

Chief Executive's Department  
Civic Centre  
HARTLEPOOL

14<sup>th</sup> June, 2010

The Mayor (Stuart Drummond)

Councillors

Councillors Aiken, C Akers-Belcher, S Akers-Belcher, Atkinson, Barday, Barker, Brash, R W Cook, Cranney, Fleet, Fleming, Flintoff, Gibbon, Griffin, Hall, Hargreaves, Hill, Ingham, Jackson, James, Laffey, Lauderdale, Lawton, A E Lilley, G Lilley, London, Maness, A Marshall, J Marshall, J W Marshall, McKenna, Dr. Morris, Payne, Plant, Preece, Richardson, Rogan, Shaw, Simmons, Sutheran, Thomas, H Thompson, P Thompson, Turner, Wells, Worthy and Wright.

Madam or Sir,

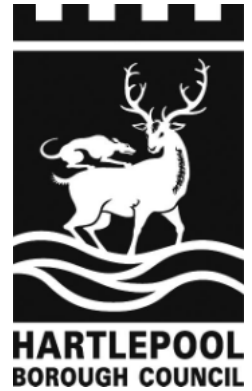
You are hereby summoned to attend a meeting of the COUNCIL to be held on THURSDAY, 24<sup>th</sup> June, 2010 at 7.00 p.m. in the Civic Centre, Hartlepool to consider the subjects set out in the attached agenda.

Yours faithfully

P Walker  
Chief Executive

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# COUNCIL AGENDA



**24th June 2010**

**at 7.00 p.m.**

**in the Council Chamber,  
Civic Centre, Hartlepool**

1. To receive apologies from absent members.
2. To receive any declarations of interest from members.
3. To deal with any business required by statute to be done before any other business.
4. To receive questions from and provide answers to the public in relation to matters of which notice has been given under Rule 10.
5. To approve the minutes of the meetings of the Annual Council held on 27 May 2010 and the Extraordinary Meeting held on 10 June 2010, as a correct record. (copy attached)
6. Questions from Members of the Council on the minutes of the last meeting of the Council.
7. To answer questions of members of the Council under Council Procedure Rule 11;
  - (a) Questions to members of the Executive about recent decisions of the Executive (without notice)
  - (b) Questions to members of the Executive and Chairs of Committees and Forums, for which notice has been given.

- (c) Questions to the appropriate members on Police and Fire Authority issues, for which notice has been given. Minutes of the meetings of the Cleveland Police Authority held on 25th February 2010 and the meetings of the Cleveland Fire Authority held on 26th March 2010 (copy attached) are attached.
- 8. To deal with any business required by statute to be done.
- 9. To receive any announcements from the Chair, the Mayor, members of the Cabinet or the head of the paid service.
- 10. To dispose of business (if any) remaining from the last meeting and to receive the report of any scrutiny forum or other committee to which such business was referred for consideration.
- 11. To receive reports from the Council's committees and working groups other than any overview and scrutiny committee and to receive questions and answers on any of those reports
  - (i) Report of Constitution Committee (to follow)
- 12. To consider any other business specified in the summons to the meeting, including consideration of reports of the overview and scrutiny committees for debate and to receive questions and answers on any of those items;
  - (i) Overview and Scrutiny Annual Report 2009/10 (copy attached)
- 13. To consider reports from the Executive:-
  - (a) Proposals in relation to the Council's budget and policy framework
    - (i) Corporate Plan 2010/11 (copy attached)
  - (b) Proposals for departures from the budget and policy framework

None
- 14. To consider any motions in the order in which notice has been received.
- 15. To receive the Chief Executive's report and to pass such resolutions thereon as may be deemed necessary (copy attached).

<p style="text-align: center;"><b>COUNCIL</b></p> <p style="text-align: center;"><b>MINUTES OF PROCEEDINGS</b></p> <p style="text-align: center;"><b>27<sup>th</sup> May 2010</b></p>
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The meeting commenced at 7.00 pm in the Civic Centre, Hartlepool

**PRESENT:-**

The Chairman (Councillor C Richardson) presiding:

The Mayor, Stuart Drummond

**COUNCILLORS:**

Aiken	C Akers-Belcher	S Akers-Belcher
Atkinson	Barclay	Brash
Cook	Cranney	Fleming
Flintoff	Griffin	Hall
Hargreaves	Hill	Ingham
Jackson	James	Laffey
Lauderdale	Lawton	A Lilley
London	Maness	A Marshall
J W Marshall	McKenna	Dr. Morris
Payne	Plant	Preece
Rogan	Shaw	Simmons
Thomas	H Thompson	P Thompson
Wells		

**OFFICERS:**

Paul Walker, Chief Executive  
Peter Devlin, Chief Solicitor  
Andrew Atkin, Assistant Chief Executive  
Nicola Bailey, Director of Child and Adult Services  
Dave Stubbs, Director of Regeneration and Neighbourhoods  
Steve Hilton, Public Relations Officer  
Amanda Whitaker and David Cosgrove, Democratic Services Team  
Lorraine Bennison, Olive Anderson, Eileen Larkin and Karen Mason,  
Members' Services Team

Prior to the commencement of the meeting the Chair welcomed recently elected Members to the Council.

## **1. APOLOGIES FOR ABSENT MEMBERS**

Councillors Barker, Fleet, Gibbon, G Lilley, Sutheran, Worthy and Wright.

## **2. APPOINTMENT OF CHAIR**

Councillor Richardson requested nominations for the office of Chair of the Borough of Hartlepool for the ensuing municipal year.

Motion made by Councillor Simmons and seconded by Councillor Hargreaves.

"That Councillor Richardson be elected as Chair of the Borough of Hartlepool for the ensuing municipal year".

Motion put and agreed.

The Chief Executive reported that the Chairman had signed the Declaration of Acceptance of Office.

## **3. APPOINTMENT OF VICE-CHAIR**

The Chairman requested nominations for the office of Vice-Chair for the Borough of Hartlepool for the ensuing municipal year.

Motion made by Councillor Thompson and seconded by Councillor Hill.

"That Councillor Aiken be elected as Vice-Chair of the Borough of Hartlepool for the ensuing municipal year".

Motion put and agreed.

The Chief Executive reported that the Vice-Chair had signed the Declaration of Acceptance of Office.

## **4. ADDRESS BY CHAIR**

The Chair addressed the Council thanking his proposer and seconder for their kind words. He also paid tribute to Chairman's Lady and thanked staff and colleagues for their support and contributions in the previous year.

## **5. DECLARATIONS OF INTEREST FROM MEMBERS**

None

## **6. MINUTES OF PROCEEDINGS**

The Minutes of Proceedings of the Council meeting held on the 15<sup>th</sup> April 2010 having been laid before the Council.

RESOLVED - That the minutes be confirmed.

The minutes were thereupon signed by the Chairman.

## **7. ANNOUNCEMENTS**

The Chairman announced that an Extraordinary meeting of Council would be held on 10<sup>th</sup> June 2010 to consider a Petition Scheme.

## **8. EXECUTIVE DELEGATION SCHEME**

Details of each Portfolio Holder and the broad scope of each Portfolio had been circulated.

RESOLVED - That the Executive Delegation Scheme be noted.

## **9. ORDINARY MEETINGS OF THE COUNCIL**

A schedule of Council meetings for the municipal year for 2010/11 was submitted for approval.

RESOLVED - That the dates scheduled for Council meetings for the Municipal Year 2010/11 be approved.

## **10. APPOINTMENT TO COMMITTEES, FORUMS AND OTHER BODIES**

The proposed membership of Committees, Forums and other bodies had been circulated. An invitation had been extended to leaders of the political groups and independent Members of the Council to make nominations for the list of Chair and Vice-Chairs. These were indicated on the list circulated to Members. At the meeting, votes were taken on the positions of Chair of Licensing Committee, Vice Chair of Licensing Committee and Vice Chair of Planning Committee.

RESOLVED -

- (i) That the Committees, Forums and other bodies, details of which are included in the Council's Minute Book be constituted with the membership indicated in each case "nem com" subject to representation on the Constitution Committee and Children's Services Scrutiny Forum being amended as follows:-

Constitution Committee – deletion of Councillor Fleet from composition of Committee.

Children's Services Scrutiny Forum – Councillor C Akers Belcher to replace Councillor Lawton on Forum.

- (ii) That the Members indicated as Chair and Vice-Chair in each case be appointed to these offices.
- (iii) That the following appointments be approved:-
  - Chair Licensing Committee – Councillor Morris
  - Vice Chair Licensing Committee – no appointment made.
  - Vice Chair Planning Committee – Councillor Morris.

## **11. APPOINTMENT TO JOINT COMMITTEES AND OTHER OUTSIDE BODIES**

A list setting out suggested representatives on joint committees and other outside bodies had been circulated. Prior to the meeting the leaders of the political group and independent Members had been invited to make nominations. The Council was requested to agree the suggestions as set out in the document, the format of which reflected the division of outside body list in Part 7 of the Constitution - Schedule C and D were the bodies for which nominations were the responsibility of the Council. Details of the appointments made by the Executive – Schedules A and B - were circulated for Council's information. Those organisations where there had been more nominations than the places available were to be considered at the next Ordinary meeting of Council.

### **RESOLVED –**

That the representations, as detailed in the Council's Minute Book, be appointed as the Council's representatives on joint committees and other outside bodies subject to representation on the following organisations being amended as follows:-

Cleveland Fire Authority – Association Independent Councillors nomination – Councillor Atkinson.

School Admission Forum – Councillor C Akers-Belcher to replace Councillor Lawton

National Association of Councillors – deferred for consideration at next Ordinary Council meeting.

The meeting concluded at 7.25 p.m.

CHAIR

# EXTRAORDINARY COUNCIL

## MINUTES OF PROCEEDINGS

10 June 2010

The meeting commenced at 7.00 pm in the Civic Centre, Hartlepool

PRESENT:-

The Chairman (Councillor C Richardson) presiding:

COUNCILLORS:

Aiken	C Akers-Belcher	S Akers-Belcher
Atkinson	Barclay	Brash
Cook	Cranney	Flintoff
Gibbon	Griffin	Hall
Hargreaves	Ingham	Jackson
James	Laffey	Lawton
A Lilley	London	Maness
A Marshall	J W Marshall	Dr. Morris
Payne	Preece	Simmons
H Thompson	P Thompson	Turner
Wells	Worthy	

Officers: Andrew Atkin, Assistant Chief Executive  
 Peter Devlin, Chief Solicitor  
 Amanda Whitaker, Democratic Services Team Manager  
 Angela Hunter, Principal Democratic Services Officer

### 12. APOLOGIES FOR ABSENT MEMBERS

The Mayor, Councillors Barker, Fleet, Hill, G Lilley, McKenna, Plant, Shaw, Sutheran, Thomas, Wright

### 13. DECLARATIONS OF INTEREST FROM MEMBERS

None

### 14. LOCAL DEMOCRACY, ECONOMIC DEVELOPMENT AND CONSTRUCTION ACT 2009 – PETITION SCHEME – *Constitution Committee*

The Vice Chair of the Constitution Committee presented the report which provided the background to the implementation of the Petition Scheme which was to be



introduced through the Local Democracy, Economic Development and Construction Act 2009. The model scheme was attached by way of appendix and Members were asked to give consideration to the implementation of the scheme by 15 June 2010 which was the date from which the local authority would be obliged to operate the scheme. It was noted that the operation of an e-petition scheme would be implemented from 15 December 2010.

The model petition scheme referred to petitions being submitted at least 10 working days before the Council meeting where it would be presented and Members questioned whether this was a sufficient timescale. The scheme also referred to where a petition organiser was not identified within the petition, the local authority would contact the signatories to agree who should act as the petition organiser. Members identified a number of problems that could occur as a result of this process and suggested that this part of the process needed further consideration.

It was noted that if a petition contained more than 1500 signatures (1501 or more) it would be debated by the Full Council and if a petition containing 750, the relevant senior officer would give evidence at a public meeting of the Council's Scrutiny Committee. It was suggested within the model scheme that questions could be submitted to the Chair of the Scrutiny Committee up to three working days before the meeting and Members questioned whether this timescale was sufficient.

Although it was acknowledged that e-petitions would not be implemented until 15 December 2010, the model scheme made provision for petitions to run for up to 12 months, it was noted that this may be too long a timescale as signatories may change their mind or move out of the area and this may present difficulties with the number of signatures contained within the petition.

In summary, the Vice Chair of the Constitution Committee moved that the model petition scheme be accepted as submitted whilst enabling further consideration of the detail of the operation of the scheme to be undertaken by the Constitution Working Group and Constitution Committee over the next three months. The Constitution Committee would then submit a further report to Council in September.

- RESOLVED** – (i) That the model petition scheme as attached by way of appendix be adopted.
- (ii) That the Constitution Working Group and Constitution Committee undertake a review of the detail of the operation of the petition scheme and report back to Council in September 2010.

The meeting concluded at 7.09 pm.

CHAIR

## **CLEVELAND POLICE AUTHORITY EXECUTIVE**

A meeting of Cleveland Police Authority Executive was held on Thursday 25 February 2010 in the Members Conference Room at Police HQ.

**PRESENT :** Councillor Caroline Barker, Councillor Barry Coppinger, Councillor Mary Lanigan, Councillor Ron Lowes, Councillor Dave McLuckie (Chair), Councillor Hazel Pearson OBE, Councillor Victor Tumilty and Councillor Steve Wallace

Independent Members

Miss Pam Andrews-Mawer, Mr Chris Coombs, Mr Ted Cox JP, Mr Peter Hadfield, Mr Mike McGrory and Mr Peter Race MBE

**OFFICIALS:** Mr Joe McCarthy, Mrs Julie Leng, and Mrs Caroline Llewellyn (CE)  
Mr Sean Price, Mr Sean White, Mrs Ann Hall and Miss Kate Rowntree (CC)

### 342 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mr Aslam Hanif and Councillor Paul Kirton.

### 343 **DECLARATIONS OF INTERESTS**

There were no declarations of interests.

### 344 **CLEVELAND POLICE AUTHORITY BUSINESS PLAN**

The Chief Executive presented the final version of the Cleveland Police Authority Business Plan 2010-2013 for members approval.

The draft Business Plan was approved at the November 2009 meeting of Policy & Resources Panel. Copies of the draft Business Plan were circulated for consultation to all stakeholders who expressed an interest in attending the CPA Stakeholder event on 9 December 2009.

Following the collation and assimilation of the stakeholder responses, including discussion with the Force Executive and Members, the draft Business Plan was reworked into a final version, attached at Appendix A to this report.

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The Business Plan will become the vehicle for driving service and governance improvements and for dealing with the recommendations of audits, inspections and reviews, including the forthcoming Police Authority Inspection.

Members asked for clarification around the reporting mechanisms to them so that they could review progress. Members were advised that they as owners of the Business Plan would have a key responsibility in driving through the recommendations and reviewing progress on an almost daily basis. Furthermore Members can question any aspect of the Business Plan and add or update as required, this is a 'living document' that would drive performance and improvements.

Page 15 of the Business Plan referred to the 'Up to date Estates Strategy and Asset Management Plans' – Members raised the concern that these plans had been outstanding for some time and asked when they could expect these to be available. The Chief Constable indicated that this was ongoing and a date for completion would be provided as soon as possible.

