:

- the use of best available carbon saving predictions from potential suppliers
- cost of implementation is based on provisional quotes received from suppliers.

4.2 Benefits / Savings (quantified and un-quantified)

Figure 6, below, outlines the annual carbon saving, through energy reduction, that would result from implementing the quantified projects listed above. It must be noted that the savings shown refer only to these quantified projects, and that all projects awaiting quantification are not included. For this reason, it is anticipated that the cost savings will increase for each year from 2010. Figure 6 represents the fact that effectiveness of implemented projects will deteriorate – eg, boiler efficiency will deteriorate over time. For this reason, the cumulative CO₂ saving is lower for 2014 than for 2013. Further projects will be identified and implemented to ensure that ongoing savings are achieved.

Financial savings will also result, and cost avoidance will also come about as a result of anticipated increases in energy costs, and will, based on predicted increases, reduce running costs significantly. As HBC works towards identifying further projects, and the increases in energy costs are taken into account, the level of cost savings will increase, and the 'Annual cost saving' row in the table will show a considerable increase from 2010 through to 2014.



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	2010	2011	2012	2013	2014
Annual CO ₂ saving	2807.89	3176.86	4056.89	3938.73	3824.01
% of target achieved	47%	53%	68%	66%	64%

Figure 6: Projected cumulative CO₂ savings

Unquantified benefits:

As well as the quantified cost and carbon saving benefits outlined above, success will also lead to benefits for a number of other schemes and projects, including:

- National Indicator 185 – carbon emissions resulting from HBC's estate.
- An improved reputation with employees, as a result of improved working conditions.
- Providing a base from which to encourage other stakeholders within the town to take action.

4.3 Financial costs and sources of funding

The total cost of implementation for the projects outlined above is expected to be in the region of £1.95m, a large proportion of which will be used to fund the Building Schools for the Future programme's energy efficiency measures. Further investment will be required for projects from 2012 onwards if the 35% target is to be achieved.

HBC currently has 7 broad sources of funding for carbon reduction:

- Salix Energy Efficiency Loan Scheme (£63,393) – This is an interest free loan scheme for public sector energy efficiency improvements, where the cost savings accrued are sufficient to cover the cost of repayment of the loan.
- HBC Invest to Save Fund (£40,000)
- Budget Pressures – a number of maintenance projects have been identified for 2010/11, many of which will improve energy efficiency of buildings (£380,000)
- Maintenance Budget (variable, depending on priority needs)
- BSF Carbon Reduction (£1,300,000)
- Individual team budgets (variable)
- External sources (variable)



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5 Actions to Embed Carbon Management within HBC

In order to ensure that carbon savings are maximised, all areas of the organisation must be engaged and actively contributing by proposing and implementing carbon saving projects in their everyday roles. The Carbon Management Board will be responsible for the development of a 'low carbon' ethos within the organisation and in ensuring that 'carbon reduction' is maintained as a corporate priority. This will include ensuring that it is appropriately resourced and that there is adherence to the programme plan to ensure the planned outcomes. The Carbon Management Team will be responsible for investigating and practically implementing the carbon saving potential which can be achieved across the organisation, and by engaging key members of staff at all levels. .

Appendix A shows a carbon management embedding matrix. This was analysed at the beginning of the programme, and the Programme Board and Carbon Management Team discussed Hartlepool's performance and aspirations surrounding this matrix. The results of where HBC was at the start of the programme, and where HBC would like to be at the end of the programme are summarised in figure 7, below (please refer to Appendix A for details of each category).

Figure 7: Current status, and aspirational target for 5 years

	Corp. Strategy	Prog. Management	Responsibility	Data Management	Comms Training	& Policy Alignment	Finance Investment	& Engagement of Schools
Best 5	5		5	5	5	5	5	5
4	x	5		x				
3		x	x		x		x	x
2						x		
Worst 1								
								x = Now
								5 = 5 years time

5.1 Data Management – measuring the difference, measuring the benefit

Data will be gathered on an annual basis, and will be focussed on that collected for NI185, but with the inclusion of waste and water. Work is underway to ensure that data can be collected accurately and efficiently. Responsible staff are now aware of the need for information.

Baseline data collected for both NI185 and LACMP have been used to prioritise and target the buildings that use the most energy. Further targeting will be undertaken each time new data is obtained.



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Progress and measurement of performance will be achieved by incorporating the targets and actions into the corporate performance management system, this requires quarterly updates to be given by 'owners' of actions and reports can be produced for review by the Carbon Management Board.

5.2 Communication and Training – ensuring that everyone is aware

Hartlepool's Switch Off & Save (S.O.S.) Education Programme is already underway, and will involve a short presentation to each team within the Council, outlining why we need to act, how we can all help to cut carbon emissions, and what this will mean on both a local and global scale. The presentation brings in the potential cost savings as a tool to ensure engagement.

The Carbon Management Team has a wide representation from across the Council, and this maximises the visibility of the programme to employees.

An email was circulated to all staff, asking for a more user friendly name for the 5 year campaign. Over 50 entries were received, and a shortlist circulated to the Carbon Management Team for judging. The final name was chosen as it represents the aims and challenges of the programme.

It is hoped that by 'showcasing' key successes within the programme through media such as the Council website and staff newsletters, alongside those less visible (eg Voltage Optimisation), awareness will be raised further.

6 Policy Alignment – saving CO₂ across your operations

Carbon management must be incorporated into all plans, policies and service areas within the council in order for the carbon reduction target to be achieved. This will involve getting the above projects registered on the Council's Corporate Management System, in order that projects can be tracked, and outputs monitored. Below is an explanation of how HBC is working to get carbon management principles across to schools and external suppliers.

6.1 Engagement of Schools – influencing Schools to reduce their carbon footprint

HBC has an established commitment to working with schools to reduce carbon emissions. Two highly significant benefits of engaging schools are: i) schools are accountable for approximately half of the Council's total carbon emissions, meaning



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that reductions in energy use will lead to significant cost savings and a reduction in risk under the Carbon Reduction Commitment; and ii) school pupils are the future generation of decision makers, and so it is vital that they are aware of, and ready to act on, climate change.

HBC's 'Working Neighbourhood' Funded School Environmental Action Initiative, which supports schools on environmental activities, has recently been extended, and challenging targets set for all schools to reach the Eco-Schools Silver level award and to achieve a 2% reduction per annum of energy, waste and water. Further funding needs to be secured to ensure the continuation of this work from March 2011. The Carbon Management Team includes representation from a member of Hartlepool's School Governor's Association, and from the Council representative responsible for the maintenance of school buildings. Hartlepool's Head Teachers Group has been consulted, and support the programme.

6.2 Engagement of Suppliers – working with suppliers to reduce your carbon footprint

HBC has been involved in the formation of a number of Tees Valley procurement agreements, including the following:

- Tees Valley Albany Furniture arrangement
- Greenham Trading – Cleaning & General Hygiene Products
- Arco & Greenham Trading – Protective Clothing
- Window Cleaning – City Clean
- Supply and Servicing of Fire Extinguishers & related equipment – Safe and Sure
- Food Contract – Various Suppliers
- Green Waste Contract – Framework of four contractors within respective areas of Tees Valley
- Household Waste Recycling Centres – J & B Recycling (servicing Redcar and Hartlepool)

By working with local service providers, and with other local organisations, HBC has minimised the carbon emissions resulting from service delivery, and at the same time, providing an improved service to its community. Work will continue to ensure that further progress is made, and will be achieved through the Sustainable Procurement Strategy that is currently being developed. As previously mentioned, work is underway to identify whole life carbon implications of various goods and service, and results will be considered in the procurement process.



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7 Programme Management of the CM Programme

In order for challenging targets to be met, it will be vital that the Carbon Management Programme is managed in an effective way. The programme will bring together a diverse set of projects from across the organisation, and will present an opportunity to encourage improved cross-departmental working. A Carbon Management Team was formed to represent the views of a wide cross section of the authority, and to ensure staff buy-in. A programme Board, made up from senior officers from across the organisation, has been established to oversee the work of the Carbon Management Team, and to offer strategic support and direction.

7.1 The Programme Board – strategic ownership and oversight

A progress report is produced by the Programme Leader and Deputy, and presented to the Board at bi-monthly meetings. The Board review the work that has been undertaken by the Carbon Management Team, and suggest ideas and proposals to enhance the programme. The Programme Leader and Deputy participate in a monthly teleconference with the Carbon Trust, and a Red-Amber-Green (RAG) status is produced to reflect progress made. This RAG status is presented to the Board to ensure that any issues are quickly dealt with.



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Title	Name and position in the LA	Roles and Responsibilities
Chief Executive	Paul Walker CEX	Figurehead for the programme.
Project Sponsor	Dave Stubbs Director of Regeneration & Neighbourhoods	Championing the programme at a high level in the Council Helping to embed carbon management into the policies, management systems and culture of the Council; Reviewing and approving the Strategy and Implementation Plan Presenting or supporting the Plan to senior level decision-making bodies
Councillor Sponsor	Cllr Peter Jackson Cabinet Member	Championing Carbon Management within the Council and engaging with elected members to raise the profile of the Programme.
Finance Champion	Chris Little Chief Financial Officer	The senior finance point of contact for the Project Leader and Project Sponsor(s) in progressing Carbon Management. Informing the project team of key dates & requirements for future funding rounds.
Communications Lead	Alastair Rae Public Relations Manager	Communications and PR expert to assist and promote with the internal communication of the programmes aims to the different stakeholders across the Trust and a key role in generating positive PR and influencing external stakeholders
Procurement Champion	Graham Frankland Assistant Director (Resources)	To ensure that Low Carbon procurement considerations are incorporated within the decision making process
Neighbourhood Services Section Lead	Denise Ogden Assistant Director (Neighbourhood	To ensure that all aspects of the programme are incorporated into the Neighbourhood Services



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	Services)	section service plan
Hartlepool Partnership Representative	Joanne Smithson Head of Performance & Partnerships	To ensure that the Hartlepool Partnership is aware of progress, and that information is disseminated to partners

Programme Board:

7.2 The Carbon Management Team – delivering the projects

The Carbon Management Team meets on a monthly basis to discuss the programme, its projects, and progress made towards achieving set goals.

Role	Name and position in the LA	Contact details
Project Leader	Paul Hurwood Climate Change Officer	Tel: 01429 523316
Deputy Project Leader	Helen Beaman Environment Co-ordinator	Tel: 01429 284276
	Dave Hammond Assistant Energy Manager	Tel: 01429 284276
	Albert Williams Property Manager	Tel: 01429 523323
	Ian Grey Leisure Operations And Development Manager	Tel: 01429 223791
	Helen Beaman Environment Co-ordinator	Tel: 01429 523358
	Steve Hilton Public Relations Officer	Tel: 01429 284065
	Paul Watson Road Safety Team Leader	Tel: 01429 523590
	Bob Golightly Public Lighting Manager	Tel: 01429 523254
	Mike Blair Transportation and Traffic Manager	Tel: 01429 523252
	Fiona Srogi Recycling Officer	Tel: 01429 523806



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	Rocco Graziano Environmental Action Officer	Tel: 01429 522976
	David Hart Strategic Procurement Manager	Tel: 01429 523495
	Cllr. Alison Lilley School Governor Representative	Tel: 01429 523704
	Valerie Hastie Principal Policy Officer	Tel: 01429 523530
	Colin Bolton Building Consultancy Manager	Tel: 01429 523399
	Steve Williams Joint Trade Union Chair	Tel: 01429 523311
	Keith Lucas Asset & Property Manager	Tel: 01429 523237
	John Bulman ICT Client Support Officer	Tel: 01429 284159
	Andrew Robinson Senior Systems Engineer, Northgate	Tel: 01429 284153

7.3 Succession planning for key roles

Succession planning has been an important issue in the formulation of this strategy, as the organisation is currently going through a large-scale restructure, and for this reason, there is an increased risk that members of the Carbon Management Team or Programme Board may change role or leave the authority. Although it has not been considered necessary to elect stand-in representatives for all members of the Carbon Management Team, key members, including Board members, have ensured that cover is available if necessary.

7.4 Ongoing stakeholder management

The Environment Partnership – a sub-group of the Hartlepool Partnership – is attended by representatives from the major stakeholders across the town, including the Council, Housing Hartlepool, the Environment Agency, Hartlepool Volunteer



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Development Agency, and residents. The group will be kept informed of progress in order to ensure that success is celebrated, and that carbon reduction messages are conveyed to the wider community. An annual report will be presented to the partnership, commencing May 2010.

7.5 Annual progress review

An annual progress review will be produced, and will allow for performance to be evaluated by the Programme Board. In order for the carbon saving activities to be successful, this strategy must remain flexible and able to adapt to change as and when issues arise or new technologies are introduced/become more accessible. NI185 scores will be used to measure success, and individual projects will be monitored during implementation. The Carbon Management Project Register (CMPR) is a document that tracks the progress of each of the projects undertaken as part of this programme. The CMPR will be kept up to date throughout the duration of the programme, and all new projects will be added to the register.

Savings against the baseline will be calculated and reported in £'s, tonnes CO2 and energy units, to ensure that the benefits are clear, and relevant to all employees, regardless of their motivation for carbon reduction.

Performance against the carbon management embedding matrix will also be tracked, and an updated assessment of achievement against the matrix will be reported annually.

Appendix A: Carbon Management Matrix - Embedding

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *	ENGAGEMENT OF SCHOOLS
5 BEST	<ul style="list-style-type: none"> Top level target allocated across organisation CO₂ reduction targets in Directorate Business Plans Action plans in place to embed strategy. Progress routinely reviewed 	<ul style="list-style-type: none"> Cabinet / SMT review progress against targets on quarterly basis Regular diagnostic reports provided to Directorates Progress against target published externally 	<ul style="list-style-type: none"> CM integrated in responsibilities of senior managers CM part of all contracts / T's&C's Central CO₂ reduction advice available Green Champions leading local action groups 	<ul style="list-style-type: none"> Regular collation of CO₂ emissions for all sources Data externally verified Monitoring & Targeting in place for: <ul style="list-style-type: none"> buildings street lighting transport/travel 	<ul style="list-style-type: none"> All staff given formalised CO₂: <ul style="list-style-type: none"> induction and training communications Joint CM communications with key partners Staff awareness tested through surveys 	<ul style="list-style-type: none"> Finance committed for 2+ yrs of Programme External funding being routinely obtained Ring-fenced fund for carbon reduction initiatives 	<ul style="list-style-type: none"> CO₂ friendly operating procedure in place Central team provide advice and review, when requested Barriers to CO₂ reduction routinely considered and removed 	<ul style="list-style-type: none"> A 'whole school approach' including curriculum Mature programme of engagement in place CO₂ saving in schools having a wider community impact
4	<ul style="list-style-type: none"> CO₂ reduction commitment in Corporate Strategy Top level targets set for CO₂ reduction Climate Change Strategy reviewed annually 	<ul style="list-style-type: none"> Sponsor reviews progress and removes blockages through regular Programme Boards Progress against targets routinely reported to Senior Mgt Team 	<ul style="list-style-type: none"> CM integrated in to responsibilities of department heads Cabinet / SMT regularly updated Staff engaged through Green Champion network 	<ul style="list-style-type: none"> Annual collation of CO₂ emissions for: <ul style="list-style-type: none"> buildings street lighting transport/travel Data internally reviewed 	<ul style="list-style-type: none"> All staff given CO₂ reduction: <ul style="list-style-type: none"> induction communications CM matters communicated to external community 	<ul style="list-style-type: none"> Coordinated financing for CO₂ reduction projects via Programme Board Funding principles and processes agreed Finances committed 1yr ahead Some external financing 	<ul style="list-style-type: none"> Comprehensive review of policies complete Lower level policies reviewed locally Unpopular changes being considered 	<ul style="list-style-type: none"> A clear emphasis on energy / CO₂ reduction in schools Council activities fully coordinated Broad set of education stakeholders engaged Funding in place
3	<ul style="list-style-type: none"> CO₂ reduction vision clearly stated and published Climate Change Strategy endorsed by Cabinet and publicised with staff 	<ul style="list-style-type: none"> Core team regularly review CM progress: <ul style="list-style-type: none"> actions profile & targets new opportunities 	<ul style="list-style-type: none"> An individual provides full time focus for CO₂ reduction Key individuals have accountability for carbon reduction Senior Sponsor actively engaged 	<ul style="list-style-type: none"> Collation of CO₂ emissions for limited scope i.e. buildings only 	<ul style="list-style-type: none"> Environmental / energy group(s) given ad hoc: <ul style="list-style-type: none"> training communications 	<ul style="list-style-type: none"> A view of the cost of CO₂ reduction is developing, but finance remains ad-hoc Some centralised resource allocated Finance representation on CM Team 	<ul style="list-style-type: none"> All high level and some mid level policies reviewed, irregularly Substantial changes made, showing CO₂ savings 	<ul style="list-style-type: none"> A person has responsibility for Schools CO₂ reduction Schools CO₂ reduction projects coordinated Ad-hoc funding
2	<ul style="list-style-type: none"> Draft Climate Change Policy Climate Change references in other strategies 	<ul style="list-style-type: none"> Ad hoc reviews of CM actions progress 	<ul style="list-style-type: none"> CO₂ reduction a part-time responsibility of a few department champions 	<ul style="list-style-type: none"> No CO₂ emissions data compiled Energy data compiled on a regular basis 	<ul style="list-style-type: none"> Regular awareness campaigns Staff given CM information on ad-hoc basis 	<ul style="list-style-type: none"> Ad hoc financing for CO₂ reduction projects 	<ul style="list-style-type: none"> Partial review of key, high level policies Some financial quick wins made 	<ul style="list-style-type: none"> Ad-hoc schools projects to specifically reduce energy / CO₂
1 WORST	<ul style="list-style-type: none"> No policy No Climate Change reference 	<ul style="list-style-type: none"> No CM monitoring 	<ul style="list-style-type: none"> No recognised CO₂ reduction responsibility 	<ul style="list-style-type: none"> No CO₂ emissions data compiled Estimated billing 	<ul style="list-style-type: none"> No communication or training 	<ul style="list-style-type: none"> No specific funding for CO₂ reduction projects 	<ul style="list-style-type: none"> No alignment of policies for CO₂ reduction 	<ul style="list-style-type: none"> No CO₂ / energy reduction policy for schools

* Major Operational policies and procedures, e.g. Capital Projects, Through Life Costing, Procurement, HR, Business Travel

CABINET REPORT

6 April 2010



Report of: CORPORATE MANAGEMENT TEAM

Subject: YOUTH OFFENDING SERVICE – CORE CASE INSPECTION

SUMMARY

1. PURPOSE OF REPORT

To provide Cabinet with details of the improvement plan associated with the recommendations from the Core Case Inspection of the Youth Offending Service (YOS) and to consider the most appropriate future location of the Youth Offending Service (YOS) within one of the HBC Departments. The service currently operates as part of the Regeneration and Neighbourhoods department.

2. SUMMARY OF CONTENTS

In April 2009 the Inspection of Youth Offending Programme replaced the previous Inspection arrangements and comprises of:

- A Core Case Inspection, assessing the quality of work with children and young people who offend, with particular focus on Risk of Harm to others and Safeguarding of Children.
- A Thematic programme covering other aspects of Youth Offending work such as gangs, prevention, alcohol and Court work.

On 22nd December 2009, Cabinet received a confidential report on the results of the Core Case Inspection of youth offending work as the report had not been made public at that point and was subject to embargo and a verbal update on the result of the inspection was provided. The Inspector's report was under a publication embargo until 13th January 2010. Cabinet asked that a further report be submitted once the improvement plan addressing the recommendations within the Inspection report had been developed.

The report incorporates a summary of the findings of the Core Case Inspection of youth offending and the improvement planning following this.

It is on the basis of these findings that this report, encompassing the improvement plans for the service and a consideration of the most appropriate structural location to ensure that we are in the best position to address the concerns raised by the Inspectorate whilst minimizing any potential risks to individuals around safeguarding.

To place the overall position of the function in context a summary of the findings from the thematic Inspection of youth crime prevention work in Hartlepool for children and young people aged eight to thirteen is included.

The YOS is currently part of the Community Safety & Protection Division within Regeneration & Neighbourhoods Department and the information provided and the decision taken in respect of the location of this function as part of the restructure are included

The report considers the structural location of the YOS to ensure that it is best placed to address the concerns identified through the inspection and to deliver a service which meets the needs of users, ensures that safeguarding matters are adequately addressed and that responsibilities and accountabilities are appropriately aligned with statutory requirements

The report also provides information in respect of the legislative and statutory framework for this function and identifies key roles and responsibilities.

Three options for the potential location of the function are incorporated in the report, these being to leave the function within Regeneration & Neighbourhoods, to move the function to Child & Adult Services or to wait to make the decision until after the re-inspection, which will occur approximately 12 months after the original inspection in October 2009

For each of the options identified a range of advantages and disadvantages have been identified taking into account the information in this report and the inspection findings. These are not comprehensive as there are a range of other factors which may come into the considerations of Cabinet.

In addition to the inspection findings, legal considerations and options in terms of the location of the function a number of risk considerations have been identified in the report taking into account the need to ensure that the issues raised by the inspection can be addressed in the most robust manner available to the authority and that the authority ensures that safeguarding matters are adequately addressed and the additional serious consideration raised in the report which is that currently responsibilities and accountabilities are not appropriately aligned with statutory requirements. It is important to consider this matter as part of the decisions on the structural location.

Cabinet need to consider the advantages and disadvantages for the potential structural location, the legal framework and inspection results to

ensure that risk is minimized and action can be taken in a timely, appropriate and effective manner

It is the view of Corporate Management Team that Option B in the report, move the service to Child and Adult Services, should be progressed immediately.

3. RELEVANCE TO CABINET

The decision relates to the location of one of the functions in the overall structure of the Council and is therefore a Cabinet Decision

4. TYPE OF DECISION

Non key decision.

5. DECISION MAKING ROUTE

Cabinet 6th April 2010

6. DECISION(S) REQUIRED

Cabinet is recommended to;

- i) Agree the Improvement Plan, based on the Inspector's recommendations which are attached at **Appendix 1**.
- ii) Note the results of the thematic youth crime inspection results which are attached as **Appendix 2**.
- iii) Consider the Corporate Management Team recommendation that Option B in the report be progressed, that the Youth Offending Team be relocated to Child and Adult Services, Safeguarding and Targeted Services Division and either agree this or identify their preferred option.