Page 9 – Reference to marketing using technology and proactive advertising campaigns. Member sought reassurance that schemes such as these would be reviewed to see if they are beneficial and cost effective and if not that they would be stopped.

Members were reassured that both these areas would be monitored and reviewed and that cost implications would always be considered and monitored. However, Police Authorities have been tasked with raising their profile within the public domain and the use of technology is one of the key tools available.

Members queried if the BCJ meetings would continue, it was confirmed that these meetings would still take place but that there would be a stronger focus on scrutiny in particular around the implementation of the Policing Pledge.

Members asked for an update on progress in improving the number of BME applicants to the Force.

The Chief Constable advised that as detailed in the report that had been presented to the Policy & Resources Panel in January, the Force continued to actively engage with the BME communities through the Independent Advisory Groups (IAGs) and other forums. But he accepted that there was still more

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work to be done to try and encourage applicants not only for Police Officer roles but Police Staff positions also.

The Chairman informed members that the Police Authority through its Lead Member on the Force IAG had circulated the recent advert for an Independent Member to IAG members and to all the local Mosque's but had not received any applicants. The Chairman confirmed that he was currently looking to see if it would be beneficial to have member attendance at each of the District IAGs. This is a key area. As such it is included in the Police Authority Business Plan to ensure we continue to drive forward improvements.

**ORDERED** that:-

1. the Cleveland Police Authority Business Plan 2010-2013 attached at Appendix A to the report be agreed.

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## **2010 – 2013 POLICING PLAN**

The Chief Constable presented Members with the final draft version of the 2010-13 Policing Plan.

Members had reviewed the draft policing plan at a briefing on Tuesday 23 February 2010 and had requested a number of amendments. In view of this it was proposed that Members would have a further opportunity to look at the revised document in more detail and feedback their comments by Friday 5 March 2010 – the Plan would then be submitted to the Operational Policing Panel for agreement.

**ORDERED** that:-

1. Members to review the document and feedback any comments by Friday 5 March 2010
2. The amended version of the Policing Plan be submitted to the Operational Policing Panel on 18 March 2010 for agreement.

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## **ROBUSTNESS OF ESTIMATES AND ADEQUACY OF FINANCIAL RESERVES**

The Chief Executive presented the report in accordance with the requirements under Part 2 of the Local Government Act 2003 (Financial Administration). This required the Treasurer (i.e. in our case the Chief Executive) to report to the Authority

on the following matters:-

- a. 'the robustness of the estimates made for the purposes of the calculations in setting the budget for the forthcoming financial year';
- b. 'the adequacy of the proposed financial reserves'.

The Chief Executive concluded that the Authority's budget setting process had been designed to ensure that estimates brought forward for approval are sound and robust. This report confirmed that approach and identified the key elements of the process that make it so.

Similarly, the Authority policy is to ensure that it had sufficient levels of reserves and balances to provide for known, anticipated and unforeseen costs and liabilities. He confirmed that he was satisfied that the proposals emerging from the 2010 / 2011 budget process were clear, soundly based and deliverable, and that the approach to reserves and balances contained therein were appropriate.

In setting a budget for 2010 / 2011 the Authority would need to continue to have regard to the underlying level of available resources. The budget report required the Authority to continue to take a robust approach to the issue by agreeing a long term financial plan aimed at maintaining a sustainable position through the Plan period.

A copy of the reserves policy was attached at Appendix A to the report.

Members asked how realistic the statement was in relation to 'all known existing and future pressures are identified and proposed strategies and solutions proffered to remedy any problems'.

The Chief Executive indicated that the key word in this statement was 'known', and confirmed that he was confident that all the known pressures had been identified and procedures put in place to remedy any problems.

Members questioned how the 3% figure for general reserves had been arrived at whether 3% was sufficient in the current climate.

The Chief Executive confirmed that 3% was sufficient to deal with 'what we know'.

**ORDERED** that:-

1. Members considered the contents of this report, particularly section 6, and would take them into account when considering the 2010/11 Budget Report.

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## **TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS**

The Chief Executive presented the Treasury Management and Prudential Indicators report to Members.

This report is one of a set of six that are on today's agenda for consideration by Members:

- Robustness of Estimates & Adequacy of Financial Reserves;
- Prudential Indicators & Treasury Management Strategy 2010/4;
- Minimum Revenue Provision Strategy 2010/11;
- 2010/11 Budget and LTFP 2011/15;
- 2010/11 Capital Programme & Outline Capital Plan 2011/14;
- 2010/11 Capital Programme & Outline Capital Plan 2011/14;
- Setting the 2010/11 Precept.

These reports are part of the process introduced by the Authority to establish sustainable annual and long term financial plans and maintain prudent financial management.

Following the collapse of the Icelandic Banks, treasury management in public sector organisations continues to receive a significant amount of focus and emphasis. Two national reports were published, the Audit Commission's "Risk and Return" on local authority treasury management and the Communities and Local Government Select Committee's Review of local authority investments.

A CIPFA Treasury Management Bulletin was attached to the report for Members Information, this provided an update on the work that has taken place to December 2009 and that planned for the future in relation to the Treasury Management.

Whilst the Bulletin constitutes advice only and is not a statutory document the contents are a very useful guide to areas for

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potential development in relation to Treasury Management for the Force and Authority.

To comply with the CIPFA Prudential Code of Practice Members were required to set a range of Prudential Indicators for the financial year 2010/11.

The code states that prudential indicators for treasury management should be considered together with the annual investment strategy for 2010/11.

The CIPFA code does not set benchmark indicators. Each organisation must use its judgement when setting indicators.

Based on the indicators proposed above, the revenue budget, capital programme and associated financing are within prudent limits.

A prudent Investment Strategy has been put forward for approval that seeks to firstly secure the money being invested before secondly looking at rates of return. As such a significantly reduced counterparty list has been produced, in comparison to previous years, but the limits for Specified Investments have been increased from previous years as we seek to place with majority of our investments with these counterparties.

Members questioned if we received advanced warning of bank issues.

The Chief Executive confirmed that we receive information through Middlesbrough Council, but also pointed out that the media is usually on the mark with these situations and that they promptly make any information public.

Paragraph 5.4 – Reassurance was sought that the proposal meets with the requirement of best practice and apply the lessons learned from the recent past problems with the banking system.

The Chief Executive reassured members that the investment strategy attached at Appendix A to the report was in line with proper practice to ensure funds are available to make payments at the correct time. Banks are more stable than they were, but we will continue to monitor.

**ORDERED** that:-

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1. the Prudential Indicators set out in paragraphs 4.5, 4.6 and 4.7 be approved.
2. the authority delegated to the Chief Executive in consultation with the Deputy Section 151 officer to amend the approved list of counterparties and the investment limits with institutions will cease as at 31 March 2010. Future investments would be placed in line with the strategy in Appendix A in consultation with the Chair of the Audit and Internal Control Panel be noted.
3. if at any stage the turbulence in the financial markets is judged to have returned that the delegated authority referenced in 3.2 is immediately put back in place following consultation with the Chair of the Policy & Resources Panel be approved.
4. Middlesbrough Council continue to act as an agent on behalf of Cleveland Police Authority in relation to placing and committing the Authority to Investments with the constraints of our Investment Strategy be approved.
5. the Annual Investment Strategy detailed at Appendix A to the report be approved.

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### **MINIMUM REVENUE PROVISION 2010/11**

The Chief Executive presented this report which was one of six on today's agenda for consideration by Members.

The Minimum Revenue Provision (MRP) is the annual revenue provision that authorities have to make in respect of their debts and credit liabilities. The requirement to make MRP has existed since 1990.

This report is presented in accordance with the Local Authorities (Capital Financing and Accounting) (Amendment) (England) Regulations on calculation of the MRP which seeks approval from the Authority as to the annual MRP strategy for the 2010/11 financial year.

The MRP Strategy complements the wider financial picture which aims to provide transparency on the cost to the Authority of taking on new borrowing therefore linking into the



Authority's prudential indicators, the overall management of the Authority's assets the move toward international accounting standards.

Four options are outlined within the 2007 Regulations for authority's to follow as to the calculation of MRP, however there are certain factors which predetermine the option the Authority must adhere to, depending on the timing of the borrowing (that is before or after the 1 April 2008) and whether the borrowing is supported or unsupported. Appendix 2 provided examples of how each of the options are calculated.

**ORDERED** that:-

1. the Minimum Revenue Provision (MRP) Strategy for 2010/11 be approved. Specifically that being:
  - Option 1 ("Regulatory Method") be used to calculate the MRP on existing borrowing (before the 1 April 2008) and any future supported borrowing (after 1 April 2008).
  - Option 4 ("Depreciation Method") be used to calculate the MRP in the case of any future unsupported borrowing (after the 1 April 2008).
2. all future reports which involve borrowing to support capital expenditure considered by the Authority contain an assessment of additional MRP costs as this would have an impact on future revenue budgets be approved.
3. the MRP Strategy be presented to the Authority on an annual basis and its recommendations adopted for the following financial year in line with the requirements of the 2007 Regulations be agreed.

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**BUDGET 2010/11 AND LONG TERM FINANCIAL PLAN  
2010/11 TO 2014/15**

The Chief Constable and Chief Executive presented this joint report to Members seeking their agreement to the Budget proposals for 2010/11 and the Long Term Financial Plan (LTFP) for 2010/11 – 2014/15.

Members had received an update on the budget proposals for 2010/11 at its meeting on 10 December 2009 and agreed that

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*"...Long Term Financial Strategy (2010/11 to 2013/14) is brought for review to the authority meeting in February 2010 (recommendation 3.2)".* At its meeting on the 26 January 2010 the Authority considered a paper entitled "Formula Funding, Preparing for the Worst Case" – this highlighted the potential resource issues facing the Authority from 2011/12 through to 2014/15.

This report provided in depth considerations around the Long Term Financial Plan 2010/11 – 2014/15 and specifically looked at the future financial environment and how we can deliver a balanced budget beyond 2010/11.

The proposed 2010/11 budget underpins the Authority's financial objectives of:

- Retaining a frontline focus through:
  - Embedding Neighbourhood Policing;
  - Strengthening Protective Services;
- Enhancing the effectiveness of offices and staff;
- Continuing to drive performance improvements;
- Maintaining financial & operational resilience.

The Chairman stated that having an appropriate Client Side for Project I, effectively lead, would be critical. He asked what skills, experience and personal characteristics are needed for this role. He also enquired of the current thinking on this matter and when it would be possible for Members to review what is proposed.

The Chief Executive responded by saying that we would build on the good experience we already have in developing and monitoring partnerships – e.g. Custody Outsourcing and that we have a wealth of experience and a clear understanding of commercial contracts.

Members commented in support of Project I and the fact that in the current financial climate the Authority is looking at ways to secure and protect employees.

Members were aware that a lot depends on Project I to deliver significant savings and asked if there was a 'Plan B' if this proved to be insufficient at any time.

The Chief Executive and Chief Constable advised that although there were some plans in place which have been identified by the 'Futures Group' these would not provide sufficient savings and therefore we would be looking for other reductions..

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The Chairman sought clarity around the real value of Rule 2 Grants and Specific Grants (detailed in page 7 to the report) as they have declined because they have not been increased to keep pace with inflation. Do we have any indications about these for the future, will the trend continue or indeed will they continue to exist?

The Chief Executive confirmed that it is unlikely that the Grant Allocation would increase and it certainly would not keep in line with inflation so we will ensure that this is closely monitored.

Members questioned if the assumptions of either a 3% or a 5% reduction in funding were still reasonable in light of the continued political debate about the merits and pitfalls of significant reductions in public expenditure and whether 5% year on year were actually achievable.

The Chief Executive confirmed that 5% year on year reductions would be very difficult and that we would have to consider other collaborative opportunities.

### **ORDERED** that:-

1. the proposed budget for 2010/11 be approved.
2. the Net Budget Requirement of £132,172k which was an increase of 2.6% and a precept increase of 2.94% in the Band D level for 2010/11 was considered and agreed.
3. contributions from Reserves of £1,070k in 2010/11 including £925k from the General fund taking the General Fund to 3.4% of net budget be agreed.
4. cognisance be taken of the Robustness of Estimates and Adequacy of Financial Reserves Report of the Chief Executive considered earlier in the meeting.
5. the basis of the development of the Long Term Financial Plan 2010/11 to 2014/15 as outlined in paragraph 1.11 of the report be agreed.
6. the strategy for dealing with the financial pressures in the period 20-11/15 as outlined in paragraph 1.19 to the report be agreed.

**CAPITAL PROGRAMME 2010/11**

The Chief Constable outlined the proposed Capital Programme for 2010/11 to Members.

The 2010/11 to 2013/14 Capital Programme allocates significant funds in the following areas:

- A provision of £5m has been created to deliver the Authority's ISIS strategy in the period to 2013/14;
- Against an overall investment of £7.3m, £1.4m will be required in the period to 2013/14 to finish the initial roll out of CUPID devices and then continue the programme of replacement and enhancement.
- £4.6m has been identified for a new replacement helicopter – this will be offset by Capital Grant from the NPIA circa £1.6m and £1m trade-in value for the existing helicopter.

The plan assumed prudential borrowing of £5.1m in 2010/11 and total prudential borrowing of £7.8m over the lifetime of the plan - £3m of this borrowing relates to the planned purchase of a new helicopter in 2010/11. The revenue consequences of the Capital Plan, including financing and operational costs, have been provided for in the 2010/11 to 2013/14 Long Term Financial Plan.

The Capital Plan was set out in Appendix A to the report. It covers the period April 2010 to March 2014 and sets out the capital priorities of the organisation and the funding required for their delivery.

This report set out recommendations to make the optimum use of the capital resource available to the Authority to refresh and develop the asset base for the policing in the 21<sup>st</sup> Century in line with the vision of 'Putting People First'.

Members sought clarification around the following:-

Paragraph 8.1 in relation to the Fleet Replacement Programme and the fact that we purchase through a national framework – they questioned if we ever benchmark locally – are we allowed to do so.

The Chief Constable responded by confirming that the advantage of the national agreements is that the vehicles are

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delivered to the required specifications at the best price.

Paragraph 2.7 – the recommendation around the post implementation reviews of both CUPID and the Air Support Unit – when will they be available and where will they be brought for scrutiny by Members.

It was confirmed that the review in relation to CUPID would be post March when the devices are fully rolled out. The review of the helicopter would take place relatively quickly and it was proposed that the Lead Member for Air Support agree a date for this in conjunction with the DCC.

The Chairman referenced the recent suggestion that had been made by ACPO to introduce a centralised helicopter unit and asked the Chief Constable if this had been progressed any further.

The Chief Constable confirmed that this suggestion had received support from ACPO and was currently been looked into as an option. However, since the initial vote a number who had expressed their support have now changed their position based on the initial financing information.