Report of: Corporate Management Team

Subject: YOUTH OFFENDING SERVICE – CORE CASE INSPECTION

1. PURPOSE OF REPORT

- 1.1 To provide Cabinet with details of the improvement plan associated with the recommendations from the Core Case Inspection of the Youth Offending Service (YOS) and to consider the most appropriate future location of the Youth Offending Service (YOS) within one of the HBC Departments. The service currently operates as part of the Regeneration and Neighbourhoods department.

2. BACKGROUND

- 2.1 In April 2009 the Inspection of Youth Offending Programme replaced the previous Inspection arrangements and comprises of:
- A Core Case Inspection, assessing the quality of work with children and young people who offend, with particular focus on Risk of Harm to others and Safeguarding of Children.
 - A Thematic programme covering other aspects of Youth Offending work such as gangs, prevention, alcohol and Court work.
- 2.2 On 22nd December 2009, Cabinet received a confidential report on the results of the Core Case Inspection of youth offending work as the report had not been made public at that point and was subject to embargo and a verbal update on the result of the inspection was provided. The Inspector's report was under a publication embargo until 13th January 2010. Cabinet asked that a further report be submitted once the improvement plan addressing the recommendations within the Inspection report had been developed.

3 CORE CASE INSPECTION RESULTS

- 3.1 The Core Case Inspection of youth offending work was completed by Her Majesty's Inspectorate of Probation during October 2009. The inspection examined a representative sample of youth offending cases and has judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality. A copy of the full report is available at <http://www.justice.gov.uk/inspectorates/hmi-probation> An Improvement Plan, based on the Inspector's recommendations is attached at **Appendix 1.**

- 3.2 The inspector's report released on 13th January 2010 makes the following comments: "Over the area as a whole, we judged that the Safeguarding aspects of the work were done well enough 41% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 52% of the time, and the work to make each individual less likely to reoffend was done well enough 53% of the time".

These figures can be viewed in the context of our findings from the region inspected so far. To date, the average score for *Safeguarding* work has been 63%, with scores ranging from 38%-82%, the average score for *Risk of Harm* work has been 57%, with scores ranging from 36-85%, and the average score for *Likelihood of Reoffending* work has been 65%, with scores ranging from 50-82%.

We found that improvements were needed in the quality of assessment and planning and work to manage vulnerability and Safeguarding. We also found that work with children's service was not sufficient in all cases to safeguard all children and young people. There was a significant number of children and young people who were vulnerable due to either their own or other people's actions.

We noted that staff had good working relationships with children and young people, and that some retained contact with the YOS when their order had finished. Overall, we consider this a disappointing set of findings, with the performance around vulnerability and Safeguarding being of particular concern".

- 3.3 It is on the basis of these findings that this report, encompassing the improvement plans for the service and a consideration of the most appropriate structural location to ensure that we are in the best position to address the concerns raised by the Inspectorate whilst minimizing any potential risks to individuals around safeguarding.

4 THEMATIC YOUTH CRIME PREVENTION INSPECTION RESULTS

- 4.1 To place the overall position of the function in context it is useful to also identify that at thematic Inspection of youth crime prevention work in Hartlepool for children and young people aged eight to thirteen was undertaken by Her Majesty's Inspectorate of Constabulary during the week commencing 14th December 2009. There will be no formal report relating to the work in Hartlepool, as a National report on prevention work will be published in June 2010. The Inspection team however provide a letter giving informal feedback to the areas taking part in the Inspection. Hartlepool was offered the opportunity by the Regional Youth Justice Board team to participate in this Thematic inspection, and was one of only 7 areas nationally to be inspected. The National report will include examples of good practice from all these areas.

4.2 The Inspectors examined a representative sample of cases and observed work being undertaken with children and young people. Youth crime prevention work with children and young people is delivered through the Team around the Primary School, the Family Intervention Project, the Team around the Secondary School and the Youth Inclusion Programme. Children and young people at risk of becoming involved in crime, anti-social behaviour, or social exclusion are identified at an early stage and packages of support are offered to their families, to address the risk factors and promote positive factors and are lead by Child and Adult Services. A multi-agency approach is taken to the work and involves representatives from the Local Authority, Police, Health, Probation and the voluntary sector.

4.3 The feedback letter attached at **Appendix 2** provides information on strengths and areas for improvement. These will be incorporated into the Youth Offending planning process for 2010/11. The inspector's letter states that

"Hartlepool's prevention approach was, in our collective opinion, the best structured one we have seen in our fieldwork. This structure is also supported by excellent professional relationships between all agencies, a genuine common purpose ethos was detected. All should be congratulated on this achievement".

5.0 CURRENT LOCATION OF THE YOUTH OFFENDING SERVICE

5.1 The YOS is currently part of the Community Safety & Protection Division within Regeneration & Neighbourhoods Department. This was considered and specifically agreed by Cabinet in April 2009, when the 2 new Departments were created.

5.2 Attached at **Appendix 3** is the information that was provided to Cabinet at the meeting of the 6th April 2009. In this meeting there were a number of options provided to Cabinet, with supporting information, in respect of the potential structural location of a range of service areas. This information was provided to enable Cabinet to come to a decision on the location as part of the overall restructure of the Council

5.3 At this meeting the minutes of the discussion and Cabinet decision was a follows

"The location of the Youth Offending Service (YOS). Cabinet discussed the options put forward in the report. There were views that the YOS should be located within the People department alongside Children's Services as many of the young people dealt with by the YOS would already be known to the social workers within Children's Services. There was a contrary view that the service should remain under the Safer Hartlepool Partnership (Community Safety and Prevention Division). The services under the Partnership had received excellent reports through review and it was considered that the close links with groups and services already developed should be maintained."

- 5.4 That the Youth Offending Service (YOS) is located in the Place Department (Community Safety and Prevention Division) as set out in section 8.5 of the report”
- 5.5 It is appropriate to reconsider the structural location of the YOS to ensure that it is best placed to address the concerns identified through the inspection and to deliver a service which meets the needs of users , ensures that safeguarding matters are adequately addressed and that responsibilities and accountabilities are appropriately aligned with statutory requirements

6.0 THE LEGISLATIVE FRAMEWORK AND ASSOCIATED GUIDANCE

- 6.1 It is important to take into account, as part of these structural considerations the legislative framework which encapsulates this service area.
- 6.2 The role of the YOS is set out in Part 3 of the Crime and Disorder Act 1998. Section 37 states: *“the principal aim of the youth justice system is to prevent offending by children and young persons”*
- 6.3 There are a range of subsequent statutory requirements which are covered by the Children Act 2004..
- Under s19 of the Children Act 2004 Act every Authority must appoint a ‘lead member.’ The Portfolio for Children’s services is politically accountable for ensuring responsibilities under the Act are complied with in respect of safeguarding. This includes looked after youths, in particular the LM must ensure that the DCS has effective planning between agencies including YOT’s.
 - Every Authority must have a Director of Children’s Services (or a postholder designated as such) under s18 of the Act and this postholder must report to the Chief Executive. In Hartlepool’s case this is the Director of Child and Adult Services. That person is responsible for ensuring compliance with statutory requirements regarding safeguarding and wellbeing, including working with YOT as statutory ‘relevant partner.’
 - The statutory guidance from the Children Act 2004 in relation to the YOT manager states that:
 - The YOT manager/head of service, responsible for the strategic and operational functions of the team, should ensure that effective policies and procedures are in place that address safeguarding and the promotion of welfare.
 - The YOT manager/head of service should ensure that there are clear lines of accountability within the YOTs in relation to safeguarding and promoting the welfare of children. All managers need to be made aware of the importance of this area of work in carrying out their functions.

6.4 In addition to these specific issues of responsibility and accountability there are relevant elements from the overarching legislation as follows:

- Under the Children Act 2004 (the Act) each Authority must promote the wellbeing of children in their area alongside their 'relevant partners' (s10). Youth Offending Teams (YOT's) are 'relevant partners' for the purposes of the Act. Both must make arrangements to safeguard and promote the welfare of children (s11).
- Under sections 20-22 of the Act provision is made for the assessment of Children's Services. The Children Act 2004 (Children's Services) Regulations 2005 define Children's Services as including 'anything done for or in relation to children and relevant young persons, which includes *'anything done by a local authority or youth offending team under section 39 of the Crime and Disorder Act 1998.'*

6.5 In addition to this there is further guidance from Youth Justice Board.

- Although not prescribed by legislation, guidance states that 'The correct location of the YOT can only be determined at a local level, following discussions by the statutory partners. It is imperative, as recommended by the Audit Commission's 2004 report into youth justice that the YOT sits equally between the Criminal Justice System and other children and young people's services.

6.6 It is clear from the guidance that YOT's should be a discrete team, however if a child is looked after whether they are a young offender or not, and they kill or are killed, it is the Director of Children's Services (DCS) and Lead Member (LM) , in conjunction with the Chief Executive who are effectively accountable. It would be the Director of Children's Services who would take a lead in terms of a serious case review and who would be seen as accountable at law.

7.0 OPTIONS FOR LOCATION OF YOS FOLLOWING CORE CASE INSPECTION

7.1 When considering which option to adopt, the key consideration must be which department will provide a location for the YOS to deliver the best quality service, provide the basis for ongoing development and to most effectively address the issues identified in the inspection report.

7.2 Within the Inspection report there is a comment within the 'outcomes' section on page 21:

"The YOS was located in the Community Safety and Prevention Division of the Regeneration and Neighbourhoods Department, and not within the Children's Services, which is the most common location. Whilst it is not the role of this inspectorate to advise on location, this report highlights that there is a lack of integrated working to safeguard and protect children and young

people. The management board need to consider how these issues are to be rectified. It was very positive to have the Director of Children and Adult Services attend the feedback meeting, and we were reassured that issues raised were to be considered immediately.”

7.3 There are three key options which have been identified for consideration:

- a) Leave within Regeneration & Neighbourhoods
- b) Move to Child & Adult Services
- c) Wait to make decision until after the re-inspection, which will occur approximately 12 months after the original inspection in October 2009

7.4 For each of the options identified above a range of advantages and disadvantages have been identified taking into account the information in this report and the inspection findings. These are not comprehensive as there are a range of other factors which may come into the considerations of Cabinet

7.5 Option A – Leave within Regeneration & Neighbourhoods

Advantages	Disadvantages
<ul style="list-style-type: none"> – Maintain direct links with Crime & Disorder Reduction Partnership (through manager, who is responsible for this statutory partnership), Adult Prolific Offender scheme in Division and ASB Unit – Maintain continuity of senior management and understanding of team strengths and weaknesses. – Role of YOS is to prevent offending by young people – this is easily maintained, as no other “children’s services” to compete with, for resources etc. 	<ul style="list-style-type: none"> – No direct links with the range of HBC Children’s Services specifically social care, looked after children. – No direct link to general professional training provided by Children’s Social care for staff – Does not address the identified inspectors concerns highlighted in section 7.2 above in respect of integrated working to safeguard and protect children and young people – Statutory considerations in respect of responsibility and accountability at law would continue to be separated in respect of the roles of the Lead Member and Director of Child and Adult Services (section 6 above)

7.6 Option B – Move to child & adult services

Advantages	Disadvantages
<ul style="list-style-type: none"> - This aligns the location of the service with statutory requirements and accountability at law in respect of the Lead Member and Director of Child and Adult Services. - Will provide direct link to other Children's Services and strengthens the links to TAPS and TASS. This should help to provide the support needed for case management at a child-centred level. - Provides increased opportunity for co location of linked workers supporting a child centered approach to provision - Opportunity for strengthened links to CAHMS and substance misuse services (commissioned / delivered by the Safeguarding and Targeted Services Division) - Direct link to general professional development and training provided by Children's Services for staff e.g. as highlighted in the recent social work Task Force report - Opportunities to strengthen case work and practice in line with Quality Assurance processes - YOS is identified as a tier 4 (specialist) service in the continuum of need for children (see Appendix 4 attached) and the move would support young people in the criminal justice system in this framework 	<ul style="list-style-type: none"> - Loss of senior management continuity - Loss of direct link to CDRP, adult offender scheme in Division, Anti Social Behaviour Unit - Potential for the move of services to disrupt the implementation of the improvement plan - The combined impact of the recent changes to sentencing & supervision regime for young people who offend, means YOS currently supervising young people on both old and new regimes with a move in department.