**ORDERED** that:-

1. the prudential borrowing of up to £5.1m in 2010/11 be approved.
2. the earmarking of funds for development in the Information Systems Improvement Strategy (£2880k) and for business cases arising during 2010/11 (£204k) as set out at Appendix A be approved.
3. the Air Support Programme detailed at Appendix B to the report be approved.
4. the Facilities Programme detailed at Appendix C to the report be approved.
5. the ICT Programme detailed at Appendix D to the report be approved.
6. the Fleet Programme detailed at Appendix E to the report be approved.
7. post implementation reviews of both CUPID and the

Air Support Unit to be completed be approved. The review of CUPID would be post March once the roll out of the device was complete, the Air Support Unit review date would be agreed between the Air Support Lead Member and the DCC.

351

## **SETTING THE 2010/11 PRECEPT**

The Chief Executive presented this report which was one of six on the agenda for consideration by Members. These reports were part of the process introduced by the Authority to establish sustainable annual and long term financial plans and maintain prudent financial management.

This report established the Council Tax Base and proposed a 2.94% increase in the precept for the forthcoming year based on an increase in Net Budget Requirement of 2.6%.

This proposal is consistent with the 2010/11 Budget and Long Term Financial Plan 2011/14 paper that was also on the agenda.

Legislation requires that the Police Authority agree its budget and associated precept and basic council tax for the forthcoming year before 1 March 2010.

When formulating the budget strategy for 2010/11 the Authority had taken account of national and local implications of the current economic recession to establish a prudent budget. The proposed budget seeks to strike a balance between improved service level and performance, savings and efficiencies, prudent reserves over the LTFP period and, moreover, the implications for council taxpayers. As a result the increase in precept had been contained at 2.94%.

**ORDERED** that:-

1. the Net Budget Requirement for 2010/11 as £132,172k be agreed.
2. the funding for the Net Budget Requirement for 2010/11 be agreed as:
 

➤ Police Grant	£50,149k
➤ Revenue Support Grant/NNDR	£49,953k
➤ Net Surplus on Collection Funds	£191k
➤ Precept	<u>£31,879k</u>
	<u>£132,172k</u>
3. the tax base for 2010/11 as 169,716 Band D equivalent properties be agreed.
4. the basic amount of council tax (Band D equivalent) for 2010/11 be set at £187.838 be agreed.
5. the following precepts be levied on the four billing authorities be agreed:
 

➤ Hartlepool Borough Council	£5,218,425
➤ Middlesbrough Borough Council	£7,478,212
➤ Redcar & Cleveland Borough Council	£8,192,558
➤ Stockton on Tees Borough Council	£10,989,972
6. the council tax base be set at the following levels be agreed:
 

➤ A	2/3 rds	£125.225
➤ B	7/9ths	£146.096
➤ C	8/9ths	£166.967
➤ D	1	£187.838
➤ E	1&2/9ths	£229.580
➤ F	1&4/9ths	£271.322
➤ G	1&2/3rds	£313.064
➤ H	2	£375.676

352

**ANNUAL STATEMENT ON FORCE PROFESSIONAL STANDARDS**

The Chair of the Professional Standards Panel provided the annual statement on Force Professional Standards.

Under s77 of the Police Act 1996 and s15 of the Police Reform

**7(c)**

Act 2002, Police Authorities are required to keep themselves informed of the handling of complaints by their Forces. This was part of the general responsibility that Authorities have to ensure that their Forces are efficient and effective. In Cleveland this oversight role is performed by the Professional Standards Panel which meets quarterly.

In accordance with the guidance issued by the Association of Police Authorities (APA) in 2007, this is the annual report to the full Authority, taking into account any comments or reports from others such as the Independent Police Complaints Commission (IPCC) and Her Majesty's Inspector of Constabulary (HMIC).

The report concluded that bearing in mind comments and reports from outside sources, our own findings, experiences and dealings with the Professional Standards Department, the Professional Standards Panel were satisfied that complaints against Police were dealt with in a professional, efficient, expeditious and proportionate manner and proper processes were in place to ensure that this is so.

The Chairman also reported that although this report was concerned with complaints against Police that it would be wrong to ignore the fact that during the period 1 October 2008 to 30 September 2009 when 446 complaints were recorded, 612 letters of appreciation were also received from members of the Public.

**ORDERED** that:-

1. the content of the report be noted.

353

#### **MINUTES OF THE AUDIT AND INTERNAL CONTROL PANEL HELD ON 20 JANUARY 2010**

The following minutes of the Audit and Internal Control Panel held on 20 January 2010 were submitted and approved.

#### **AUDIT AND INTERNAL CONTROL PANEL**

#### **ACTION**

A meeting of the Audit and Internal Control Panel was held on Wednesday 20 January 2010 commencing at 10.00 am in the Members Conference Room, Police Headquarters.

PRESENT

Mr Mike McGroarty JP (Chair), Mr Peter Hadfield (Vice Chair), Councillor Caroline Barker, Councillor Victor Tumilty, Mr Peter Race MBE (ex officio), Mr Chris Coombs, Councillor Mary Lanigan,



ADDITIONAL MEMBERS Councillor Ron Lowes.

OFFICIALS Mr Joe McCarthy, Mr John Bage and Mr Paul Kirkham (CE).  
Mr Derek Bonnard, Mrs Ann Hall, Miss Kate Rowntree (CC).

AUDITORS Mr Ian Wallace, Ms Sue Turner (RSM Tenon), Ms Catherine Andrew, Mr Paul Hepple (Audit Commission)

354 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dave McLuckie (ex officio), Councillor Steve Wallace, Councillor Barry Copping.

355 **DECLARATIONS OF INTERESTS**

There were no declarations of interests.

356 **MINUTES OF THE PREVIOUS MEETING HELD 26 NOVEMBER 2009**

The minutes were agreed as a true and accurate record.

357 **OUTSTANDING RECOMMENDATIONS**

**ORDERED** that:-

1. the Outstanding Recommendations were noted.

358 **PROGRESS REPORT ON ANNUAL AUDIT LETTER RECOMMENDATIONS**

The Executive Accountant informed Members of the progress made to date in implementing the agreed actions in the Annual Audit letter relating to the 2008/2009 audit.

The Audit Commission presented the Annual Audit Letter flowing from the 2008/2009 audit to the Police Authority Executive on 10<sup>th</sup> December 2009. It contained an action plan agreed with the Authority's officers.

Members were informed that relevant parts of the action plan were at Appendix A to the report. It also contained information relating to progress made to date.

Members raised concerns regarding potential blockages of data / information from partners, and sought clarification of how the Authority would overcome this, should it arise.

The Executive Accountant informed members that data quality checking will form part of agreed Information Sharing Protocols (ISP), and the Authority will be in a position to promote such ISP's.

**ORDERED** that;

1. the progress to date against the recommendations in the Annual Audit Letter of November 2009 be noted.

359

### **AUDIT COMMISSION PROGRESS REPORT**

The Audit Commission informed members that the report provided a summary to inform the Panel of an update on 2009/10 audit programme to date. The update also seeks to highlight key emerging national issues and developments which may be of interest to Members.

Members were informed that the Audit Commission are currently reviewing their initial risk assessment to update their plans for changes since April 2010, and have carried out some testing of the significant financial systems. The audit opinion plan will be presented to the next Audit and Internal Control Panel.

### **ORDERED that;**

1. the report be noted.

360

### **AUDIT PRACTICE ANNUAL QUALITY REPORT – CORPORATE REPORT**

and

361

### **AUDIT QUALITY REVIEW PROCESS – ANNUAL REPORT**

The Audit Commission spoke to both reports simultaneously.

The Audit Commission informed Members that the Audit Commission appointed external auditors, to principal local government, criminal justice and health bodies in England. The aim of which is to provide assurance that the Commission's audit suppliers had suitable systems and procedures in place to ensure the quality of work delivered at audited bodies.

Members were informed that as the regulator of the local public audit regime, the Commission must be able to provide assurance to the bodies they audit and other key stakeholders, that the audits carried out by the Commission's suppliers are of an appropriate quality. To be credible, such assurance needed to be – and be seen to be – wholly independent.

The Audit Commission went on to inform that the audit practice and the bodies tasked with carrying out the work have continued to produce work which meets their quality requirements. The risk of an auditor issuing an unsafe opinion or failing to meet their regulatory requirements remained low.

The Chair sought clarification on the working practices that may be adopted to carry out such functions and whether or not these practices would differ across participating bodies.

The Audit Commission informed Members that the working practices and reporting mechanisms would remain consistent to the current regime.

Members required clarification as they noted that there were concerns in the Quality Review Process (QRP Results) that there were indications in the report, that the regime that had been implemented had scope for improvement in both the quality of evidence on file to support given

assessments and the quality of written reporting.

The Audit Commission informed Members that overall the quality of such was good, however they do continuously review the quality issues surrounding such activities. The Audit Commission recognised that although the overall degree of administering such was acceptable, there was always scope for improving record keeping and also ensuring their safe-keeping.

**ORDERED that;**

1. the report be noted.

362

**INTERNAL AUDIT PROGRESS REPORT**

The Internal Auditor informed Members that the periodic internal audit plan for 2009/10 had been approved by the Audit Panel on 28 May 2009. The report presented summarised the outcome of work completed to date against that plan, and Appendix A to the report provided cumulative data in support of internal audit performance.

Members were informed that the table at Appendix A to the report showed the work planned and undertaken to date for 2009/10. Progress is in line with the audit plan as agreed at the Audit Panel meeting on 28 May 2009. Since the last Panel meeting one report has been finalized.

The Chair informed the Panel that it was noted that the actual audit days in the first nine months equated to approximately half of the planned days for the year. Progress on each planned and commenced audit was discussed with reasons for the timing of such work. The Head of Internal Audit stated that the programme for the rest of the year should not prevent the timely completion of the Internal Audit Annual Report.

The Chair commented on the previously agreed protocol for progressing internal audit reports for presentation to the Panel and expressed disappointment that there had been some significant slippage in recent months. The reasons for these were discussed.

**ORDERED that;**

1. the report be noted.
2. once potential for significant slippage of any report becomes apparent, the Head of Internal Audit alerts the S151 Officer and the Chair of the Panel, be agreed.
3. there be an assumption that Internal Audit Reports are presented to the Audit & Internal Control Panel meeting following the planned final report date, unless agreed otherwise with the Chair of the Panel.

363

**ANNUAL GOVERNANCE STATEMENT**

The Executive Accountant informed Members that Authorities, including Police Authorities, are required to prepare an Annual Governance Statement. Guidance from CIPFA envisages that the statement is reviewed by a Member group during the year as an integral and critical component of the review process. The Audit and Internal Control Panel had been tasked with this

role.

Members were informed that the purpose of the report is firstly to update the Panel on progress since November 2009 against significant governance issues, and the action points for improvement, identified in the 2008/2009 Statement. Secondly it brings forward an initial draft of the 2009/2010 Annual Governance Statement.

**ORDERED that;**

1. the current progress against the significant governance issues and action points for 2009/2010 identified in the 2008/2009 Annual Governance Statement be noted.
2. the initial draft of the 2009/2010 Annual Governance Statement for further progression by Officers be agreed.

364

**EXCLUSION OF THE PRESS AND PUBLIC**

**ORDERED** that pursuant to the Local Government Act 1972 the press and public be excluded from the meeting under Paragraphs 3 and 7 of Part 1 of Schedule 12A to the Act

365

**PAYROLL AND EXPENSES**

The Internal Auditor provided Members with an update of the audit of Payroll and Expenses which was undertaken as part of the approved internal audit periodic plan for 2009/10. This audit used payroll data generated by IDEA (Interactive Data Extraction and Analysis) Audit Interrogation software.

Members were informed that taking account certain issues identified in the report, in the auditors opinion the Authority can take substantial assurance that the controls upon which the organisation relies to manage this area, as currently laid down and operated, are effective.

Members sought clarity on a number of areas of concern and welcomed assurances that the actions being taken to remind staff of the importance of keeping records up to date. The Force confirmed staff would be reminded.

**ORDERED that;**

1. the report be noted.

366

**STRATEGIC RISK MANAGEMENT & SERVICE CONTINUITY PLANNING**

The Deputy Chief Constable informed Members that the report was to update Members on the progress of implementing risk management and service continuity planning in the Force and to increase awareness of the strategic risks facing the Force.

Members were informed that the Force's integrated approach to strategic risk management and service continuity planning is progressing on a systematic basis with the intention of developing robust risk management and service continuity plans and embedding a risk management culture.

Members sought clarification regarding a structured timetable and succession planning for actions. The Deputy Chief Constable gave assurance to Members on such matters to the Members satisfaction.

In response to Members questions on succession planning he confirmed that there were currently processes in place whereby business critical roles in the organisation are identified and appropriate mitigation strategies agreed.

**ORDERED that;**

1. the report be noted.

367

**COUNTER FRAUD ARRANGEMENTS – THEMATIC REVIEW**

The Internal Auditor informed Members that in an economic downturn, research suggests that fraud is likely to increase and organisations need to ensure they are robust against such a risk. The review compared the arrangements within the Authority and Cleveland Police against the good practice set out in the CIPFA guidance.

Members were informed that to assist the Internal Audit in undertaking the assessment they split the actions into seven areas, and had assessed the arrangements in place at the Authority and Cleveland Police for each of those areas.

The Internal Auditor informed Members that on the basis of the Thematic Review they had undertaken to compare Cleveland Police Authority's arrangements with the good practice set out in the CIPFA Guidance, Managing the Risk of Fraud, they had concluded that the Authority and Cleveland Police had appropriate high level executive support, concise, detailed policies and procedures and a positive attitude in relation to building and maintaining an anti-fraud and corruption culture.

**ORDERED that;**

1. the report be noted.

368

**MINUTES OF THE OPERATIONAL POLICING PANEL  
HELD ON 22 JANUARY 2010**

**ORDERED** that the following minutes of the Operational Policing Panel held on 22 January 2010 were submitted and approved.

**OPERATIONAL POLICING PANEL**

A meeting of the Operational Policing Panel was held on Friday 22 January 2010 commencing at 10.00 am in the Members Conference Room at Police Headquarters.

**PRESENT** Councillor Barry Coppinger (Chair), Councillor Steve Wallace (Vice Chair). Mr Chris Coombs, Councillor Mary Lanigan, Councillor Victor Tumilty.

**OFFICIALS** Mr Norman Wright and Mr John Bage (CE)

Mr Sean White, Mr Mick Williams, Miss Kate Rowntree (CC).

ADDITIONAL  
ATTENDEES

Mr Ted Cox JP, Councillor Ron Lowes and Mr Peter Hadfield.

369

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from, Councillor Dave McLuckie (ex officio), Mr Peter Race MBE (ex officio) Councillor Hazel Pearson OBE, Miss Pam Andrews-Mawer, Mr Aslam Hanif and Mr Dave Pickard.

270

**DECLARATIONS OF INTERESTS**

Two Members declared an interest in Agenda Item 12 'Tall Ships Race 2010'. Councillors Tumilty and Wallace declared an interest as there may be a financial recovery cost to Hartlepool Borough Council. They were permitted to continue in that part of the meeting. Apart from this, there were no other declarations of interest.

371

**MINUTES OF THE MEETING HELD 13 NOVEMBER 2009**

The minutes of the previous meeting were held as a true record.

372

**OUTSTANDING RECOMMENDATIONS**

**ORDERED** that:-

1. the outstanding recommendations be noted.

373

**FORCE PERFORMANCE REPORT (APRIL – NOVEMBER 2009)**

The Assistant Chief Constable presented the report to Members on Force performance to November 2009.

Progress against the Policing Plan Priority was monitored using the Priority Indicator Set. The Priority Indicator Set provided a reduced suite of performance measures (i.e. 'a performance dashboard'), which aimed to reflect outcome performance in relation to the local policing priority and the Chief Constables vision of Putting People First.

For 2009-10, there are 18 performance measures within the Priority Indicator Set. Of these 11 are green, 2 are amber and 5 are red.

However, Members were informed that recorded crime continued to fall significantly. The annual target for 2009-10 was a reduction of 5%. The current year to date figures showed a current decrease of 11.9% (4,437 less crimes) when compared to last year. Significant reductions have been achieved in all headline target crime categories (Overall Violent Crime, Serious Acquisitive Crime, Criminal Damage and Other Theft).

The Chair queried what the force executive did to publicise and highlight such good results. The Assistant Chief Constable informed Members that the Force regularly promotes such activity with a wide range of external media publications, notices and press releases. This is followed up by Neighbourhood Police Officers regularly attending community meetings and events. Internally, there are regular staff updates and notifications sent via the Police Intranet and other publications.

The Assistant Chief Constable informed Members that the Force is aware of the need to inform the public of their achievements and to help reduce the fear of crime. However, this has to be balanced against constantly feeding too much into the public domain.

**ORDERED that:**

1. the report be noted.

374

**VULNERABLE ADULTS REPORT**

The Assistant Chief Constable updated Members on the current work across the Force to tackle abuse caused to and committed by Vulnerable Adults (VA).

Members were informed that the investigation of abuse against vulnerable adults had been included in the remit of the Vulnerability Units (VU), established on 13<sup>th</sup> July 2009. Staffing levels with respect to this specialist area remained unchanged during the move to the VU. Detective Constables deal with investigations in this area and are supported by a specified supervisor within the unit. Additional assistance is provided by other staff within the unit at the discretion of the Detective Inspector in charge of the unit.

The Force is committed to safeguarding vulnerable adults and striving to improve the investigating of such offences. The introduction of the Vulnerability Units had changed the structure of the Force response to VA referrals and VA investigations. The success of the Vulnerability Units will be reviewed early in 2010.

**ORDERED that:**

1. the report be noted.

375

**SPECIAL CONSTABULARY AND POLICE VOLUNTEER SCHEME**

The Assistant Chief Constable informed Members that the purpose of the report was to update Members as to the present position with regards Cleveland Police Special Constabulary and Volunteers Programme.

Members were informed that the aim of the Special Constabulary is to provide assistance to the regular Force, by working alongside Neighbourhood Policing Teams, high visibility patrols, and response assistance where required. The aim of the Volunteers is to provide support to our organisation in back office functions, enabling officers and staff to concentrate on core policing tasks. Cleveland currently has 143 serving Special Constables and 68 volunteers in various posts at BCU's and Force HQ.

The Assistant Chief Constable informed Members that the National Strategy for the Special Constabulary was launched in March 2008. The aim of the strategy was to enable the Special Constabulary through seven key work streams to strengthen its position as a valuable part of policing provision and to make best use of Specials to increase force performance.

Members were informed that the Special Constabulary, due to the national strategy are undergoing a period of tremendous change. The aim is to have

**7(c)**

a Constabulary that meets the needs of a modern police service, and for the Constabulary to consolidate its position as a reliable, trusted and respected member of the policing family, with a role to play in most, if not all aspects of police service delivery, especially community engagement. The Force is continuing to embed volunteers within the organisation. An evaluation will be carried out in 2010 to establish how well the program is running.

Members queried the deployment of Special Constables and enquired as to where they carry out their duties. The Assistant Chief Constable informed Members that Special Constables are deployed across all Districts and across almost all departments.

Members asked if the Special Constabulary was used to give feedback to those that contact the Police. The Assistant Chief Constable informed Members that both Special Constables and Volunteers are utilized to provide feedback to members of the public, they carry out ringbacks to those contacting the Police and also to get messages and information into communities and neighbourhoods.

**ORDERED that:**

1. the report be noted.

376

**USE OF TASERS**

The Assistant Chief Constable informed Members that the report is to update Members on the Force's use of Tasers as a less lethal option and in particular as to its roll out to specifically trained unarmed officers.

Taser provides Officers with an alternative to lethal force when faced with incidents of serious violence that fall below the threshold for the use of firearms and is very successful in assisting to safely resolve such incidents. The 'use' of Taser includes those incidents when a Taser is drawn, pointed, fired or used in 'drive stun' mode.

Members were informed that in December 2008 the Home Secretary authorised the roll-out of Taser to Specifically Trained Units (STUs) and provided funding to cover the cost of acquisition. STUs are otherwise unarmed officers specially selected and trained in the use of Taser.

The Assistant Chief Constable informed Members that after careful consideration the Force had taken the decision to issue Taser to a proportion of their response officers as they were the officers most likely to face spontaneous incidents of violence when Taser may become necessary.

Members enquired as to how Officers were chosen to be issued with a Taser. The Assistant Chief Constable informed Members that individuals were chosen once they had volunteered and were nominated by their respective Inspector based on the Inspectors professional judgement.

Members were informed that the Force will continue to use Taser as a less lethal option during the deployment of armed officers.

**ORDERED that:**

1. the report be noted.



### **POLICING PLEDGE UPDATE**

The Assistant Chief Constable updated Members on progress in implementing the Policing Pledge. The Pledge is the police service's commitment to the public and sets out minimum standards of service they can expect to receive.

Members were informed that the overall impact of the pledge was expected to be an improvement in public confidence. A sub-group of the Citizen Focus Project Board was established to develop systems to meet the Policing Pledge. This sub-group reports to and is monitored by the Citizen Focus Project Board, Chaired by the Assistant Chief Constable (Territorial Operations). The Authority has both Officer and Member representation on the project board.

The Chair sought clarification on how the Operational Policing Panel could receive updates from the Citizen Focus Project Board and take receipt of actions taken to date. The Assistant Chief Constable informed Members that a briefing had been arranged for Members for February 2010 and feedback as and when available could be brought to the Panel as appropriate.

Members required clarification as to the availability of policing priorities to call handlers and those working in those areas. The Assistant Chief Constable informed Members that call handlers do have policing priorities available to them, especially those for neighbourhood areas. Upon receipt of requests for assistance and where the assistance requested matches the priority in a certain area, those calls are immediately expedited and dispatched within sixty minutes.

#### **ORDERED that:**

1. the report be noted.

### **SPEED AWARENESS COURSE UPDATE**

The Assistant Chief Constable provided Members with a summation of the Speed Awareness Course Provision for the first six months of operation.

In June 2009 an interim scheme was introduced to provide a Speed Awareness Module of the National Driver Offender Re-Training Scheme (NDORS) within the Cleveland area.

Members were reminded that the NDORS is a Court diversion scheme, which allowed the Chief Constable to introduce educational courses as an alternative to prosecution for certain offences.

There are three courses available:

- The Driver Improvement Scheme (DIS)
- The Rider Intervention Development Experience (RiDE)
- The Speed Awareness Course (SAC)

The Assistant Chief Constable informed Members that all of the courses can be used by Cleveland Police as an alternative to sending drivers/riders to Court or issuing a fixed penalty ticket.

**7(c)**

A formal deployment process had been developed by the Unit managing the schemes, to allow incremental deployments in line with the process levels. This will allow the Partnership to amend their operating procedure accordingly.

Members sought clarification as to why there had been growth in staffing since the commencement of the scheme. The Assistant Chief Constable advised Members that there had been a large increase in referrals to the scheme, and following an extensive review, it was determined that the Police and Administrative Support element of the scheme needed to be more appropriately staffed. Members were informed that all costs had been self funded from the scheme.

Members requested a full report to be brought to the Police Authority post its first anniversary in June 2010.

**ORDERED that:**

1. the update, staffing changes, and ongoing work for the provision of the Speed Awareness Courses be noted.
2. a full report to be brought to a future Police Authority Executive, post June 2010 be agreed.

**ACC  
(Territorial  
Ops)**

379

**LOCAL PUBLIC CONFIDENCE SURVEY (OCTOBER TO NOVEMBER 2009)**

The Assistant Chief Constable presented an update on the findings to date resulting from the Local Public Confidence Survey.

Members were informed that the Local Public Confidence (LPC) Survey was introduced in October 2009. The survey is conducted in partnership by the Force and the Authority and replaces the previous Quality of Life and Neighbourhood Surveys. The survey is conducted via telephone interviews with a sample selection and other methodology issues designed in accordance with the Home Office minimum technical requirement.

The survey is conducted on a monthly basis by an independent market research company. The aim of the survey is to measure public confidence and to understand the factors associated with it. For comparative purposes, the survey included a number of British Crime Survey (BCS) questions, including the national confidence indicator.

Members were informed that the initial findings of the LPC survey are positive. To date, the responses given would suggest a higher level of public confidence and a more positive perception of police performance than those indicated via the BCS. In accordance with national requirements, headline results from the baseline dataset will be made available to the public by the end of February 2010. Data collection for 2010- 2011 will re-commence in April 2010.

**ORDERED that:**

1. the report be noted.

380

**TALL SHIPS RACE 2010**

## 7(c)

Two Members declared an interest in this item. Councillors Tumilty and Wallace declared an interest as there may be a financial recovery cost to Hartlepool Borough Council. They were permitted to continue in the meeting.

A/Supt Mick Williams provided an update to Members on the work that Cleveland Police is undertaking in preparation for the Tall Ships Race to be held at Hartlepool in 2010.

The Tall Ships Race 2010, organised by Sail Training International, will be hosted in Hartlepool between 7<sup>th</sup> and 10<sup>th</sup> August 2010. The ships will leave Kristiansand, Norway on 1<sup>st</sup> August and race across 376 Nautical Miles to finish at Hartlepool by 7<sup>th</sup> August.

Hartlepool Borough Council are the organisers and hold responsibility for all events in Hartlepool. Approximately one million people are expected to attend Hartlepool over the four day period with approx. 66,000 vehicles expected.

Event Control will be located overlooking the Marina and within it will be sited Silver Commanders from emergency services and partners. Police will have a Silver Commander within Event Control 24 hours a day throughout the event. Cleveland Police will lead Silver Command for partner Police services – Durham Police, Northumbria Marine Unit, Harbour Police, British Transport Police and Civil Nuclear Police.

Members were informed that this is a highly prestigious event that will bring a lot of interest to the town and the region. Partnership and internal planning is underway utilising previous experience and expert knowledge. This is a very exciting event that attracts international media and gives host to many people from across the world.

### **ORDERED that:**

1. the report be noted.

381

### **COMPREHENSIVE AREA ASSESSMENTS (ONEPLACE)**

The Strategy & Performance Manager informed Members that the purpose of the report is to inform Members of the 2009 area assessments for Middlesbrough, Stockton, Hartlepool and Redcar & Cleveland that were published on the Audit Commission Oneplace website in December 2009.

Members were informed that the Comprehensive Area Assessment, or Oneplace Assessment, is a new way of assessing local public services in England. It examines how well Councils are working together with other public bodies to meet the needs of the people they serve. It's a joint assessment made by a group of six independent watchdogs, led by the Audit Commission, and including HMIC. It covers 152 areas in England.

The assessments for the 4 local areas covered presented a mixture of problems being experienced in those areas and positive steps being taken by partners to improve the service outcomes and standards for people in those areas. Members were informed that there is generally a strong partnership working and service improvements being experienced, particularly in the

safer community area, with recent reductions in crime and ASB, and associated improvements in safety.

Members showed concerned and raised the issue of the 'Significant Concern' (poor performance - red flag) raised against the Hartlepool Partnership with regard to deficiencies in tackling the harm caused by alcohol. The Assistant Chief Constable informed Members that the District Commander for Hartlepool had highlighted this problem in discussions with partner agencies over the concerns with alcohol problems within the night time economy, with particular reference to the issue of alcohol-fuelled violent crime. Members were informed that the work to be undertaken to address these areas of concern will be open for scrutiny throughout the course of the year.

**ORDERED that:**

1. the report be noted.

382

**MINUTES OF THE SPECIAL CLEVELAND POLICE  
AUTHORITY EXECUTIVE HELD ON 26 JANUARY 2010**

**ORDERED** that the minutes of the Special Police Authority Executive held on Tuesday 26 January 2010 were approved and signed by the Chair as a true and accurate record.

383

**MINUTES OF THE POLICY & RESOURCES / CORPORATE  
DEVELOPMENT PANEL HELD ON 27 JANUARY 2010**

**ORDERED** that the following minutes of the Policy & Resources / Corporate Development Panel held on 27 January 2010 were submitted and approved.

**POLICY & RESOURCES / CORPORATE DEVELOPMENT**

A meeting of the Policy & Resources / Corporate Development Panel was held on Wednesday 27 January 2010, commencing at 10.00 am in the Members Conference Room at Police Headquarters.

**PRESENT**

Mr Aslam Hanif (Chair), Councillor Hazel Pearson OBE (Vice Chair), Councillor Victor Tumilty, Mr Ted Cox JP, Mr Chris Coombs, Miss Pam Andrews-Mawer, Councillor Ron Lowes.

**OFFICIALS**

Mr Norman Wright, Mr Paul Kirkham and Mr John Bage (CE) Mr Derek Bonnard, Mr Michael Porter, Ms Denise Curtis-Haigh and Mr Steve Matthews.(CC).

**ADDITIONAL  
MEMBERS**

Mr Peter Hadfield.

384

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Barry Coppinger, Councillor Paul Kirton, Councillor Dave McLuckie (ex officio), Mr Peter Race MBE (ex officio) Mr Sean Price and Mrs Ann Hall.

**FOR**

The Chair informed the meeting that Agenda Item 8 was to be withdrawn

INFORMATION from the meeting.

385 **DECLARATIONS OF INTERESTS**

There were no declarations of interests.

Action

386 **MINUTES OF THE POLICY & RESOURCES / CORPORATE DEVELOPMENT PANEL HELD ON 24 NOVEMBER 2009**

The minutes were agreed as a true and accurate record.

387 **OUTSTANDING RECOMENDATIONS**

**ORDERED** that-

1. the Outstanding Recommendations be noted.

388 **BUDGET MONITORING REPORT TO 30 NOVEMBER 2009**

The Head of Corporate Finance presented the report. Members had approved a Net Budget Requirement (NBR) of £128,790k and budgeted revenue expenditure of £146,911k, the balance of expenditure being funded by specific grants, other income and transfers from reserves. The report set out the progress against delivery of that budget and was part of the process introduced by the Authority to maintain prudent financial management.

Since setting the 2009/10 budget firmer information was now available that allowed us to revisit the assumptions and best estimates that this budget was based upon. By doing this it was possible to reduce the contribution from General Reserves needed to support the budget during 2009/10 by £975k in total. This reduced contribution from Reserves during 2009/10 could then provide additional financial options when the 2010/11 budget and 2010/14 LTFFP were being developed.

Members were informed that the position to date and the year end forecast were shown at Appendix A to the report. No material risks, other than those set out in the Risk Monitor at Appendix D to the report, had been identified to the delivery of a break even position for 2009/10.