7.7 Option C – wait to make decision until after re-inspection

Advantages	Disadvantages
<ul style="list-style-type: none"> – Limits impact on YOS staff and managers, so they can concentrate on implementing improvements required following inspection 	<ul style="list-style-type: none"> – Things may not improve, which leads to 2nd poor inspection result – Statutory considerations in respect of responsibility and accountability at law would continue to be separated in respect of the roles of the Lead Member and Director of Child and Adult Services (section 6 above) – Does not address the identified inspectors concerns highlighted in section 7.2 above in respect of integrated working to safeguard and protect children and young people

8.0 RISK CONSIDERATIONS

- 8.1 The report identifies both the findings from the inspection, the original decision by Cabinet Members at the meeting of 6th April 2009 and the potential options in respect of the potential structural location for the function. It must be remembered that the considerations around the structural location are to ensure that the issues raised by the inspection can be addressed in the most robust manner available to the authority and that the authority ensures that safeguarding matters are adequately addressed.
- 8.2 There is the additional serious consideration raised in the report which is that currently responsibilities and accountabilities are not appropriately aligned with statutory requirements (see section 6 of this report). It is important to consider this matter as part of the decisions on the structural location.
- 8.3 Any consideration in respect of the implementation of the post inspection action plan, the location of the service and preeminent need to ensure that safeguarding matters are adequately addressed must also ensure that issues raised as part of the inspection in respect of the quality of case work, compliance with national standards and other related matters can also be addressed rapidly and effectively.
- 8.4 Cabinet need to consider the advantages and disadvantages for the potential structural location, the legal framework and inspection results to

ensure that risk is minimized and action can be taken in a timely, appropriate and effective manner

9.0 CONCLUSIONS

- 9.1 The Youth Offending Service is important in the context of providing an effective service, determined by statute as part of the continuum of need for children and young people. Considerations by Cabinet at the meeting of 6th April 2009 are appropriate to revisit in the light of the results of the inspection and the balance between accountability and responsibility.
- 9.2 In considering the options available there is also a need to ensure that the service is located in the most appropriate place to ensure that the action plan from the inspection can be effectively implemented and safeguarding issues taken into account.
- 9.3 This report has been shared with the Youth Offending Service Management Board and this will be shared with cabinet at the meeting to consider this report.
- 9.4 The options which have been identified within the report and the information provided which sets the legislative and guidance framework provide options for Cabinet to consider. It is important that as part of this Cabinet are also aware of the considered views of Corporate Management Team.
- 9.5 It is the view of Corporate Management Team that Option B in the report above, move the service to Child and Adult Services, should be progressed immediately. In moving the service to Child and Adult Services that it should form part of the Safeguarding and Targeted Services Divisions strengthening links (as mentioned previously) with TAPS and TASS and forming part of the preventative services division. This is based (though not exclusively) on a considered approach to the legal and statutory framework, alignment with other children's safeguarding functions and management of risk.

10. RECOMMENDATIONS

- 10 Cabinet is recommended to
- i) Agree the Improvement Plan, based on the Inspector's recommendations which are attached at **Appendix 1**.
 - ii) Note the results of the thematic youth crime inspection results which are attached as **Appendix 2**.
 - iii) Consider the Corporate Management Team recommendation that Option B in the report be progressed, that the Youth Offending Team be relocated to Child and Adult Services, Safeguarding and Targeted Services Division and either agree this or identify their preferred option.



6 April 2010

Hartlepool YOS IMPROVEMENT PLAN

Report Publication Date: 13/01/2010

6.1

Appendix 1

Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
1 Timely and good quality assessment and plans, using ASSET, is completed when the case starts	1.1 Review Quality Assurance process to ensure timely and quality Assessments and Intervention Plans	YOS Manager	December 2009	Review completed and new process in place
	1.2 ASSET and Referral Panel Reports will be submitted to Operational Managers for Quality Assurance by 9.30am on the Monday prior to the Panel on Tuesday.	Operational Managers Case Managers	January 2010	Implemented Jan 2010
	1.3 ASSET and Court Reports will be submitted to Operational Managers for Quality Assurance by 9.30 on Wednesday prior to Court on a Thursday.	Operational Managers Case managers	January 2010	Implemented Jan 2010
	1.4 Intervention Planning Meetings involving young person, parents and relevant agencies to be held within 10 working days of Court Outcome.	Planning and Implementation Officer Case Managers	February 2010	Review May 2010
	1.5 Commission training through YJB Regional INSET for practitioners and managers in terms of :	YOS Manager		Delivery dates to be confirmed with

	Assessment, risk, vulnerability, intervention plans, learning styles, diversity and recording.		March 2010	Regional Workforce Development
2 Specifically, timely and good quality assessment of the individual's vulnerability and risk of harm to others is completed at the start as appropriate to the specific case manager.	2.1 Where identified in ASSET, Risk of Serious Harm assessment , Risk Management and Vulnerability Management Plans are submitted with the ASSET and Court/Panel Report for Quality Assurance (as 1.2 and 1.3 above) 2.2 Quality Assurance process to ensure that any risk and vulnerability issues have been appropriately identified and assessed 2.3 Training for Practitioners and managers as 1.5 above	Case Managers Operational Managers Operational Managers YOS Manager	January 2010 January 2010	Implemented Implemented
3 As a consequence of the assessment, the record of the intervention plan is specific about what will be done to safeguard the child or young person's wellbeing to make them less likely to re-offend, and to minimise any identified risk of harm to others.	3.1 Ensure that the Intervention Plan reflects the areas of risk identified in the ASSET and roles and responsibilities are clearly defined 3.2 Training to Practitioners on developing Intervention Plans which are SMART and relate to Risk of Re-offending, Risk of Harm and Safeguarding (1.5 Above)	YOS Manager Operational Managers Case Managers	January 2010	Implemented
4	4.1			

The plan of work with the case is regularly reviewed and correctly recorded in ASSET with a frequency consistent with national standards for youth offending services.	Initial Planning Meeting to schedule minimum review dates in line with National Standards.	Planning and Implementation Officer	February 2010	Review May 2010
	4.2 Additional reviews to be held dependant upon change in circumstances of individual	Operational Managers Case Managers	February 2010	Review May 2010
5 There is evidence in the file of regular quality assurance by management, especially of screening decisions, to the specific case.	5.1 Quality Assurance process with comments to be recorded in Careworks.	YOS Manager	January 2010	Implemented
	5.2 All management decisions related to the specific case to be recorded as Management Supervision in Careworks.	Operational Managers	January 2010	Implemented
	5.3 Signed ROSH, RMP, VMP decisions to be scanned into Careworks.	Information Officer	March 2010	
	5.4 Establish timetable for individual Casework Audit by managers, members of the Management Board and the Assistant Director Safeguarding and Specialist Services.	YOS Manager Management Board Assistant Director Safeguarding and Specialist Services	February 2010	
6 That in relevant cases, the work undertaken by the YOS and the children's services is consistent and	6.1 Review and update protocol with Children's Social Care, YOS and Housing	YOS Manager Assistant Director	May 2010	

complementary in reducing vulnerability and those at risk of harm	6.2 Develop consistent thresholds linked to recognising safeguarding triggers.	Safeguarding and Specialist Services	May 2010	Review annually
	6.3 Deliver joint training to practitioners to implement revised protocol		June 2010	
	6.4 Monitor implementation of protocol.		Sept 2010	
7 That records held, both electronic and paper, provide an accurate and timely account of the case to aid continuity of services of children and young people.	7.1 Ensure that recording content and quality evidences compliance with national standards through management supervision	Case Managers Operational Managers	Jan 2010	Implemented
	7.2 Establish Casework Audit timetable. (as 5.4 above)		February 2010	
8 That there is contingency planning to ensure that the quality of work with children and young people is maintained when there are vacancies within the YOS.	8.1 Ensure that there is cover for short term vacancies in relation to case management and maintaining a pool of appropriately trained sessional workers.	YOS Manager	February 2010	Trained Sessional workers available
	8.2 Identify from current case managers ability to "act up" in absence of a manager with backfilling of case manager post by sessional workers.	YOS Manager/ Operational Managers	March 2010	
	8.3 Review Service level Agreements/Secondments to ensure that there are arrangements in place to manage sickness absence and	Planning and Implementation Officer	June 2010	

	vacancies. 8.4 Managers report to Management Board to continue to highlight vacancies and sickness absence and make recommendations on cover arrangements for long term absences.	YOS Manager	March 2010	
Name of person completing this plan: Danny Dunleavy		Designation: YOS Manager		Date: 8 th February 2010

In addition Hartlepool Youth Offending Service will work with the YJB National Performance Improvement Team to:

- Develop consistent thresholds linked to recognising safeguarding triggers
- Improve ability to recognise, assess appropriately and manage risk and vulnerability issues with young people.
- Improve links to wider Children's Services
- Improve current situation of YOS isolation from mainstream provision.
- Development of YOS/Children's Services acceptance of joint responsibility to work together to address welfare and crimeogenic needs of young people.



Her Majesty's Inspectorate of Constabulary
Fry Building, Third Floor South East
2 Marsham Street
London
SW1P 4DF

Mr Danny Dunleavy
Hartlepool Youth Offending Services

21st December 2009

Hartlepool Feedback Youth Crime Prevention Inspection

Dear Danny

First of all, on behalf of the inspection team I would like to thank you and your colleagues for your hospitality and professional courtesy during our stay in Hartlepool last week. This made our task much easier. I would particularly like to thank Jacquie for being so efficient in arranging the majority of the programme and for sorting out the day-to-day logistics. We were very impressed with the enthusiasm shown by all staff who clearly displayed a child centred approach to their work.

As promised, we are providing some informal feedback to you, this will not specifically form part of the report and is provided solely for you and your selected colleagues to have some understanding of how 'fresh eyes' have seen Hartlepool's approaches. A word of caution however, as this was a short visit, some findings could not be fully triangulated. The feedback comments are therefore our initial observations following our visit.

The inspection team would have very much liked to visit several other sites in the town in order to obtain a more rounded view of provision, but due to time and practical issues this was not really an option. We can therefore only offer our views on a restricted albeit very interesting programme. The team would like to make a personal observation however - that Hartlepool's prevention approach was, in our collective opinion, the best structured one we have seen on our fieldwork. This structure is also supported by excellent professional relationships between all agencies, a genuine common purpose ethos was detected. All should be congratulated on this achievement.

We have decided to present the feedback into criteria and offer headline strengths and areas for improvement

Evidence Based Practice***The area works to the principles of effective practice*****Strengths**

- A number of prevention cases were examined; there appeared to a good range of interventions available which were customised to an individual.
- There was clear use of tested approaches such as parenting programmes.
- Hartlepool's move to TASS and TAPS support as opposed to the more traditional approach to the prevention strategy appears to be showing promise and has been positively commented upon by many practitioners and managers.