Members were pleased to receive the report and commented that this advanced planning gave a clear picture to the Force's budgetary control.

Members raised concerns regarding the indicated 35% overspend in the overtime statement for Specialist Operations and requested what controls were in place to manage that spending line. The Deputy Chief Constable informed Members that monthly performance reviews are held with ACC (Crime Operations) and the Head of the Dept's concerned, to control such activity. He confirmed to Members that a robust regime is in place to manage such activities and it will be reinforced for the future. A review will also be undertaken of the profiling of next years budget to ensure it matches appropriate operational demand.

Members sought to clarify the situation regarding employment contracts for PCSO's, as indicated at para 3.5 to the report. Members wished to clarify the position and establish what changes if any would occur. The Deputy Head of P&D informed Members that upon the changes to be effected in February 2010, the PCSO's currently on a fixed term contract would be

offered a permanent contract and the newly recruited PCSO's would be placed on a fixed term contract upon commencement.

**ORDERED** that -

1. the report be noted.
2. the expenditure plan for 2009/10 be reviewed in line with the proposals detailed in 3.1 of the report be agreed.

389

### **CAPITAL MONITORING REPORT TO 30 NOVEMBER 2009**

The Head of Corporate Finance presented the progress against the delivery of the Capital Programme for 2009/10 and the Capital Plan for 2009/13 which Members had approved at their meeting on 26 February 2009.

Members approved a capital programme totaling £9,806k at their meeting on 26<sup>th</sup> February 2009. This included new capital schemes, schemes carried forward from 2008/09 and unallocated funding. Since the original programme was agreed, a number of changes had been identified. These were detailed at Appendix B to the report.

Members sought clarification on the proposed HQ Lift Upgrade and Replacement at Appx A to the report. Members were reminded that this proposed capital scheme had been mooted for some time and enquired as to what the current situation was. Members requested that a cost benefit analysis be brought to the next meeting to determine the best way forward with this matter.

DCC Bonnard

**ORDERED** that -

1. the report be noted.
2. the £46k being allocated into the Accommodation Adjustment line from the Provision for Estates Strategy be agreed.
3. the addition of the Integrity Unit Relocation Scheme at a cost of £28k from the Provision for Estates Strategy be agreed.
4. the addition of the Saadian PINS system scheme at a cost of £38k to be funded from the ISIS Provision be agreed.
5. a reduction in the Air Support budget of £350k be agreed.

390

### **TREASURY MANAGEMENT REPORT TO 30 NOVEMBER 2009**

The Head of Corporate Finance presented the report to Members.

Members agreed an investment strategy for 2009/10 at their meeting on 26<sup>th</sup> February 2009. At that meeting Members resolved to continue to delegate authority to amend the approved List of Counterparties and the investment limits with institutions, to the Chief Executive in consultation with the Deputy Section 151 Officer.

The report updated Members on the status of the Authority's investments and borrowing. This was part of the process introduced by the Authority to maintain prudent financial management.

Members were informed that the protection of the Authority's underlying investments had continued to be of utmost importance throughout 2009-10. The investments of the Authority had continued to be placed in a prudent manner and also one that ensured sufficient funds were available to meet its commitments as they became due.

**ORDERED** that -

1. the contents of the report be noted.

391

## **PROCUREMENT REPORT ON THE FUEL CARD CONTRACT**

The Deputy Chief Constable informed Members that the purpose of the report was to present a new national contract that improves the service to Cleveland Police Authority.

Members were informed that the current Fuel Card Framework Contract governed by Buying Solutions was due to expire on 31<sup>st</sup> January 2010. The system worked by fuel cards being issued to drivers of police fleet vehicles and hire cars. From all the suppliers available on the Buying Solutions contract, Arval UK Limited offered the most advantageous geographically placed garages.

The Deputy Chief Constable informed Members that this ensured access to the majority of garages in our area as well as nationwide. The contract is in place ready to join upon approval. The contract will expire on 22<sup>nd</sup> August 2013. Arval UK Limited are a current supplier to Cleveland Police and they are more than comfortable with our needs and procedures.

The Buying Solutions procurement process had been completed in line with European Legislation, and the Contract meets the specification required by Cleveland Police. By networking with other Forces, the contract will deliver long-term financial benefits. The core services provided by Arval UK Limited are provided both free of card and transaction fees. Rebates are available annually based on annual spend levels.

**ORDERED that:**

1. Cleveland Police Authority transfer to the new national contract tendered and awarded by Buying Solutions (previously known as OGC) with immediate effect be agreed.

392

## **FORCE COMPLIANCE WITH THE HUMAN RIGHTS ACT**

Members were informed that the Human Rights Act 1998 came into force in October 2000 and enshrined in statute 15 different human rights. Public authorities, such as the Police, have a duty to comply with these rights.

The Deputy Chief Constable informed Members that the Force ensured that it kept up to date with all relevant advice on Human Rights with the latest guidance having been taken from The Equality and Human Rights Commission report '*Human Rights Enquiry 2009*'.

Inline with the recommendation from the recent '*Human Rights Enquiry*' the Force is currently looking at identifying a Human Rights champion/champions that can drive any issues forward across Service Units.

Members sought to clarify whether other organisations acting on behalf of the Force also complied with the Act. The Deputy Chief Constable assured Members that such compliance was built into contractual arrangements with third party's.

Members enquired as to whether Members would be involved with others acting as Human Rights Champions. The Deputy Chief Constable informed Members that volunteers from the Authority would be welcome.

Members were informed that there were no material issues to report, the principles of the Human Rights Act are imbedded in Force policies and procedures, and are subject of regular review.

**ORDERED that:**

1. the content of the report be noted.

393

**WORKFORCE MODERNISATION**

The Deputy Chief Constable informed Members that the report outlined to the Police Authority activities undertaken in the last 12 months along with activity currently underway in relation to Workforce Modernisation

Members were informed that to enable the effective delivery of the Policing Plan a series of strategic changes were identified, a number of which had significant implications on the effective management of the workforce. Key elements of change were then incorporated within the three year People and Diversity Strategy in regard to workforce planning.

A review of Police Officer promotion processes was undertaken and brought in line with the new Putting People First behaviors framework. A Police Officer promotion / succession plan was developed and delivered to ensure timely promotion activity to ensure that the correct workforce mix was sustained.

The PSCO recruitment plan was delivered to make certain that the Force was able to meet the establishment of 197 FTE. The plan ensured that local authority partnership funding was used in the four districts effectively and efficiently, which ultimately supported the delivery of neighbourhood policing plans.

Members sought clarification on the establishment between Cleveland and Durham Forces of developing a joint firearms service provision.

The Deputy Chief Constable informed Members that currently negotiations are taking place to scope and agree operational Command and Deployment issues regarding such.

Members sought clarification on cross border professional standard issues, and required clarification on what processes were in place should any disciplinary issues arise. The Deputy Chief Constable informed Members that work on this subject was currently being carried out nationally.

The Deputy Chief Constable informed Members that the Force had been reviewing its workforce and during the current financial year a number of activities had been delivered and a number are currently in planning or



implementation stages. Members will be kept updated on developments.

**ORDERED that:**

1. the content of the report be noted.

394

**FLEXIBLE RETIREMENTS**

Members were informed that the Force had received a request for flexible retirement from a member of staff. Flexible Retirement was introduced into the Local Government Pension Scheme in April 2006 as a discretionary provision which allowed employees, with the employer's consent, to reduce their hours or move to a lower graded position and withdraw the pension benefits already accrued. Employees can also continue to pay into the LGPS under flexible retirement in order to accrue further benefits.

The Deputy Chief Constable reminded Members of the Force's statement of policy in relation to Flexible Retirements. To date applications for Flexible Retirement have not been approved where there had been a cost to the Force. Those individuals willing to take actuarially reduced benefits, where there is normally no cost to the Force, had been able to take flexible retirement.

The Police Authority in June 2008 agreed to delegate to the Chief Constable, any future decisions relating to Flexible Retirement requests which may have associated financial cost implications up to the value of £1,000 per case. In this particular case the individual will be unable to take actuarial reduced benefits, so is unable to retire without the cost being met by Cleveland Police.

**ORDERED that;**

1. the request for flexible retirement not be approved.

395

**ASSET MANAGEMENT STRATEGY 2010-13**

The Strategy & Performance Manager informed Members that the report was to seek approval for the Asset Management Strategy, which is intended to formally establish a strategy in support of the delivery of Police Authority's broader objectives.

The Police Authority's Draft Business Plan 2010-13, which had been approved for consultation at the Policy & Resources November 2009 Panel meeting, included a number of tasks and associated outcomes related to continuing improvements in value for money and services.

Members agreed the need for an Asset Management Plan as this had been an area for improvement identified in the Use of Resources (UoR) assessment. The Business Plan had as one of its outcomes the approval of an Asset Management Plan and Estates Strategy by April 2010.

The Strategy & Performance Manager informed Members that in order to facilitate the production of such plans and strategies, the Authority is requested to agree the overarching Asset Management Strategy contained at Appendix A to the report.

Members were informed that the Asset Management Strategy provided Members with assurance of the further development of an integrated business planning process that would focus on the delivery of improved services and value for money.

**ORDERED that;**

1. the Asset Management Strategy set out at Appendix A to the report be agreed.
2. the strategy be reviewed in December 2010, and thereafter at intervals that support the Police Authority's Business Planning processes be agreed.

396

**DRAFT BUSINESS PLAN 2010/11 – 2012/13**

The Executive Accountant updated Members of the progress in the development of the Business Plan. Members were informed that the Business Plan is currently out for consultation with stakeholders and that a final version will be brought to the Police Authority Executive on 25th February 2010.

Members were reminded that they approved the draft Business Plan for the purposes of consultation at the November 2009 meeting of the Policy & Resources Panel. Subsequently copies of the Business Plan were sent to all stakeholders (89 No.) who expressed an interest in attending the Police Authority's stakeholder event on 9<sup>th</sup> December 2009. The closing date for responses to this consultation was 15<sup>th</sup> January 2010.

Following the collation and assimilation of the stakeholder event responses, and discussions with the Force Executive, the draft Business Plan will be amended into a final version to be put to the Police Authority Executive on 25th February 2010.

The Executive Accountant informed Members that the Business Plan will become the vehicle for driving service and governance improvements and for dealing with the recommendations of audits, inspections and reviews, including the forthcoming police authority inspection.

**ORDERED that;**

1. the Business Plan will be brought to the Police Authority Executive on 25th February 2010 as a final version, be noted.

397

**UPDATE ON THE POLICE AUTHORITY INSPECTION PROCESS**

The Strategy & Performance Manager updated Member's on the preparations for the inspection of Cleveland Police Authority by the HMIC/Audit Commission.

Members were informed that the HMIC/Audit Commission police authority inspection process is well underway with the first 10 police authorities having been inspected as part of phase 1 of a process that will be completed in 4 stages, finishing in 2011. In November 2009 HMIC indicated that Cleveland will be subject to inspection as part of phase 2 covering a further 13 Authorities. Cleveland's inspection will take place during June 2010.

The Strategy & Performance Manager informed Members that the police authority continued to plan and work towards achieving a successful inspection in June 2010.

**ORDERED that;**

1. the HMIC/Audit Commission had formally notified the Police Authority that the Authority will be subject to an inspection in June 2010 be noted.
2. in March/April Officers of the Authority update the portfolio of evidences and inform Members accordingly.

398

**PARTNERSHIP STRATEGY & CODE OF PRACTICE**

The Strategy & Performance Manager informed Members that Partnerships play an important role in service delivery. The Police Authority is committed to strengthening the governance arrangements and strategic direction for existing and future partnerships entered into by the Authority.

Members were reminded that the Police Authority Standing Order 42 (Partnerships) stated that the Authority's involvement in Partnership arrangements shall conform to the principles of good governance and that there shall be guidance concerning the involvement in principal partnerships. This would include partnership agreements, performance management and risk management arrangements.

**ORDERED that;**

1. the Partnership Strategy and Code of Practice at Appendix A to the report be agreed.

399

**CLEVELAND POLICE AUTHORITY COMMUNICATIONS STRATEGY**

The Strategy & Performance Manager informed Members that an update of the original 2007 Communications Strategy was approved by Members in April 2009. The Strategy was designed to describe the required standards for Police Authority communications and to improve stakeholder and public awareness of the Police Authority.

The Communications Strategy had been revised again to take account of recent developments in policing services, such as the Policing Pledge, and in corporate governance, such as the development of the Business Plan.

Members were informed that the Communications Strategy would facilitate the achievement of the Police Authority's objectives to consult with public and stakeholders, to promote confidence in policing and to promote a greater understanding of the role and responsibility of the Police Authority.

**ORDERED THAT;**

1. the revised Communications Strategy at Appendix A to the report be agreed.

400

**PREPERATIONS FOR THE USE OF RESOURCES ASSESMENT 2009-10**

The Strategy & Performance Manager informed Members that the final Use

of Resources audit assessment for 2008-2009 was presented to the Police Authority Executive on 10<sup>th</sup> December 2009 by the District Auditor.

Members were informed that for subsequent years the assessment process will be streamlined. The Audit Commission will examine the data and findings from the previous assessment and produce a "gap analysis" for each Key Line of Enquiry for the Authority to concentrate on in its evidence submission. This gap analysis is presently being provided by the Audit Commission.

Members were reminded that as in previous years, a joint Use of Resources/Annual Governance Statement Group had been established to take forward this work, to collect and collate evidence for submission to the Audit Commission for the 2009-2010 assessment. The initial evidence will be submitted in February 2010. The gap analysis from the 2008-2009 Use of Resources assessment will be used as the basis for the 2009-2010 evidence gathering requirements.

The Strategy & Performance Manager informed Members that in addition to the gap analysis, there is a further element of the managing resources theme to be assessed in 2009-2010, which is the use of natural resources. This requirement is summarised at Appendix A to the report.

Members enquired as to what processes were to be put in place to brief Members and prepare them for such assessments. The Executive Accountant informed Members that Officers were currently in dialogue with colleagues from the Audit Commission, to seek additional data. Members were informed that they should receive a briefing by the end of February 2010.

#### **ORDERED that;**

1. the Use of Resources assessment process for 2009-2010 is being carried out, focusing on the following evidence requirements;
  - the Use of Resources gap analysis from the Audit Commission - outlined at Appendix A to the report – will form the basis on which the assessment will be made for 2009-2010
  - the assessment of the effective use of natural resources outlined at Appendix B to the report, will be the new resource management assessment for the year 2009-2010

be noted.

401

#### **EXCLUSION OF THE PRESS AND PUBLIC**

**ORDERED** that pursuant to the Local Government Act 1972 the press and public be excluded from the meeting under Paragraphs 3 and 4 of Part 1 of Schedule 12A to the Act

402

#### **JOB EVALUATION AND NEW PAY MODEL – POLICE STAFF**

The Deputy Head of People & Diversity updated Members on the work being undertaken to identify the potential benefits and costs associated with the introduction of an analytical job evaluation process and a new pay model for Police Staff.

Members were informed that the risks associated with continuing with the current job evaluation process and pay model were highlighted in the body of the report and were particularly associated with financial and legal risks.

**ORDERED that;**

1. the report be noted
2. a feasibility study be undertaken to produce a cost benefit analysis in relation to the proposed introduction of an analytical job evaluation scheme and new pay model, be agreed.

403

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY (HMIC) –  
VALUE FOR MONEY PROFILES**

The Executive Accountant informed Members that the report was to inform Members of the HMIC Value for Money Profiles and to explore the range of responses to this benchmarking initiative.

Members were informed that the "Police Report Card" was the new assessment framework by which HMIC will draw conclusions about the performance of individual Forces and Authorities. Commencing in 2010 HMIC compiles a continuous assessment of the performance of Police Forces and Authorities. This assessment will be a public document and it will feed into the Continuous Area Assessment process and the Police Authority Inspection process.

The Executive Accountant informed Members that the HMIC Value for Money Profiles present Cleveland Police Authority and Force with both an opportunity to inform, and the drive and financial imperative to improve, the value for money of service delivery. It is proposed that the indicators within the report are utilised, to respond to the financial challenges facing the Force and Authority in 2011/12 and beyond.

**ORDERED that;**

1. Members receive the HMIC Value for Money Profiles for Cleveland Police detailed in Appendix D to the report be agreed.
2. the summary analysis of the variation between Cleveland and its Most Similar Group as set out at Appendix A to the report be noted.
3. further reports be brought forward to enable the Authority to review the movement in benchmark data, and the progress against agreed action plans for improvement in value for money over time, be agreed.

404

**MINUTES OF THE PROFESSIONAL STANDARDS PANEL  
HELD ON 2 FEBRUARY 2010**

**ORDERED** that the following minutes of the Professional Standards Panel held on 2 February 2010 were submitted and approved.

## PROFESSIONAL STANDARDS PANEL

7(c)

## ACTION

A meeting of the Professional Standards Panel was held on Tuesday 2<sup>nd</sup> February 2010 in the Members Conference Room at Police Headquarters.

PRESENT: Mr Ted Cox JP (Chair), Cllr Caroline Barker, Mr Aslam Hanif, Cllr Ron Lowes, Mr Mike McGroarty JP, Cllr Steve Wallace and Mr Peter Race MBE.

OFFICIALS: DCC Bonnard, Supt Darren Best, Supt Martin Campbell, Mrs Joanne Monkman and Miss Kate Rowntree (CC)  
Mrs Jayne Harpe (CE)

ADDITIONAL MEMBERS Cllr Victor Tumilty.

MEMBERS OF THE PUBLIC Mr Gerard Walsh.

### 405 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Mary Lanigan (Vice Chair), Cllr Hazel Pearson OBE, Cllr Dave McLuckie and Mr Peter Hadfield.

### 406 DECLARATIONS OF INTERESTS

There were no declarations of interests.

### 407 MINUTES OF THE PREVIOUS MEETING 30 OCTOBER 2009

The minutes of 30 October 2009 were agreed as a true record.

#### Matters Arising

The question had been asked why Employer's Liability in Middlesbrough was high – Members had received a written reply.

### 408 OUTSTANDING RECOMMENDATIONS

The Grievance Procedure had not been finalised, a report would be submitted to the Panel at a later date.

Employers Liability - Members had received a written report from the Deputy Chief Constable. This item was discharged.

Data collected in relation to Pledge 10 had been included in the Professional Standards Quarterly Progress Report and would continue in this format. This item was discharged.

Independent Custody Visitors Carers Allowance – A report was to be presented to Members by the Lead Member for the Independent Custody Visitors Association.

### 409 CIVIL CLAIM STATISTICS

The Legal Advisor presented the Civil Claim Statistics for the period 1<sup>st</sup> April 2009 – 31<sup>st</sup> December 2009. The Panel was informed of the number and types of civil claims against the Force received during that period, the

amount paid out for those claims finalised during the period and the amount recovered. The report also detailed a comparison between the Basic Command Units

**ORDERED** that

1. Members noted there had been an 8.33% increase in the number claims received when compared with the same period last year. Motor liability was the leading category.
2. There had been a 2.82% increase in the number of claims finalised when compared with the same period last year.
3. 31.50% of finalised cases during the period were successfully defended which was to be compared with 19.72% successfully defended during the same period last year.
4. The 50 cases settled during the period cost the Force £275,591. This was to be compared with the 57 cases settled during the same period last year at a cost of £296,404.
5. Middlesbrough remained the area with most claims.
6. The contents of the report be noted.

Whilst Legal Services had no control over the number of claims received, feedback was provided on a case by case basis to ensure assistance was given to Basic Command Units in managing risks.

410

**COMPLAINTS STATISTICS FOR ENGLAND & WALES 2008/09**

The Head of Professional Standards Department presented a report to Members which had been produced by the Independent Police Complaints Commission (IPCC).

The report presented figures on complaints about the Police in England and Wales for the financial year 2008/09. It detailed the number and type of complaints made and how those were dealt with.

During 2008/09 Cleveland Police recorded 410 complaint cases compared to 416 recorded in the previous year, a decrease of 1%. In 2008/09 Cleveland Police recorded 735 allegations, a decrease of 9% on the previous year. This put Cleveland Police in second place when compared to the most similar forces group.

In 2008/09 Cleveland Police completed 262 investigations: 44 (17%) were substantiated and 218 (83%) were unsubstantiated.

Cleveland Police would continue to monitor and record all elements of complaints cases in an ethical and accurate manner.

**ORDERED** that

1. The content of the report be noted.

411

**COMPLAINTS AGAINST POLICE**

**7(c)**

The Head of Professional Standards Department presented the Complaints Against Police for the period 1<sup>st</sup> October 2009 to 31<sup>st</sup> December 2009. The Quarterly Progress Report on Complaint Issues for Cleveland Police for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2009 was attached to the report.

There had been a 37% increase in the number of cases recorded during that period (87 to 119), with a 48% increase in the number of complaints (up from 141 to 209).

Complaints of "other neglect/failure in duty" and "Incivility" continued to outnumber those of "Assault" allegations, 38 and 51 complaints respectively, compared to 29 in the "Assault" categories.

40% (55) of completed complaints had been locally resolved. During that period 76% (42) of locally resolved complaints had been by District and 24% (13) by the Professional Standards Department.

206 letters of appreciation had been received, an increase of 39 (+23%) over those recorded the previous year, this outnumbered the total complaints received during this period.

Included in the Head of Professional Standards report was a synopsis of Pledge 10 issues dealt with during the last quarter.

**ORDERED** that

1. The contents of the report be noted.
2. Pledge 10 issues would continue to be contained in the quarterly report and that work would continue on deciding what information was needed by the panel to fulfill its' scrutiny role.

412

## **DELIBERATE DAMAGE STATISTICS**

The Deputy Chief Constable informed Members of the cost to the Force of deliberate damage by way of forced entry into premises for the period 1<sup>st</sup> October 2009 to 31<sup>st</sup> December 2009 and of the operational results achieved through such forced entry and other premises searches.

Members were informed that the Force had paid out £12,871 in compensation for acts of deliberate damage, this compared to £12,110 paid out in the same period during the previous year. Whilst 2640 searches were conducted, only 273 (10.3%) resulted in deliberate damage compared to 8.85% in the previous year. The value of property, cash and drugs seized totaled £1,397,383 and this compared to £1,801,060 seized during the same period in 2008.

The figures for Redcar and Cleveland pertaining to cash of £219,872 and drugs £13,670 being seized were queried. Members were advised that these figures would be checked and a written reply circulated.

**ORDERED** that

1. The contents of the report be noted.
2. The operational benefits accruing to the Force in terms of property, drugs and cash seized, outweigh the cost of the damage claims be



noted.

413

#### **INDEPENDENT CUSTODY VISITORS CARERS ALLOWANCE**

The Lead Member for the Independent Custody Visitors Association informed Members that when it had been agreed to pay Independent Custody Visitors an Annual Honourarium it had also been agreed that consideration would be given to payment of a carers allowance. This would enable those visitors with dependents to attend training and panel meetings. The recommendation was in line with the carers allowance included in the Members Allowance Scheme.

#### **ORDERED** that

1. Members agreed, in appropriate cases, the payment of a carers allowance in respect of training and Panel meetings and that this item be discharged.

414

#### **EXCLUSION OF THE PRESS AND PUBLIC**

**ORDERED** that pursuant to Section 100a(4) of the Local Government Act 1972, excluding the press and public from the meeting under Paragraphs 1 and 7 of Part 1 of Schedule 12A to the Act.

415

#### **CASES FROM THE COMPLAINTS REGISTER**

Members of the Complaints Panel were shown the cases from the Complaints Register which had previously been selected by the Panel Chair.

416

#### **EXCLUSION OF THE PRESS AND PUBLIC**

**ORDERED** that pursuant to the Local Government Act 1972, the press and public be excluded from the meeting under Paragraph 2 of Part 1 of Schedule 12A to the Act.

417

#### **APPOINTMENT OF AN INDEPENDENT MEMBER ON CLEVELAND POLICE AUTHORITY**

The Deputy Chief Executive invited Members to make one appointment to the Independent Membership of Cleveland Police Authority.

Following the resignation of one of the Independent Members the Police Authority had undergone a recruitment process in accordance with the Police Authority Regulations 2008 (SI 630 2008).

An advertisement had been placed within the Evening Gazette and Hartlepool Mail and made available on the Police Authority website. In addition a copy of the advert was submitted to the Independent Advisory Group (IAG) for dissemination to the

**7(c)**

BME Communities and a copy was sent to each of the local Mosques. This resulted in 28 expressions of interest and 16 applications were returned for consideration.

The Selection Panel considered the 16 applications on 8 January 2010 and invited 7 candidates to interview. Two of the 7 candidates withdrew their application in advance of the interview date – one for personal reasons and the other had successfully secured a full time position.

The remaining 5 candidates were interviewed on 10 and 11 February 2010 around the competency criteria.

In accordance with the regulations two names were submitted for consideration including a copy of their application forms and the Selections Panel order of preference.

**ORDERED** that:-

1. Mr Geoffrey Fell be appointed to the position of Independent Member commencing 1 March 2010 for a four year term.

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# CLEVELAND FIRE AUTHORITY

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## MINUTES OF ORDINARY MEETING HELD ON

**FRIDAY, 26 MARCH 2010**

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**PRESENT:****VICE CHAIR:**

Councillor O'Donnell – Middlesbrough Council

**HARTLEPOOL BOROUGH COUNCIL:**

Councillors Flintoff, Lilley

**MIDDLESBROUGH COUNCIL:-**

Councillors Clark, Rogers, Thompson

**REDCAR AND CLEVELAND BOROUGH COUNCIL:-**

Councillors Abbott, Briggs, Cooney, Dunning, Forster, Ovens

**STOCKTON ON TEES BOROUGH COUNCIL:-**

Councillors Beall, Cherrett, Patterson, Salt, Stoker, Woodhead

**PROPER OFFICERS:-**

Legal Adviser, Treasurer

**FIRE BRIGADE OFFICERS:-**

Chief Fire Officer, Director of Corporate Services, Director of Business Development, Head of Planning and Democratic Services

**APOLOGIES FOR ABSENCE:**

Councillor Brash (Hartlepool Borough Council)

Councillor Payne (Hartlepool Borough Council)

Councillor Porley (Middlesbrough Council)

**159. DECLARATIONS OF MEMBERS INTEREST**

None declared.

**160. MINUTES**

**RESOLVED** - that the Minutes of the Cleveland Fire Authority Meetings held on the 29 January 2010 and 5 February 2010 be confirmed.

**161. MINUTES OF COMMITTEES**

**RESOLVED** - that the Minutes of the Policy Committee held on 5 March 2010, the Standards Committee held on 2 March 2010 and Tender Committees held on 1 February and 19 February 2010 be confirmed.

**162. TO RECEIVE COMMUNICATIONS RECEIVED BY THE CHAIRMAN**

The Vice Chair informed Members that since the last meeting the following correspondence had been received:

- Gavin Barker, Audit Commission regarding Fire Authority Meeting on 27 November 2009
- Barbara Follett MP, Communities and Local Government regarding Council Tax Capping 2010-2011

**RESOLVED** – that the communications be noted.

**163. REPORTS OF THE CHIEF FIRE OFFICER**

**163.1 Risk Management Policy**

The Director of Corporate Services informed Members that the Authority has built up a robust and renowned risk management framework. She reported that with the introduction of CAA, IRMP and the Governments efficiency agenda, a review has been undertaken to ensure our structures, systems, processes and measures are aligned to enable the Brigade to continue to deliver better outcomes for local people. This policy is a Statement of Intent and applies to all employees, managers and Elected Members covering both strategic and tactical levels of the organisation and covers the four stages of traditional risk management cycle: Assess; Evaluate; Manage; and Measure. Members responsibilities were detailed within Page 4 of the Policy. Councillor O'Donnell reported that as Member Champion for Improvement and Value for Money she fully supported this Policy and Strategy.

The Director of Corporate Services outlined the Risk Management Strategy 2010/14 which supported the delivery of the Risk Management Policy and included an action plan for risk management improvements.

**RESOLVED – that the Risk Management Policy as attached at Appendix 1 of the Report be approved.**

**163.2 Draft Service Plan 2010/11 including integrated Risk Management Plan 2008/11 Year 2 Review**

The Chief Fire Officer advised Members that the Authority now has only 2 public facing documents; The Five Year Strategic Plan and the Annual Service Plan. The Service Plan sets out the Authority's achievements and performance from the previous year, and details the priorities and actions to be undertaken for the forthcoming year. The Chief Fire Officer highlighted some of the key achievements in 2009/10:

- The introduction of the 'Concept of Operations'
- The Centre of Excellence at Redcar Fire Station
- The installation of Low Cost Suppression Systems in Social Housing
- The development and implementation of planning arrangements and familiarisation processes at Hazardous Installations
- The first phase of our Energy and Environment Strategy
- The submission of the PFI Outline Business Case

The Chief Fire Officer stated that this Authority has achieved real financial savings whilst continuing to improve the services that we deliver. He advised that not only are services being enhanced but performance is also improving with the emphasis on prevention and protection alleviating the pressure from emergency response. The Chief Fire Officer referred to the recent Budget announcements and informed Members that the only two indicators which were included in the national targets have now been removed, and that Officers were looking into this but there were no further details available at present.

The Chief Fire Officer informed Members that the Brigade had embarked on a Transformational Change Programme to re-evaluate our services which will bring forward service improvements, efficiencies and new ways of working.



**163.2 Draft Service Plan 2010/11 including integrated Risk Management Plan 2008/11 Year 2 Review cont**

Councillor Rogers referred to the ongoing investigation into the Warwickshire warehouse blaze in which 4 Firefighters were killed and asked for clarification regarding the areas of personal liability and indemnity. The Legal Adviser informed Members of the Corporate Manslaughter Act and outlined Members responsibilities. It was agreed that a presentation be arranged by Insurers to Members and Officers covering the areas of corporate and personal liability. The Chief Fire Officer informed Members that when the information regarding the Warwickshire incident was released he would bring this to Members.

Councillor Ovens requested clarification regarding partnership working highlighted within the Service Plan regarding Road Traffic Collisions. The Chief Fire Officer explained that this relates to work carried out by the Brigade with Cleveland Police and on a regional level with other Fire & Rescue Services, notably the Learn & Live Campaign.