Leadership***There is effective local leadership in youth crime prevention*****Strengths**

- The prevention of offending is a strategic priority in Hartlepool and a number of initiatives appear to evidence this. There are very strong partnership approaches at all levels and there is clear direction of 'Prevention strategy' from both the CDRP and the Children's Board.
- The inspection team were particularly impressed with the structure of the TASS and TAPS within the town. There appeared to be a good understanding by several agencies and practitioners of this structure. It is recognised that this approach required significant leadership from agencies and individuals which does demonstrate good partnership working.
- A common purpose ethos was detected at a senior level.
- The Probation service are involved in the Prevention strategy, which has not been a common finding on the national inspection fieldwork.

Area for Improvement

- In terms of health, it is considered that strategic direction could be strengthened. A clear health perspective has not been helped by both changes of representation on the YOS management board and the level of participation. Much of the development appears to have taken place on the ground and has been steered by YJB expectations rather than necessarily with a local perspective.

Identification and Assessment***There are clear systems for the identification and initial assessment of children likely to enter the criminal justice system***

Strengths

- ONSET and CAF assessments and reviews for both FIP and YIP teams were completed promptly and to an excellent quality. Risk and protective factors were clearly identified and commented upon.
- Neighbourhood Policing officers contribute significantly to the identification of children and young people through their involvement in schools and also the submission of AS13 forms.
- Inspectors had the opportunity to speak to a number of children and their parents who had received services under the prevention approach. The feedback was *extremely* positive. It was clear that there was good engagement with children and parents.
- TASS and TAPS cover all schools in the town which appears to gel together the whole town approach.
- There are particularly good links between the prevention team and schools and this is replicated between the health workers within the YOS and the school nurses. The bulk of health assessments are now carried out in schools with timetable slots to accommodate these.
- There is good engagement between the health workers and children and young people and this is enhanced by flexible working, the good use made of schools as a meeting venue, the positive use of home visits and the use made of motivational techniques and the promotion of the benefits of interventions.

Areas for Improvement

- Hartlepool are, in places still using both ONSET and CAF assessments, which appears to be due to reporting and funding conditions imposed by the Youth Justice Board. This is a national issue.
- Police officers may need further guidance as to whether it is appropriate for them to complete the CAF, they currently do not. The Association of Chief Police Officers (ACPO) guidance indicates that police officers should not, in general complete CAFs. However, this is a matter for local police management in consultation with partners. In some parts of the country suitably positioned and trained police officers certainly do complete CAFs. It is understandable that the police may wish not to take on this role, but the argument as to why they should not, could be offered by other professionals, such as teachers and health workers, both of which currently do complete CAFs.

Delivery

Interventions are delivered to reduce the likelihood of children offending

Strengths

- There is a wide range of interventions and high levels of contact with children and families. The type of intervention offered generally was commensurate to what was hoped to be achieved and not simply 'off the shelf'. There were reported excellent links with all agencies involved in youth crime prevention.

- Practitioners demonstrated a child centred approach.
- There were good Neighbourhood Policing links with the FIP and YIP approaches. The Neighbourhood Policing approach of *`a desk in every school`* demonstrates commitment to improving school relationships. Many positive examples and comments were seen and heard regarding Neighbourhood Policing engagement with children and young people. This is supported through the work of the police sergeant seconded to the FIP and also an excellently motivated officer as a school liaison officer. This officer provides advice and guidance to her colleagues as well as delivering a series of crime and citizenship lessons to schools in the town.
- Health issues which at times have the potential to impact on the risk of offending were promptly identified and appropriate referrals made.
- Staff were able to recognise safeguarding issues and refer appropriately.
- The plans developed through the FIP were found to be of a very good quality.
- There are improved links between the YOS nurse advisor and CAMHS.
- There is a good range of health interventions being offered in prevention and there are good links with universal health services where these are required. Of particular note is the positive work being undertaken in relation to sexual health.

Areas for Improvement

- On one case examined, it was clear that the child may have benefited from a same sex key worker, this did not appear to have been offered.
- The service may be improved upon if there was some form of *`out of hours`* contact for children and young people.
- The intervention plans within the YIP team could be improved through additional detail about objectives.
- Issues remain with access to CAMHS and information-exchange with this service.
- Exit strategies can place too much emphasis on further referrals to universal health services or the continuation of work by members of the prevention team. Greater consideration could be given to the nature of brief health interventions at the conclusion of that work. This also applies to some extent with non-health issues.
- Dual diagnosis cases could be better managed by health services – problems include CAMHS expressing a reluctance to take on a case where there are substance misuse issues evident. It is probably the case however that the numbers in the inspection focus age group 8 – 13 will be low.
- Currently, the police school liaison officer has duties to deliver inputs to *all* primary and secondary schools in the town. This includes planned lessons. It is considered that this is a very demanding programme and *`with the best will in the world`* it is difficult to see how this can be fully achieved. Should Cleveland Police decide to continue with the *`lesson plan`* approach then it may wish to consider cascading this officer's skills and knowledge to other colleagues in order that the scope of delivery can be improved.

Impact

Interventions to reduce the likelihood of offending amongst children have had a positive impact

Strengths

- Key workers were able to relate to individual successes as a result of interventions. This was seen in several case files examined.
- The inspectors were pleased to personally meet several children and their parents and were impressed with their perceptions of interventions and progress made.
- There was an understanding that interim outcome measures could contribute to the reduction of offending/re-offending, for example an improvement in school attendance and attainment, improvement in parenting etc.

Area for Improvement

- As intervention plans in the YIP did not cite outcome measures it is difficult to ascertain progress. Intervention plans may improve further by ensuring that progress evidence is more easily recorded or at least more visible, so that changes to risk and protective factors could be more easily identified and commented upon.
- Little evidence of performance/evaluation was found.
- It was unclear how Hartlepool will present forthcoming First Time Entrant (FTE) data in light of the introduction of the Youth Restorative Disposal approach, which will effectively remove some young offenders from the reprimand and the final warning process, and therefore the FTE indicator.

I hope this will be of assistance to you. May I thank you, your colleagues and partners once again for your assistance in this inspection.

Yours Sincerely

Gary Boughen
Superintendent HMIC

Appendix 3

Extract from Cabinet Report 6th April 2009**8.5 Youth Offending Service**

8.5.1 The Youth Offending Service (YOS) currently forms part of the Community Safety and Prevention Division in Regeneration and Planning Department. Through the consideration of the structure it has been identified that there are two potential options for the location of the function with differing benefits attributable to these models.

8.5.2 One option is that the YOS would remain as part of the Community Safety and Prevention grouping in the Place Department. The rationale for this includes the following ;

- This would maintain and further enhance the strong and developing synergies between the various community safety preventative and enforcement services and other partners operating in Community Safety and Prevention including the Anti Social Behaviour Unit, Children's Services, the Police, Probation the voluntary sector and others. It would enable continued building on innovative and family based initiatives.
- The YOS forms a substantial proportion of the community safety and prevention functions and helps to maintain a single strategic focus and critical mass of community safety and prevention functions and services.
- It enables the current relationship and operating arrangements in respect of the Safer Hartlepool Partnership (CDRP) (which is a statutory partnership) to be maintained to enable it to meet the responsibilities placed upon it to reduce crime, disorder and substance misuse.
- The new Police and Crime Bill will place a duty on CDRPs to reduce to reduce reoffending including youth reoffending
- The current operational arrangements are seen to be very effective and maintaining the Youth Offending Services in it's current location provides the opportunity to build on current operations, services and relationships to further improve and integrate these, providing a crucial balance between prevention, support and sanctions whilst maintaining the flexibilities and effectiveness of the function.
- Community Safety and Prevention is a key theme in the Community Strategy and is a high profile and important consideration for local people and communities. Maintaining the current location of the YOS service with other community safety and prevention services would support the continuation of a policy lead approach. and the critical mass of the function with YOS forming a substantial proportion of the functions of the current division.
- Relationships with housing advice and support services and employment and training initiatives would be enhanced.
- The YOS is accountable to the Youth Justice Board a non departmental public body.

8.5.3 An alternative option is that the YOS would form part of the Children's Social Care grouping in the People Department. The rationale for such a change is ;

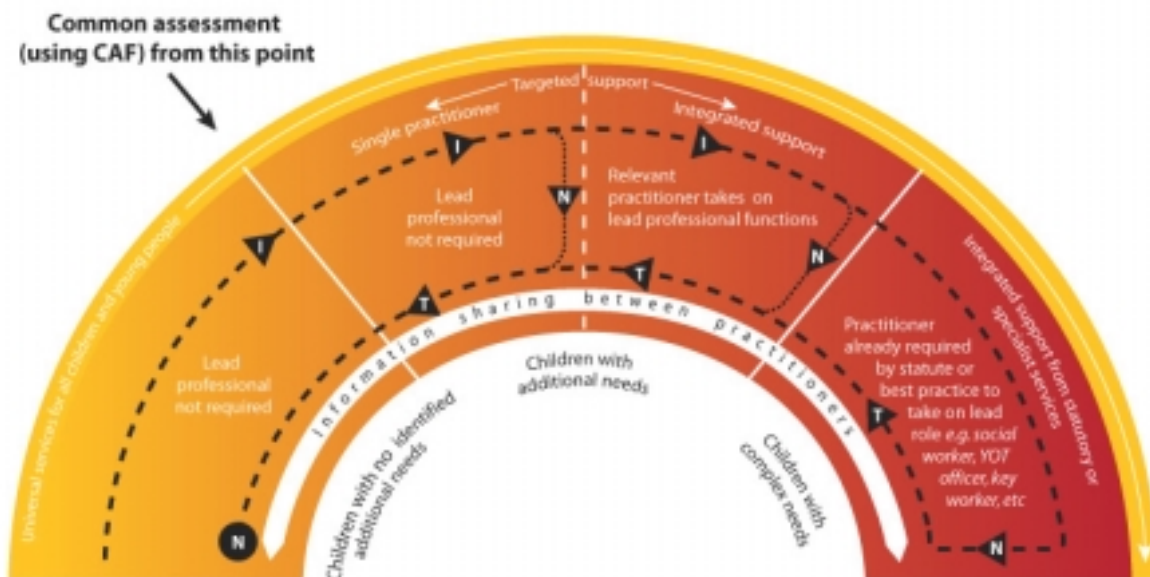
- It gives clear access to integrated services without the need for external organisation protocols. Whilst the current arrangement work effectively, there is scope for further improvement. The synergies offered by this function being part of the Children's Social Care grouping will be based around maximising the benefits from the fact that most young people involved with YOS will be known to what were previously Children's Services (now People Department) functions.
- It provides the opportunity to enhance the links for staff from the YOS into systems of support with a children/young people focus rather than a crime and anti social behaviour focus, in conjunction with the underlying message that young people are young people first and potential offenders second.
- The requirements of the 'Think Family' reforms will necessitate a need to ensure that elements of provision are more integrated and ensure that the focus of YOS clearly incorporates the family as well as the young person.
- It provides the opportunity to build on the current strategy and provision to provide the opportunity to further integrate a number of related policy strands including youth crime, positive activities for young people, NEET (Not in Education, Employment or Training) reduction and targeted youth services.
- YOS forms part of the inspection regime for Children's Services through the Annual Performance Assessment (APA) and there are a number of elements which form part of the statutory role for the Director of Children's services and aligning these provides for strengthened governance arrangements.