Councillor Ovens further commented on the Energy Efficiency Strategy and asked if this will be reviewed to capture any further efficiencies. The Chief Fire Officer confirmed that the environmental impact of our services had been identified and recognised as a key priority for the Authority through the Strategic Plan 2009-2014, and an Action Plan is in place with the progress being monitored.

**RESOLVED:-**

- (i) **that the Draft Service Plan 2010/11 as attached Appendix 1 and Integrated Risk Management Plan 2008/11 Year 2 Review as attached at Appendix 2 be approved.**
- (ii) **that a presentation by Insurers to Members and Officers covering the areas of corporate and personal liability be arranged.**

**163.3 Regional Management Board – Fire Control Project NE Region – Project Update**

The Director of Business Development updated Members on the FireControl Project North East Region. He highlighted the Select Committee and National Audit Office Reviews and reported that the Select Committee's Report was due to be released.

*The Director of Business Development highlighted key headlines from the National Audit Office Report which was appended at Appendix B as being:*

- *the department has yet to agree a revised delivery plan for the continued development of the mobilising system with its prime IT contractor, EADS*
- *the department believes its prime contractor is in breach of contract for failing to meet key contractual milestones*
- *the full and final version of Intergraph product to EADS is due October 2010, the report outlines the Departments contingency planning exercise confirming that a number of fallback options were presented to Ministers in November 2009. The exercise has confirmed that discontinuing the project would cost*

**163.3 Regional Management Board – Fire Control Project NE Region – Project Update (cont)**

*£8 million more than the cost of continuing with the project. To date the Department has not determined the trigger point for fallback options.*

He added that CFB Fire Control is due to be transferred to Durham in September 2011 and that work is ongoing with the Unions and Control Room Staff to facilitate this transfer.

**RESOLVED - that the RMB – FireControl Project North East Region – Project Update be noted.**

**163.4 FireControl : Agreement Between LACCS/LFEPA and Communities and Local Government – (Fire Circular 73/2009)**

The Director of Business Development updated Members with regard to formal consultation being carried out by CLG regarding the Fire Control Project who were seeking the views of the Authority with regard to the outcomes, approach and timings for an agreement between the LACC, London Fire and Emergency Planning Authority and CLG. He highlighted the response from the Chief Fire Officer to the consultation (Appendix 2) which had already been sent with the caveat that Members may supplement this response with their comments. Members noted the Fire Circular and agreed that no further comments be added to the Chief Fire Officer response at Appendix B of the report.

**RESOLVED: –**

- (i) that the publication FSC 73/2009 be noted**
- (ii) that no further comment be added to the Chief Fire Officer response at Appendix B**

**163.5 Staff Numbers in 2000 and 2009**

The Chief Fire Officer reported that as requested by Councillor Payne at the Authority meeting on 27 November 2009, the report detailed the ratio of front line staff to corporate staff in 2000 and 2009. Councillor Thompson asked if it would be possible for a further breakdown of the type of work that has been transferred from uniform to corporate staff. The Chief Fire Officer explained that as the Brigade's role has changed there was a need for recruiting additional and different skills to carry out the new roles. He also reported that there was an economic issue with a saving of £9,000 per post of someone not returning to operational duties. The Chief Fire Officer agreed to present further information analysing the change of the staff profile and this would be included in the End of Year Performance Report.

**RESOLVED:-**

- (i) that the ratio of front line staff to corporate staff in 2000 and 2009 be noted.**
- (ii) that further information outlining the change of staff profile be included in the End of Year Performance Report.**



**163.6 Firefighters Memorial Trust**

The Chief Fire Officer informed Members that the Firefighters Memorial Trust had invited Cleveland Fire Authority to become a subscribing member of the Firefighters Memorial Trust at a cost of £475.00 per annum. The Firefighters Memorial Trust was established to recognise and honour the dedication and sacrifice made by firefighters who died in the course of operational duties.

Following discussion regarding the legal position of an annual subscription being paid to the Firefighters Memorial Trust, Members approved a one off payment of £500.00 to support the Firefighters Memorial Trust and agreed that Ministerial approval be sought regarding the payment of subscriptions to the Trust and a report be brought back to the Authority.

**RESOLVED:**

- (i) that a one off payment of £500.00 be made to the Firefighters Memorial Trust
- (ii) that Ministerial approval be sought regarding annual subscriptions to the Firefighters Memorial Trust and reported back to Members

**163.7 Chief Fire Officer Information Pack**

163.7.1 Fire and Rescue Service Circulars

163.7.2 NE Regional Management Board Meeting – 2 March 2010

The Chief Fire Officer informed Members of the tragic death of John Adamson, Director of Operations at County Durham & Darlington FRS. He confirmed that condolences had been sent from Authority and provided details of funeral arrangements should members wish to attend.

**RESOLVED – that the report be noted.**

**164 TO RECEIVE THE REPORTS OF THE DIRECTOR OF CORPORATE SERVICES**  
**164.1 Cleveland Fire Authority Meetings 2010/11**

The Director of Corporate Services asked Members to consider the schedule of Cleveland Fire Authority Meetings 2010/11 as attached at Appendix 1. Members considered the implications and variations of the schedule as outlined within the report and agreed to the 2010/11 schedule.

**RESOLVED - that the Cleveland Fire Authority meeting schedule for 2010/11 as attached at Appendix 1 of the report be approved.**

**164.2 Corporate Governance Information Pack**

164.2.1 Standards Committee

164.2.2 Cleveland Fire Authority Strategies

164.2.3 Fire Conference – 9-10 March 2010

164.2.4 Fire Improvement Group

164.2.5 Boundary 500

164.2.6 Learn & Live

**RESOLVED – that the report be noted.**

**165 TO RECEIVE THE REPORT OF THE LEGAL ADVISER**

**165.1 Appointment of North East Fire Control Local Authority Controlled Company (LACC) Director**

The Legal Adviser informed Members that Councillor Payne is no longer one of the Cleveland Fire Authority representatives on the NE FireControl Local Authority Controlled Company and requested a nomination from Members for a replacement Director to represent the Authority on the Board. Members agreed that Councillor M Stoker be nominated as Director to the LACC Board and that Councillor P Porley be nominated as Alternative Director.

**RESOLVED :**

- (i) that Councillor M Stoker be nominated as Director representing Cleveland Fire Authority on the NE FireControl Local Authority Controlled Company**
- (ii) that Councillor P Porley be nominated as Alternative Director representing Cleveland Fire Authority on the NE FireControl Local Authority Controlled Company**

**165.2 Local Democracy, Economic Development and Construction Act, 2009**

The Legal Adviser informed Members that Royal assent relating to this particular legislation was obtained on 12<sup>th</sup> November 2009 and that certain 'duties' to promote local democracy are placed upon a 'principle local authority' to 'promote understanding' amongst local people of: its functions as an authority; its democratic arrangements and how members of the public can take part in those democratic arrangements and what is involved in taking part. The Legal Adviser stated that of particular interest to the Cleveland Fire Authority, is that each 'principle local authority' is given a similar duty to promote such understanding of its 'connected authorities' and that this includes Fire Authorities.

The Legal Adviser also confirmed that from 12 January 2010, the threshold for defining politically restrictive posts as introduced under the Local Government and Housing Act, 1989 has been removed. He added that the Standards Committee has a statutory role in determining applications from Officers for exemption from such political restrictions.

Members agreed to amend the remit of the Standards Committee to include the power to grant and supervise applications for exemptions from political restrictions in respect of all relevant posts.

**RESOLVED – that the remit of the Standards Committee be amended to include the power to grant and supervise applications from exemptions from political restrictions in respect of all relevant posts.**



**166 JOINT REPORT OF THE CHIEF FIRE OFFICER AND TREASURER**

**166.1 Statement of Policy Regarding the Exercise of Discretion with regard to the Local Government Pension Scheme Regulations**

The Treasurer sought Members views regarding the statement of policy on the exercise of discretion to the application of the Local Government Pension Scheme Regulations. He advised that the employer must formulate, publish and keep under review a statement of their policy and if the employer decides to amend the policy, no change can come into effect until one month has passed since the date the amended policy statement was published.

In formulating and reviewing its policy an employer is required by the Regulations to:

- Have regard to the extent to which the exercise of their discretionary powers, unless properly limited, could lead to a serious loss of confidence in the public service, and
- Be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs

**RESOLVED – that the Statement of Policy as outlined at Appendix 1 of the report be approved.**

**167 REPORT OF THE TREASURER**

**167.1 Proper Officer Arrangements**

The Treasurer asked Members to consider the appointment of a Deputy Treasurer on the retirement of the Chief Financial Officer of Hartlepool Borough Council who currently undertakes the role. Members agreed to approve the appointment of Mr Chris Little, the Chief Finance Officer of Hartlepool Borough Council, to the role of Deputy Treasurer to the Cleveland Fire Authority as this arrangement has worked well in the past and strengthens the link between statutory responsibility and the day to day oversight of financial arrangements.

**RESOLVED – that Mr Chris Little, the Chief Finance Officer of Hartlepool Borough Council be appointed to the role of Deputy Treasurer to the Cleveland Fire Authority.**

**168 VERBAL BRIEFING ON THE NE FIRE CONTROL COMPANY BOARD**

Councillor Forster provided Members with an update regarding the NE Fire Control Company Limited. She advised that a written response has been sent to CLG on behalf of the LACC Board to FRS Circular 73/2009 which relates to the draft Agreement between CLG and LACCs. The response supports the broad principles of the Agreement and requests further clarification in a number of areas.

The LACC Governance and Resources Committee met on 11<sup>th</sup> March to consider revisions to the RCC Organisational Design to reflect requirements for back office support roles and proposals for staff recruitment and selection and pay protection. The NE Fire Control Company JCC Review meetings with the FBU have been scheduled and it is hoped that outstanding issues concerning shift patterns, start and finish times and rationalisation of annual leave can be resolved.

**RESOLVED: that the report be noted.**

**169 REPORT OF THE CHAIR OF AUDIT & GOVERNANCE COMMITTEE**

**169.1 Information Pack**

- 169.1.1 Audit Progress Report
- 169.1.2 Organisational Performance Report 2009/2010 – April to December 2009
- 169.1.3 National Indicator Fire Related Target report April – December 2009/2010
- 169.1.4 Target Setting 2010/11
- 169.1.5 Improvement Action Plans – April – December 2009/10
- 169.1.6 Progress Against Revenue & Capital Budgets 2009/2010
- 169.1.7 Internal Audit Plan 2010/2011
- 169.1.8 Treasury Management Update 2010/2011
- 169.1.9 International Financial Reporting Standards (IFRS) – Priorities for Cleveland Fire Brigade

Councillor Briggs declared a personal non prejudicial interest and informed Members that with regard to the issue of sprinklers being fitted to social housing, his grandson is employed by Coast & Country Housing and is currently involved in a housing development in Redcar where sprinklers are being fitted. Councillor Briggs asked that the contact be made with his grandson to discuss the issue further. The Chief Officer confirmed that we are working with the National Sprinkler Association and are in discussion with Housing Hartlepool with regard to a pilot scheme. He stated that he would provide further information to the Authority regarding sprinklers which links in with "Safer Communities" which is one of our priorities.

**RESOLVED:-**

- (i) that the report be noted
- (ii) that further information regarding sprinklers be submitted to the Cleveland Fire Authority

**170 REPORT OF THE CHAIR OF OVERVIEW & SCRUTINY COMMITTEE**

**170.1 Scrutiny Review of the CFA Decision to Rebuild Skelton Fire Station on the Existing Site**

Councillor Cooney informed Members that the Scrutiny Review was carried out on 26 February 2010 and the Overview and Scrutiny Committee recommended that the Cleveland Fire Authority's original decision to rebuild Skelton Fire Station on the existing site be re-affirmed. Councillor Cooney reported that the Overview and Scrutiny Committee had received information from Councillor B Briggs, Councillor H McLuckie, Mr P Lancaster, Director of Community Protection and Mr S Watson of the Fire Brigades Union. Members, with exception of Councillor Briggs, who abstained, approved the recommendations of the Overview and Scrutiny Meeting.

**RESOLVED:-**

- (i) that the Cleveland Fire Authority's original decision to rebuild Skelton Fire Station on the existing site be re-affirmed
- (ii) that the appropriate level of information is provided to Members to facilitate improved decision making



- 171 LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) (VARIATION ORDER) 2006**  
**RESOLVED - "That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs below of Part 1 Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006".**  
Minute Nos – 172, 173, 174.1 - paragraph 3  
Minute Nos - 175.1,175.2 - paragraph 1

Paragraph 1– namely information relating to any individual

Paragraph 3 – namely information relating to the financial or business affairs of any particular person (including the authority holding that information)

- 172 CONFIDENTIAL MINUTES**  
**RESOLVED - that the Confidential Minutes of the Cleveland Fire Authority meeting held on 29 January 2010 be confirmed.**

- 173 CONFIDENTIAL MINUTES**  
**RESOLVED - that the Tender Committees on 1 and 19 February 2010 be confirmed.**

- 174 JOINT REPORT OF THE CHIEF FIRE OFFICER AND TREASURER**  
**174.1 Estates Management – PFI Update**  
The Chief Fire Officer provided Members with an update of the PFI Project.

The Chief Fire Officer, Director of Corporate Services and the Director of Business Development left the meeting.

- 175 REPORT OF THE TREASURER**  
**175.1 Brigade Managers Pay Settlement 2010**  
The Treasurer outlined the report to Members.

- 176.1 Performance Related Pay**  
The Treasurer outlined the report to Members.

**COUNCILLOR JEAN O'DONNELL**  
**VICE CHAIR**



**COUNCIL**  
24 June 2010



**Report of:** CONSTITUTION COMMITTEE

**Subject:** BUSINESS REPORT

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**1) PLANNING COMMITTEE**

- 1.1 A discussion had ensued on the number of Members appointed to Planning Committee and the occasions when the meeting was inquorate. It was suggested that an increase in membership may alleviate this issue.
- 1.2 The Committee agreed, at its meeting held on 11 June 2010, to recommend to Council that the membership of the Planning Committee be increased from 16 to 18 Members.
- 1.3 The quorum for Planning Committee is currently 7.

**RECOMMENDATION**

- 1.3 That Council agree the recommendation of the Committee that the membership of the Planning Committee be increased from 16 Members to 18 Members.
- 1.4 Members confirm the quorum for the Planning Committee.

**2) GENERAL PURPOSES COMMITTEE**

- 2.1 As part of the Constitution Committee's work programme for 2009/10 a review of the role, remit and responsibility of the General Purposes Committee commenced. The review will be progressed further during the 2010/11 work programme, however, the Committee have made several initial recommendations in view of the concerns already raised by Members in relation to the General Purposes (Appeals and Staffing) Committee.
- 2.3 The current arrangements should the Chair of the Committee (the Vice Chair of the Council fulfilling this role) be unavailable are that a chair of another regulatory committee is appointed to Chair the meeting of the General Purposes (Appeals and Staffing) Committee. Members felt that this Committee should operate under the same framework as all other Council

Committees and appoint a Vice Chair from within the membership for the current municipal year. Following this, the Chair and Vice Chair should be appointed in line with the normal annual arrangements.