Appendix 4

The Continuum of Need for Children

“The Windscreen”

I = Identification and action
 T = Transition
 N = Needs met



CABINET REPORT

6 April 2010



Report of: Director of Regeneration and Neighbourhoods

Subject: FALCON ROAD TRAFFIC MANAGEMENT OPTIONS

SUMMARY

1. PURPOSE OF REPORT

To give an update on the traffic management options for Falcon Road.

2. SUMMARY OF CONTENTS

The report outlines the progress made to date, and other potential options for implementation.

3. RELEVANCE TO CABINET

The proposed changes may affect the primary road network and also a large number of residents in Hartlepool.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Cabinet –6 April 2010.

6. DECISION REQUIRED

That Cabinet notes the report, and considers the options for reducing traffic on Falcon Road.

Report of: Director of Regeneration and Neighbourhoods

Subject: FALCON ROAD TRAFFIC MANAGEMENT OPTIONS

1. PURPOSE OF REPORT

- 1.1 To give an update on the traffic management options for Falcon Road.

2. BACKGROUND

- 2.1 In June 2008, Cabinet took the decision to close Falcon Road to vehicular traffic at its junction with Throston Grange Lane. Since that time, discussions have taken place with residents (of both viewpoints) to consider potential alternatives and to seek to find an acceptable compromise. As part of this process, the following measures have been implemented:-

- An HGV ban has been introduced on Falcon Road.
- A restriction has been placed on all Council vehicles using the road, other than those accessing the road for operational reasons.
- The temporary speed humps on Merlin Way, at the northern end of the estate, have been removed to make access more attractive at this point.

- 2.2 There are a number of residents of Falcon Road however, who still wish to see the original closure implemented, as approved in June 2008. Further discussions have taken place to try and find the most appropriate way to reduce the level of traffic on the road, without having a major detrimental effect on local residents. It should also be noted from previous consultation exercises that 70 – 75% of those people who responded were against the road being closed, and there is no reason to assume that this will have changed significantly.

3. CONSIDERATION OF ISSUES

- 3.1 To help give an informed view of the current situation an updated traffic survey has been carried out, with results shown overleaf:- (Shown against previous surveys).

**11/1/07
(7.30-9.30am)**

**14/10/08
(7.30-9.30am)**

**20/1/10
(7.30-9.30am)**

Total Vehicles	308	347	446
Thru Vehicles	254	280	368
%age Thru V'cles	82%	81%	82%

- 3.2 These results show that the volume of traffic using Falcon Road has steadily increased, with there being a rise of 138 vehicles over the peak period in the 3 years from January 2007 – January 2010.
- 3.3 An evening peak survey (3.30pm - 5.30pm) has also been conducted, which gave a total of 538 vehicles, with 345 of those being “through” vehicles. This is a reduced through percentage of 64%, which reflects the fact that people will be returning home at the end of the working day.
- 3.4 The Police have given an update on the enforcement of the HGV ban, and no tickets have been issued to date, although warnings and advice have been given to drivers.
- 3.5 The survey results obviously show that traffic flow has continued to increase, despite the measures which have been introduced, and therefore further action will be required in order to achieve a reduction.

4. OPTIONS

- 4.1 **Additional traffic calming measures on Falcon Road, Moorhen Road and Lapwing Road** – This would further discourage drivers from using the area as a through route, but how effective this will be clearly can't be measured prior to implementation. Traffic calming would consist of a new raised junction, along with priority build outs and associated speed humps alongside (See Plan No. PR318-001A), to complement the existing traffic calming measures.
- 4.2 **Traffic calming on Merlin Way** – Again, would help to discourage motorists from cutting through the estate, particularly on the section from Hart Lane to Moorhen Road. Speeding complaints have also been received previously for Merlin Way. Measures would need to be priority build outs or similar, rather than vertical traffic calming (speed humps, etc) due to Merlin Way being the main access road to the estate.
- 4.3 **New estate access from Easington Road** – As has been reported previously, the possibility of a new link road from the Hartfields development access road onto Easington Road could be explored. Discussions are ongoing with two companies looking to develop in the area, with a view to securing contributions towards a puffin crossing across this section of Easington Road. This could be expanded to become a signalised junction, which would assist with the budget requirements.

This scheme would obviously require significant funding to be identified and would be a longer term solution to the situation and therefore would not solve the immediate problem.

5. FINANCIAL IMPLICATIONS

- 5.1 The traffic calming measures outlined in 4.1 and 4.2 could be met from existing traffic and transportation budgets. The new estate access would obviously require major funding to be identified, although the potential developer contributions would help to reduce the amount required. Nevertheless this scheme would have to be judged against other priorities at that time.

6. RECOMMENDATION

- 6.1 That Cabinet considers the options proposed with a view to implementing one or more of them, with a view to reducing traffic levels on Falcon Road.

CABINET

6 April 2010



Report of: Head of Performance and Partnership

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 Support Group (CMTSG). 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 6 April 2010

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: Head of Performance and Partnership

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 Support Group and is now reported to Cabinet for consideration. The Risk Management Strategy has recently been reviewed in light of the departmental restructure and the review of the corporate officer groups. The quarterly review will now be reviewed through the Performance and Risk Management Group which replaces CRMG. The review of the Strategic Risk Register will continue to be presented to Cabinet after consideration by the Corporate Management Team Support Group and Corporate Management Team if appropriate.

3. REVIEW OF STRATEGIC RISK REGISTER

- 3.1 A comprehensive review of the Strategic Risk Register took place at the end of 2008/09. Today there are currently 34 risks on the Strategic Risks Register. The full 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)	Sept 2009 (Q2)	Dec 2009 (Q3)
Red	4	6	6	7
Amber	24	23	22	20
Green	6	6	6	7
Total	34	35	34	34

Red risks

- 3.3 The following 7 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 The seven Red risks are:

Resp. Officer	Risk Ref/Risk Description	Action(s)/Planned action(s) to reduce impact and likelihood of risk
Joanne Machers	STR R021 -Future equal Pay Claims	At the end of March 2010 Red Book employees will no longer be receiving any bonuses. This will have a positive impact on the future equal pay risk.
Joanne Machers	STR R022 - Current Equal Pay Claims including settlement of, or adverse findings of ET of existing equal pay claims	<p>Potential costs factored into financial planning arrangements. Counsel's advice received in respect of possible settlement terms. Ongoing discussions with claimant's solicitors regarding possible settlement terms. Preliminary legal points resolved. Favourable ET decisions regarding Aided School employees.</p> <p>Progress with on-going Equal Value claims has lead to a review of the potential financial impact. The Chief Personnel Officer, Chief Financial Officer and Chief Solicitor are monitoring developments and reporting appropriately to Corporate Management Team and Elected Members.</p> <p>Further risk assessment report to Cabinet 25 January 2010.</p>
Denis Hampson	STR R010 – Flu Pandemic	Adult & Children's Services Dept representative and Chief Emergency Planning Officer have been actively involved with the Health Community/PCT in planning for and mitigating against the effects of pandemic flu. Both are members of the PCT Surge Group and H1N1 Vaccination groups.
Jeff Mason	STR R041 – Failure to realise plans for Victoria Harbour regeneration scheme	The position is unchanged from the last update in November 2009. Discussions on precise form and details of delivery vehicle are dependent on outcome of present broader discussions about the

Resp. Officer	Risk Ref/Risk Description	Action(s)/Planned action(s) to reduce impact and likelihood of risk
		overall form of development, involving landowners, Tees Valley Regeneration, Homes and Communities Agency, One North East and Council.
Nicola Bailey	STR R045 - Demographic changes to population causing increased demand for adult care services	Continuing to report demographic pressures to Cabinet and council, flagged issues up as part of the budget setting process.
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 deliver the Council Plan and Strategy	The Council has previously undertaken action to improve speed of payment from local companies and in its closure strategy has made provision for income shortfalls arising from the recession. Benefit claim payment times continue to be monitored to ensure prompt payments also. They are kept under review and are currently adequate to meet needs.
Mike Ward	STR R026 Sustainability of grant funded services/projects	Likelihood and impact now increased as a result of national financial position. It is addressed in the budget strategy with 50% reduction per annum built into plans.

Deleted Risks

- 3.5 No risks have been deleted in Quarter 3 from the Strategic Risk Register.

Other Significant Risk Issues

- 3.6 The final meeting of the Corporate Risk Management Group also discussed a number of issues and these are summarised below for information with an indication of measures being taken.
- The main issue discussed was the continuing restructure of the authority and how these changes including how officers taking early retirement/voluntary redundancy could affect the continuity of risk management and other management arrangements. Departments to

ensure effective handover arrangements are in place where officers taking up new posts/retiring/voluntary redundancy to ensure continuity and allocation of responsibilities. Departments are currently carrying out reviews of their risk register and the risks they are responsible for on the strategic risk register through the 2010/11 service planning process which includes not only the risks but also the officers responsible for these risks. There are currently two risks within the Strategic Risk Register which are helping, with their control measures, to mitigate the risks during the restructure:

STR R035 – Change Programme/Restructuring of the Authority

STR R043 – Failure to maximise benefits of implementing Business Transformation Programme. Measures in place include project management arrangements and communications to help ensure staff are appropriately informed throughout the process.

Next Review

- 3.7 The Strategic Risk Register is reviewed quarterly and the next review will be for Jan-March 2010 by the newly formed Performance and Risk Management Group.

4. RECOMMENDATION

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

Appendix 1 - Status Report for SRR

This report shows the status of all risk in all departmental registers and risks within the strategic risk register




Report Type: Risks Report


Author: Kerry Trenchard_admin

Generated on: 19 February 2010



Rows are sorted by Risk Score

Code & Title **STR Strategic Risk Register**
Administered By **Adult and Community Services Super User; Dobby, Alan**


Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R042	Tall Ships races - Hartlepool 2010 (ACS R016)		John Mennear	John Mennear	01 Mar 2010
STR R030	Failure to work in effective partnerships with Health Services		Nicola Bailey	Nicola Bailey	05 Jan 2010
STR R031	Potential for cost shunting between NHS and HBC re CHC		Nicola Bailey	Nicola Bailey	04 Jan 2010



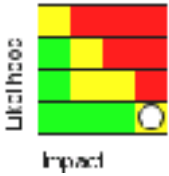


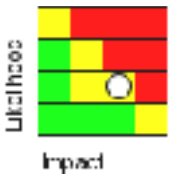
Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R045	Demographic changes to population causing increased demand		Nicola Bailey	Nicola Bailey	04 Jan 2010


Code & Title **STR Strategic Risk Register**
Administered By **Childrens Services Super User; Smith, Anne**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R001	Failure to plan school provision appropriately		Nicola Bailey	Nicola Bailey	04 Jan 2010
STR R002	Failure to appropriately safeguard children		Nicola Bailey	Nicola Bailey	04 Jan 2010


Code & Title **STR Strategic Risk Register**
Administered By **Corporate Strategy Super User**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R043	Fail to maximise benefits of implementing the Business Transformation Programme		Andrew Atkin		18 Dec 2009


Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R008	Loss of Council reputation due to both internal and external factors		Andrew Atkin		18 Dec 2009
STR R033	National & regional needs imposed which may not reflect Hartlepool needs		Andrew Atkin	Paul Walker	18 Dec 2009
STR R044	Failure to mitigate the effects of a malicious attack		Andrew Atkin	Paul Walker	18 Dec 2009
STR R007	Experiencing failure or lack of access to Critical ICT systems		Andrew Atkin		18 Dec 2009
STR R034	Maintaining the 4* rating of the Council will provide opportunities to influence and positively reflect the achievements of the council		Andrew Atkin	Paul Walker	18 Dec 2009
STR R035	Change programme / Restructuring of the Authority		Andrew Atkin	Paul Walker	18 Dec 2009


Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R036	Loss of focus on strategic direction and key priorities (political direction)		Andrew Atkin	Paul Walker	18 Dec 2009

Code & Title **STR Strategic Risk Register**Administered By **Corporate Strategy Super User; Finance Division (CED) Super User; Human Resources Super User; Legal Services Super User**



Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	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		Finance Division (CED) Super User; Mike Ward	Mike Ward	23 Nov 2009

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


Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R025	Absence of robust documentation that sets out the roles and responsibilities of each partner could lead to HBC baring unnecessary responsibility should the partnership fail to deliver		Mike Ward	Mike Ward	23 Nov 2009

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R026	Sustainability of grant funded services / projects		Mike Ward		23 Nov 2009



Code & Title **STR Strategic Risk Register**
Administered By **Human Resources Super User**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R021	Future Equal pay claims		Joanne Machers	Joanne Machers	30 Sep 2009
STR R022	Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims		Joanne Machers	Joanne Machers	01 Apr 2010

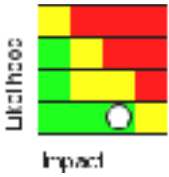


Code & Title **STR Strategic Risk Register**
Administered By **Neighbourhood Services Departmental Super User; Smith, Alastair**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R024	Failure to maintain trading activity		Keith Smith	Keith Smith	15 Jan 2010




Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R009	Failure to provide council services during emergency conditions		Denis Hampson	Denis Hampson	13 Jan 2010
STR R016	Failure to deliver efficiency savings through procurement		Graham Frankland	Graham Frankland	07 Jan 2010
STR R017	Financial Viability and capacity of Building Consultancy services		Graham Frankland	Graham Frankland	07 Jan 2010
STR R012	Lack of resources to maintain building stock		Graham Frankland	Graham Frankland	07 Jan 2010
STR R013	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation		Graham Frankland	Graham Frankland	07 Jan 2010
STR R014	Loss of Civic Centre as key building.		Graham Frankland	Graham Frankland	07 Jan 2010

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R015	Environmental and financial consequences of climate change		Graham Frankland	Graham Frankland	07 Jan 2010
STR R010	Flu pandemic		Denis Hampson	Denis Hampson	14 Jan 2010

Code & Title **STR Strategic Risk Register**
Administered By **Neighbourhood Services Departmental Super User; Smith, Alastair; Young_admin, Ralph**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R006	Contaminated Land		David Wilson	Alastair Smith	06 Oct 2009
STR R018	Failure to operate vehicles safely		Jayne Brown; Paul Robson	Alastair Smith	12 Jan 2010
STR R019	Loss of O License		Paul Dawson; Dave Morton; John Quinn; Paul Robson; Liam Wilkinson	Alastair Smith	25 Jan 2010

Code & Title **STR Strategic Risk Register**
 Administered By **Regeneration and Planning Services Super User**

Risk Code	Risk Title	Current Risk Matrix	Assigned To	Managed By	Last Review Date
STR R040	Failure to facilitate the redevelopment of HCFE		Jeff Mason		05 Jan 2010
STR R039	Effective delivery of housing market renewal affected by external decisions and funding		Jeff Mason	Dave Stubbs	05 Jan 2010
STR R041	Failure to realise plans for Victoria Harbour regeneration scheme		Jeff Mason		05 Jan 2010

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	2	3	4
		Low	Medium	High	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

CABINET REPORT

6th April 2010



Report of: Assistant Chief Executive

Subject: BUSINESS TRANSFORMATION – SERVICE
DELIVERY OPTIONS REVIEW PROGRAMME
REPORT

SUMMARY

1. PURPOSE OF REPORT

To provide to Cabinet the delivery Plans for a number of the year two reviews which form part of the Service Delivery Options (SDO) review programme.

2. SUMMARY OF CONTENTS

The report contains the Delivery plans a number of the Year Two Service Delivery Options (SDO) reviews previously agreed as being part of year two of the programme for this element of the Business Transformation programme and outline timescales for these first reviews

3. RELEVANCE TO CABINET

The report concerns one of the workstreams of the Business Transformation Programme, Service Delivery Options

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet, 6th April 2010

6. DECISION(S) REQUIRED

Cabinet are recommended to note the scope, inclusions and timescales for the reviews.

Report of: Assistant Chief Executive

Subject: BUSINESS TRANSFORMATION – SERVICE
DELIVERY OPTIONS REVIEW PROGRAMME
REPORT

1. PURPOSE OF REPORT

- 1.1 To provide the delivery plans for a number of the Year Two reviews included in the Service Delivery Options (SDO) review programme.

2. BACKGROUND

- 2.1 The programme of SDOs has been broken down into a three year schedule of reviews which encompass the operations of the authority. In addition, and as has been considered by Programme Board previously, a “How to Guide” has been developed for those officers leading each of these reviews.
- 2.2 The “How to Guide” identifies that there are number of stages in undertaking each of the SDO’s.
- Delivery Plans – essentially the scope, inclusions and exclusions and timetable for the review
 - Options Report – based on the investigations undertaken what are the options available for the delivery of the service
 - Report and implementation plan – recommendations on the options available to deliver the efficiency savings and an implementation plan

3. SERVICE DELIVERY OPTIONS PROGRAMME

- 3.1 The programme has commenced and attached to this report (as **Appendix 1**) are the summaries of the delivery plans for the following year 2 SDOs
- Social inclusion, vulnerable pupils, special educational Needs
 - Children's Centre's and early years
 - Legal, Elections and Land Charges
- 3.2 For information the Year Two programme, for which delivery plans will be reported to Cabinet (likely to be through April), also includes
- Benefits, mean tested services,
 - Neighbourhood management
 - Street Cleansing , Grounds maintenance
 - Public Protection

- Adult social operations / provider services
- Libraries
- Sports and recreation
- Grants to community and voluntary organisations

4.0 FINANCIAL SUMMARY

- 4.1 The reviews for year two have an overall target of within the Business Transformation Programme of £1.2M.

5.0 RISK

- 5.1 As has been stated previously the SDO programme carries with it a degree of risk in respect of the overall Business Transformation Programme. The determination of the phased programme for delivery and the supporting management arrangements are designed to mitigate the risks associated with overall slippage in the programme in respect of how this may detrimentally affect the established financial strategy.
- 5.2 The three stage approach to Reviews, Delivery Plans, Options and final report with implementation plan have been determined to provide for both the consideration of options and the determination of clear options and the ability to implement these but this will require decisions to be taken in a timely manner.

6.0 CONCLUSIONS

- 6.1 The challenging programme has been established to form part of the Business Transformation Programme and the Medium Term Financial Strategy. As has been stated previously there are unlikely to be any easily identifiable solutions or those which are simple to implement. It is important however to ensure that progress on the programme is maintained and that difficult decisions which are required are considered and ultimately implemented in a timely manner if the contribution to the budget strategy is to be maximised.

7.0 DECISIONS REQUIRED

- 7.1 Cabinet are recommended to note the scope, inclusions and timescales for the reviews.

APPENDIX 1

Report to: DMT & Business Transformation

Subject: Social Inclusion, Vulnerable Pupils, SEN & Educational Psychology - Service Delivery Option Review Delivery Plan

1.0 Purpose of Report

1.1 This review has an efficiency target of £57,200 (5%).

2.0 Review Objectives & Scope

2.1 The aim of this review is to:-

Provide co-ordinated services to support and raise the achievement of vulnerable pupils, those at risk of social exclusion and those with a range of additional needs. The services must be able to meet legislative requirements and comply with accepted practice standards as identified by the DCSF and Ofsted. The review needs to take into account the importance of early intervention in ensuring children and young people do not reach crisis points in their lives, leading to the need for even more specialist and costly support packages. The review will identify efficiencies as required as part of the council's business transformation programme.

2.2 The scope of this review has been set to include all the teams currently within the Performance and Achievement division's social and educational inclusion section and the SEN and Educational Psychology teams (currently within the Planning and Service Integration division). The scope of services to be covered in the review include:

- Education of Vulnerable Groups including: Looked After Children, Young Offenders, Young Carers, Home and hospital teaching, Ethnic minority & mobile pupils, Teenage parents
- School attendance & employment licensing
- Equality and diversity in schools
- Child protection in schools
- Behaviour improvement in schools, exclusions and Anti-bullying
- Secondary B&A Partnership
- Pupil Referral Unit
- Hartlepool Inclusion Standard
- Special Educational Needs including hearing & visually impaired
- Educational Psychology; and
- Elective Home Education

Where appropriate the role of schools in contributing towards the above services will be considered.

3.0 Exclusions from the scope

- 3.1 A significant amount of funding to support activity in these areas comes through ring fenced grants e.g. Dedicated Schools Grant, Standards Fund, Care Matters, which are outside the scope of the review. Whilst the grants themselves are outside the scope of the review this does not mean that the service areas funded by them will not be re-configured.

4.0 Constraints on the review

- 4.1 There are a number of statutory duties placed on the LA in relation to these areas of work which are summarised below.
- 4.2 **Section 19 of the Education Act 1996** provides that, “Each local education authority shall make arrangements for the provision of suitable education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them.” Local Authorities (LAs) also have the power to provide suitable education otherwise than at school for young people over compulsory school age but under the age of 19.
- 4.3 The Local Authority has a duty under **Education & Inspections Act 2006** to make provision for excluded pupils. It is the duty of school governing bodies and local education authorities in sections 100 and 101 of the Education and Inspections Act 2006 (“the 2006 Act”) to provide suitable full-time education for excluded pupils is to apply from the sixth school day of exclusion (regulations 3 and 4);
- 4.4 The Local Authority has a duty under **section 39 of the Crime & Disorder Act 1998** (5e) to identify a person nominated by the chief education officer appointed by the local authority under section 532 of the Education Act 1996. Section 532 of the Education Act 1996 states the appointment of officers shall (without prejudice to the generality of the provisions of that Act) include the duty of appointing a fit person to be the chief education officer of the authority.
- 4.5 The Local Authority has a duty under **Section 22 (3) (a) Children Act 1989 as amended by Section 52 Children Act 2004** to promote the educational achievement of looked after children. Section 20 Children and Young Person’s Act 2008- places a duty on the governing body of schools to designate a member of staff as having responsibility to promote the educational achievement of looked after children.
- 4.6 The Local Authority has a range of statutory duties in relation to the identification and assessment of pupils with special educational needs under the **Education Act 1996, Special Educational Needs and Disability Act 2001** and the Special Educational Needs Code of Practice 2001.
- 4.7 The Local Authority has a duty to ensure pupils whom are of statutory school age attend school regularly under the follow legislation:

- **Education Act 1996**; Section 7, Parental Responsibility; Section 437, School Attendance Order; Section 443, Failure to comply with the order; Section 444 & 444(1A) Prosecutions for non school attendance; Section 312, 323 & 328 Supervising Education Supervision Order; Section 444A (3) and (6), 444B and 569 Penalty Notice in relation to school attendance.
- **Criminal Justice and Court Service Act 1967 & 2000**; Section 9, Summons and Witness statement
- **Police & Criminal Evidence Act 1984**; Caution for Higher Offense Prosecutions
- **Crime and Disorder Act 1998** Parenting Orders Section 8
- **Anti Social Behaviour Act 2003 Section 23 Penalty Notices**
- **Children's Plan** Paragraphs 4.104 to 4.108 No Local Authority will have more than 5% of its school populations identified as persistent absentees.
- **Children Act 1989**; Section 1, Welfare Principles; Section 17, Child in need; Section 31, Grounds for a Care Order or Supervision Order if need be for a child subject Education Supervision Order; Section 36 (5A), Education Supervision Order
- **Education and Inspections Act 2006**; Places a Duty on Local Authorities to make arrangements to identify children missing or not receiving suitable education (part1 section 4)

The LA also has a duty of care to ensure schools comply with the following legislation:

- **Education Pupil Registration Regulations 2006**
- **Education (School Day and Year) Regulations 1999**
- **Education Act 2002 Section 53 Setting School Targets**

- 4.8 Other statutory duties – Elective Home Education, Parents have a right to educate their children at home. **Section 7 of the Education Act 1996 provides that:** “The parent of every child of compulsory school age shall cause him to receive efficient full-time education suitable – (a) to his age, ability and aptitude, and (b) to any special educational needs he may have, either by regular attendance at school or otherwise.” Local authorities have a statutory duty under **section 436A of the Education Act 1996, inserted by the Education and Inspections Act 2006**, to make arrangements to enable them to establish the identities, so far as it is possible to do so, of children in their area who are not receiving a suitable education. The duty applies in relation to children of compulsory school age who are not on a school roll, and who are not receiving a suitable education otherwise than being at school (for example, at home, privately, or in alternative provision). **Under Section**

437(1) of the Education Act 1996, local authorities shall intervene if it appears that parents are not providing a suitable education.

- 4.9 The review has a broad scope in comparison with other internal Service Delivery Options. It has been brought forward from Year 2 to align any reconfiguring of team structures that may emerge from the review with the implementation of the new management structures that have been agreed for the Performance and Achievement Division. It is also operating to very challenging timescales by aiming to be completed by August 2010. The Review Team will endeavour to meet this timescale but it should be recognised that the ability to do so will be influenced by a number of uncontrollable factors.

5.0 Interfaces with other projects

- 5.1 Owing to the pace of transformational change across the authority, there are a number of plans already underway which interface with this review.
- Management structures, the introduction of structural design principles on de-layering and spans of control may impact on staffing with consequent impact on service delivery. Management structure savings targets have been set in addition to the service delivery option target which has been set for Social Inclusion, Vulnerable Pupils, SEN and Educational Psychology services. Any structural changes need to be identified and recorded at the same time as the SDO review to prevent double counting.
 - Asset Management and the rationalisation of buildings and associated accommodation strategy will be considered in the location of office staff.

6.0 Resource Requirements / Costs

- 6.1 No additional resources/costs will be required for the review, however it is difficult to predict at this stage what, if any resource requirements will be required depending upon whether an alternative service delivery model is adopted.

7.0 Reporting schedule

- 7.1 In order to ensure the review remains on target to be completed within prescribed timescales, the reporting schedule on the delivery plan has been completed to show key dates.

Reporting Schedule	March '10	Apr '10	May '10	Jun '10
Delivery Plan to Programme Board and Cabinet				

Options report to Programme Board and Cabinet				
Implementation Plan to Programme Board and Cabinet				

Report to: DMT & Business Transformation

**Subject: Children's Centres, Early Years, Play
- Service Delivery Option Review Delivery Plan**

1.0 Purpose of Report

1.1 The following areas have been identified to be reviewed in year two of the Business Transformation service delivery option review programme:-

- Children's Centres and Early Years
- Play Provision/Strategy
- Extended Schools

It has an efficiency target of 5%, £40,400.

1.2 This report is intended to advise on the scope and objectives of the review and the reporting timescales provisionally earmarked to DMT, BT, CMT, Programme Board, and Cabinet.

2.0 Review Objectives & Scope

2.1 The aim of this review is to ensure that high quality co-ordinated services are delivered to our children and their families. The services being reviewed include universal and targeted services. The services must be able to meet legislative requirements and comply with accepted practice standards as identified by Ofsted and DCSF. The review needs to take into account the importance of early intervention in ensuring children and young people do not reach crisis points in their lives, leading to the need for even more specialist and costly support packages. The review will identify efficiencies as required as part of the council's business transformation programme.

2.2 The scope of this review has been set to include all the teams currently within the Planning and Service Integration Division's Early Years team, (these teams are scheduled to move into the Performance and Achievement Division over the coming months). The scope of services to be covered in the review includes:

- Play Development/Play Strategy
- OSCARs out of school service
- Sure Start Children's Centres – 4 locality teams covering 8 centres including two daycare settings
- Asset management for children's centres
- Families Information Service
- Childcare Sufficiency/Childcare Market
- Early Years quality and outcomes which includes staff working in the Performance and Achievement division and library staff
- Early Years Workforce Development

- Early Years Inclusion including contribution to Care co-ordination
- Aiming High short break care
- Support services outside of the team e.g data officer, commissioning officer and finance officer

3.0 Exclusions from the scope

- 3.1 The majority of the funding for this area of work is received to the council through the ring fenced General Sure Start grant. Allocations have been received up to March 2011. It is unknown what future allocations will be.
- 3.2 Play builder developments will be excluded from this review as this is a capital project using ringfenced grant being led by community services.
- 3.3 Extended Services will be excluded from this review as all extended services funding (Standards Fund grant) has been delegated to schools via the Schools Forum.

4.0 Constraints on the review

- 4.1 The Local Authority has a number of duties under a number of pieces of legislation.

The Childcare Act 2006 requires:

- LAs and their NHS and jobcentre plus to work together to improve outcomes for children up to 5
- LAs to assess local childcare market and to secure sufficient childcare for working parents (publication of a Childcare Sufficiency Assessment)
- LAs must secure free nursery entitlement for all three and four year olds
- LAs must ensure parents and prospective parents can access a full range of information they may need for their children up to their children's 20th birthday

The Apprenticeships, Skills, Children and Learning Bill requires:

- LAs to secure the appropriate number of children's centres to meet local need.

5.0 Resource Requirements / Costs

- 5.1 No additional resources/costs will be required for the review, however it is difficult to predict at this stage what, if any resource requirements will be required depending upon whether an alternative service delivery model is adopted.

6.0 Reporting schedule

- 6.1 In order to ensure the review remains on target to be completed within prescribed timescales, the reporting schedule on the delivery plan has been completed to show key dates.

Reporting Schedule	April '10	May '10	June '10	July '10	Aug '10	Sept '10
Delivery Plan to Programme Board and Cabinet						
Options report to Programme Board and Cabinet						
Implementation Plan to Programme Board and Cabinet						

**Subject: Legal, Elections and Local Land Charges Service Delivery
Option Review Delivery Plan**

1.0 Purpose of Report

1.1 There is an efficiency target of £59K for this review.

2.0 Review Objectives and Scope

2.1 The aim of this review is to

‘provide a prompt and effective service through achieving best value through improved productivity and efficiency to meet the legal, electoral and statutory needs and requirements of the Council.

2.2 The scope of this review has been set as wide as possible to yield maximum benefits and efficiencies. As the review proceeds the range of services considered for alternative service delivery might change but which will be viewed in an objective manner in order to ensure accountability and transparency in decision making. Whilst the service areas to be reviewed incorporates Legal, Elections and Local Land Charges, it is of note that Members Services which will form a component part of this amalgamated service area from 1st April, 2010, is included within the third year (along with Scrutiny and Democratic Services) of the Service Delivery Option Review Programme.

2.3 The scope of services to be covered in the review include

- Conveyancing and land development
- Contract and procurement
- Civil and criminal litigation
- Planning, environmental and highways
- Licensing and gambling,
- Constitutional and administrative
- Data protection/Freedom of information
- Education and Social Services
- Employment
- Conduct of elections
- Electoral registration
- Local Land Charges
- Local Land and Property Gazetteer

3.0 Exclusions from the scope

- 3.1** As indicated, Members Services although to be aligned with Legal, Elections and Local Land Charges service areas, is the subject of a separate review in year 3 of the Service Delivery Option Review Programme.

4.0 Constraints on the Review

- 4.1** The Legal Services Division is the lead authority for the Cleveland Fire Brigade and under a Service Level Agreement (01.04.2009 – 31.03.2011) provides legal services to the Brigade. In addition, the Chief Solicitor is the Legal Advisor and Monitoring Officer to the Cleveland Fire Authority. The Division also provides legal services to a variety of stakeholders and strategic partners of the Council, including through a Service Level Agreement legal advice and assistance to schools and colleges within the Borough.
- 4.2** The Council's Legal Services Division has met and maintained the requirements of the Law Society's Practice Management Standard "Lexcel", which accreditation has been in force since December, 2003. Through a annual maintenance visit/re-assessment in December, 2009, the Council's Legal Services Division have again been accredited under this standard for a period of three years, subject to an annual maintenance visit compliance.
- 4.3** Since March, 2007, the Council along with neighbouring Tees Valley authorities, have engaged in a framework agreement ("The Tees Valley External Legal Procurement Agreement") for the occasional 'call off' of legal services through Ward Hadaway and Dickinson Dees Solicitors.
- 4.4** There will also be constraints upon time if the Council chooses an alternative delivery option at the conclusion of the Service Delivery Option Review. A number of legislative timescales would apply (for example TUPE) and for the propriety of decision making within the Council as well as the integrity of its statutory processes, not least the delivery of electoral services. These issues will be considered in the options analysis for phase 3

5.0 Interfaces with other projects

- 5.1** Owing to the pace of transformational change across the authority, there are a number of plans already underway which interface with this review.
- Management structures, the introduction of structural design principles on de-layering and spans of control will impact on staffing levels as teams are integrated, which in some cases could impact on service delivery. Management structure savings targets have been set in addition to the service delivery option target for Legal, Election and Local Land Charges services. Any structural changes need to be identified and recorded at the same time as the SDO review to prevent double counting.
 - Asset Management and the rationalisation of buildings and associated accommodation strategy will be a consideration but is not thought to be

material for the purpose of this particular Service Delivery Option Review.

- The Support Services Review has the potential of impacting upon this Service Delivery Option Review and therefore close analysis and scrutiny of these respective reviews will need to be undertaken, not least from an operational efficiency perspective but also from an ability to maintain services and deliver upon aims and objectives. Again, any savings deriving from either review needs to avoid a 'double counting' approach, and therefore requires an equitable standpoint.

6 Resource Requirements/Costs

It is not anticipated that any additional resources/costs will be required for this review, however it is difficult to predict at this stage what, if any resource requirements will be involved which will be dependant upon whether an alternative service delivery model is recommended.

7 Reporting schedule

In order to ensure the review remains on target to be completed within prescribed timescales, the reporting schedule on the delivery plan has been completed to show key dates.

Reporting Schedule	April '10	May '10	June '10	July '10	Aug '10	Sept '10	Oct '10	Nov '10
Delivery Plan to Programme Board and Cabinet								
Options report to Programme Board and Cabinet								
Implementation Plan to Programme Board and Cabinet								