- 2.4 In relation to early retirement decisions under function 4 which related to officers appointed by Members under the Officer Employment Rules, an additional two Executive Members are appointed to the Appeals and Staffing Committee (note 2, to the function of this Committee refers). Members were concerned that in practice this means that the Executive Members appointed may have already been party to the earlier Executive decision to make that particular post redundant. Members believed that this could contravene principles of “natural justice” and that in future Executive members attending an Appeals meeting should do so as ex-officio Members with no voting rights. In view of this it was recommended that note 2 in Part 3 of the Constitution in relation to the Committee be amended as follows:

Note 2 – For early retirement decisions under function 4, concerning officers appointed by Members under the Officer Employment rules, the committee membership will be increased to seven and will include two ex-officio, non-voting Executive Members. The Mayor will nominate the Executive Members of the Committee.

- 2.4 It was noted that there was no requirement for Members of the General Purposes Committee to undertake training and there was concern that some of the issues considered by the Appeals and Staffing Committee in particular could be extremely complex. It was therefore suggested that Workforce Development arrange training to be available to all Members of the Committee as soon as practicable after appointment at Annual Council.

### **RECOMMENDATION**

- 2.5 That General Purposes Committee appoint a Vice Chair from within its membership to undertake the Chair's duties in the absence of the Chair and that this position form part of the annual proportionality calculations. Should the Chair and Vice Chair be unavailable, a Chair be appointed from within the membership of the Committee in attendance.
- 2.6 That where the membership of the General Purposes (Appeals and Staffing) Committee is to be increased to seven for the consideration of early retirement decisions, that the additional Executive Members be ex-officio non-voting Members and that Part 3 of the Constitution is amended accordingly.
- 2.7 That Workforce Development arrange training to be available to all Members of the General Purposes Committee as soon as practicable after appointments made at Annual Council to cover all aspects of the Appeals and Staffing Committee.

**COUNCIL**  
24 June 2010



**Report of:** Chair of the Scrutiny Coordinating Committee

**Subject:** OVERVIEW AND SCRUTINY ANNUAL REPORT  
2009/10

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**1. PURPOSE OF REPORT**

- 1.1 To present the Authority's Overview and Scrutiny Annual Report for 2009/10 to Council (booklet attached), which outlines how the Overview and Scrutiny Function has developed and highlights the key areas of work undertaken by each of the Scrutiny Forums over the past year.

**2. BACKGROUND INFORMATION**

- 2.1 As outlined in the Authority's Constitution, it is a requirement of the Overview and Scrutiny Function to produce an Annual Report, detailing the work of the Scrutiny Co-ordinating Committee and the five standing Scrutiny Forums that has been undertaken during the last 12 months together with suggested developments etc for the forthcoming year.
- 2.2 In my fifth year as Chair of the Scrutiny Co-ordinating Committee it gives me great pleasure to introduce Hartlepool's third Overview and Scrutiny Annual Report for the 2009/10 Municipal Year for Council's consideration.
- 2.3 The Annual Report will also be despatched to key stakeholders and placed in key venues of public interest for information purposes.

**3. RECOMMENDATION**

- 3.1 That Council considers the Authority's Overview and Scrutiny Annual Report for the 2009/10 Municipal Year (booklet attached).

**COUNCILLOR MARJORIE JAMES**  
**CHAIR OF THE SCRUTINY CO-ORDINATING COMMITTEE**

June 2010

**Contact Officer:-** Joan Nominton – Scrutiny Manager  
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## **BACKGROUND PAPERS**

No background papers were used in the preparation of this report.





## **Overview & Scrutiny Annual Report 2009/10**

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After another busy and interesting year, I am pleased to introduce the Council's fifth Overview and Scrutiny Annual Report covering 2009/10.

This Annual Report outlines how the Council's Overview and Scrutiny Function continues to

develop and highlights the key areas of work undertaken by each of the Scrutiny Forums over the last 12 months.

Year on year, the innovative and effective nature of Scrutiny in Hartlepool has been recognised and 2009/10 is no different. I am pleased to say that investigations undertaken in 2008/09 into 'Access to Recreation Facilities for Vulnerable / Older People' and 'Appropriate Accommodation for Homeless Young People for Whatever Reason' have been identified as good practice case studies and included in guides and reports from the Centre for Public Scrutiny and Shelter.

Reflecting back over this year, it has certainly been a busy one for the Authority's Overview and Scrutiny Committees who have focused their efforts on the delivery of very ambitious, and extremely challenging, Work Programmes. Investigations of particular note have been those undertaken into 'Child Poverty and Financial Inclusion' and 'Alcohol Abuse', which have enabled Members to take an active role in influencing the delivery of services, and the setting of targets, in relation to issues of great local, regional and national importance. In addition to this, the role of Scrutiny in responding to community needs and concerns has also been clearly demonstrated this year, with work undertaken by the Health Scrutiny Forum and the Neighbourhood Services Scrutiny Forum around the issue of dust deposits on the Headland.

I feel that it is important to acknowledge just how fortunate we have been this year to receive extensive contributions through all of our Scrutiny investigations from local residents and the Council's partner organisations. I would like to personally thank every one who has played a part in our Overview and Scrutiny arrangements this year including the Mayor, Cabinet colleagues and officers.

As in previous years, Overview and Scrutiny in Hartlepool continues to be a major role for frontline Councillors, with the opportunity to influence policy and drive up performance for the benefit of all those who live, work and visit the town. In this, and future, years there will, however, be further challenges for Scrutiny in helping the Authority respond to the financial pressures that face us, whilst endeavouring to maintain the quality of service provision the residents of Hartlepool deserve.

Since 2005/06 we have monitored the delivery of agreed scrutiny recommendations and to date I am pleased to report that 83% of all Scrutiny Forums' recommendations have been achieved; 16% are expected to be achieved and 1% have either been rejected by the Executive or are no longer deliverable due to circumstances beyond the Authority's control. Overall, this is excellent news and I feel that the breadth of issues considered and recommendations made truly reflect the needs and priorities of the local community, whilst ensuring that both the Council and its partners are making the improvements to services and to people's lives. I firmly believe that our success lies in the freedoms, flexibilities and creativity that our Scrutiny processes and practises allow.

I hope that you enjoy reading about our key achievements during the last 12 months and that you will continue to support us in our continual efforts to improve public services in Hartlepool in 2010/11.

*MA James*

**Councillor Marjorie James**  
**Chair of Scrutiny Co-ordinating Committee**

## PART ONE

### Introduction to Hartlepool's Overview & Scrutiny Function

The Overview and Scrutiny function was introduced by the Local Government Act 2000 which outlined new political management arrangements for all Local Authorities.

Developing this function has been a challenging task facing all Local Authorities however, Overview and Scrutiny has continued to evolve and significantly added value to the work of Local Authorities.

Overview and Scrutiny seeks to reflect the voice and concerns of the public and its communities and to make an impact on the delivery of public services.

Overview and Scrutiny has the following functions:-

- ◆ Policy development and review;
- ◆ Holding the Executive to account;
- ◆ Investigating issues of local concern; and
- ◆ External Scrutiny (Health).

Overview and Scrutiny is objective and constructive, aiming to add value to any area it considers, based on an evidenced process of exploration and deliberation which leads to Scrutiny Forums constructing reports and putting forward recommendations to the Authority's Cabinet and Council on policies, budget and service delivery.

Overview and Scrutiny in Hartlepool operates in a non party political way and consists of five Scrutiny Forums, each with specific remits linked to the strategic priorities of the Council and Local partners.

Our Scrutiny investigations cover a wide range of topics and complex issues, ranging from specific local problems to broader issues of public concern which link to the strategic priorities of the Council and local partners.

The Scrutiny Co-ordinating Committee and the five standing Scrutiny Forums call upon Council Officers, Cabinet Members, expert witnesses, service users and best practice from other Local Authorities to answer questions and provide evidence about the issues being scrutinised.

Each forum collates evidence to help them make recommendations to the cabinet or full council, and the length of a scrutiny investigation will differ depending upon the issue being scrutinised.

We encourage community involvement at all stages of our Scrutiny investigations and continue to employ a variety of methods to gather resident's views.

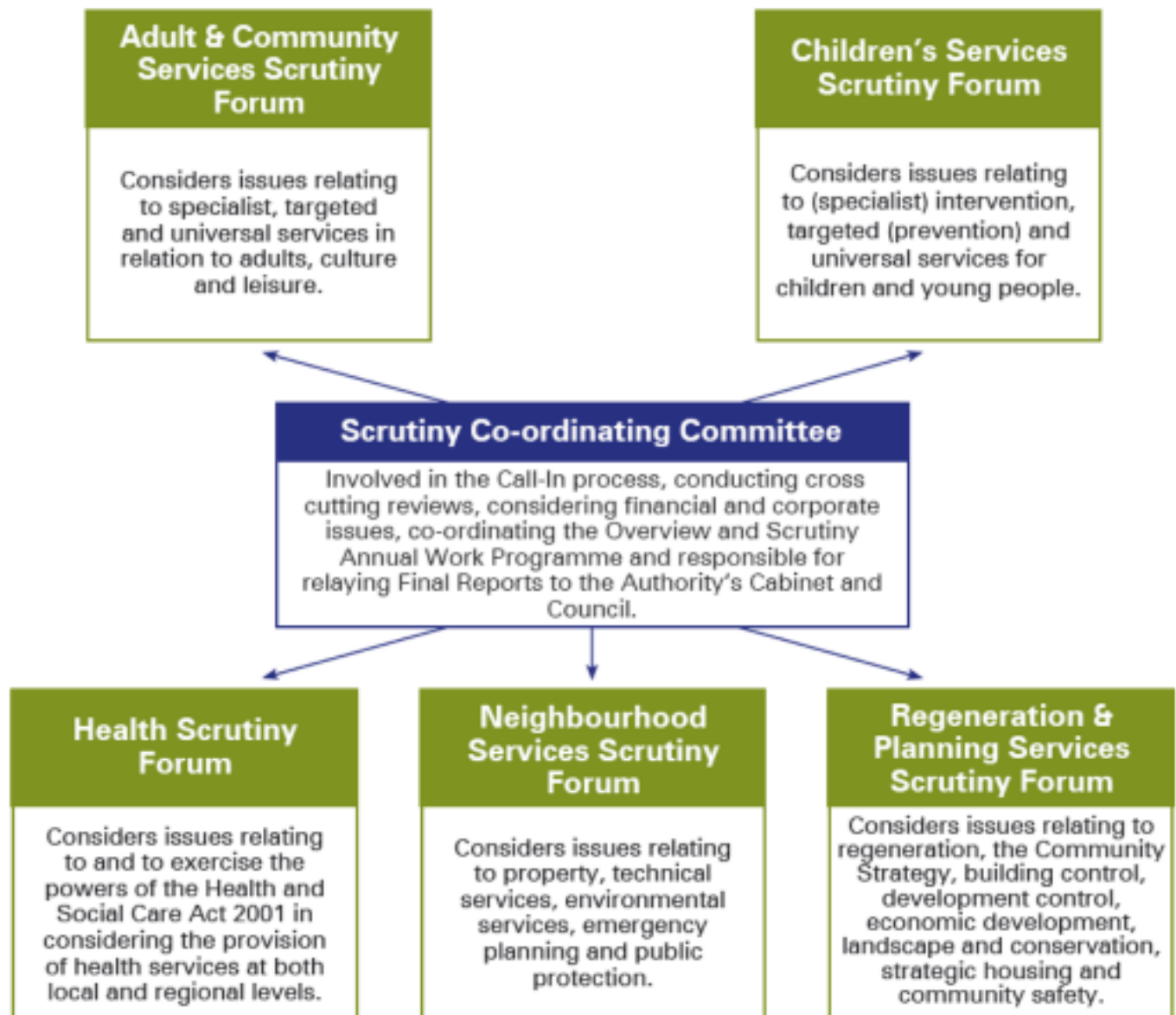
Overview and Scrutiny here in Hartlepool also engages with external partners and other organisations to obtain evidence in relation to Scrutiny investigations and to develop working arrangements of benefit to the Council and its partners as a whole.

**The diagram on the opposite page details the structure of the Overview and Scrutiny Function in Hartlepool.**





Overview & Scrutiny in Hartlepool



## PART TWO

### Scrutiny Co-ordinating Committee



The Scrutiny Co-ordinating Committee has once again had an extremely demanding and varied year, scrutinising issues including child poverty and financial inclusion, the recording / reporting of Members allowances and attendances and issues relating to the business transformation process (i.e. the strategy for funding one off costs and programme board / asset management arrangements).

As part of its wide ranging remit, the Committee has also been heavily involved in this year's very challenging budget setting process, the Local Area Agreement (LAA) Refresh, the development of the Council's Departmental and Corporate Plans for 2010/11 and consideration of quarterly financial and performance management reports.

Throughout 2009/10 the Committee focused its attention on the cross cutting and highly important issue of child poverty and financial inclusion. In accordance with the principles and practices of good Scrutiny, we have this year continued to actively involve our partner organisations and bodies in the provision of evidence and identification of 'value adding' and robust recommendations.



In relation to the child poverty / financial inclusion investigation, I am pleased to be able to say that the timely nature of the investigation has also assisted Members in raising the profile of the issue as part of the LAA Refresh and helped inform the identification of a challenging local target, over and above that set in the LAA.

I am please to confirm that the Committee has continued to fulfil its co-ordinating role by ensuring the overall delivery of this year's Overview and Scrutiny Work Programme; the successful management of referrals made to Scrutiny; and the limited use of the 'call-in' procedure.

In dealing with referrals this year, evidence from the Committee has helped inform discussions at Full Council around the recording / reporting of Members attendances and allowances, resulting in the establishment of a Working Group to explore the process for the recording of Members attendances in greater detail. The activities of this Working Group are now ongoing and I have great confidence that in 2010/11 the outcomes of our work will help significantly improve the process for the recording of Members allowances in Hartlepool.



In drawing the year to a close, 2010/11 promises to be as equally challenging a year in not only continuing to help achieve resident focused improvements to local public services, but also in taking forward the development of the Overview and Scrutiny function in Hartlepool to deal with the requirements of new legislation. I would finally like to pay tribute to everyone who has contributed to the work of this Committee and offer my personal thanks to my Vice Chair, the Chairs of the Scrutiny Forums and the Scrutiny Team for their assistance throughout the year.

**Councillor Marjorie James,  
Chair of Scrutiny Co-ordinating Committee**

## Adult &amp; Community Services Scrutiny Forum



This year the Adult and Community Services Scrutiny Forum has had a challenging but rewarding year considering the Government's Green Paper on 'Shaping the Future of Care Together', which sets out the Government's proposals for a new care and support system for adults in England. The Forum also considered the delivery of the 'Putting People

First' agenda. This agenda aims to radical reform public services, enabling people to live their own lives as they wish, confident that services are of high quality, are safe and promote their own individual needs for independence, well-being and dignity. The final topic that the Forum considered was the Council's draft Allotments Development Strategy.

The Forum began the year with the consideration of the Government's Green Paper 'Shaping the Future of Care Together'. This provided the opportunity not only for the Forum but for members of the public to put their views forward and help shape the future of their care. At the meeting the Forum split into two groups to formulate responses to the three consultation questions which were put forward by the Government. The views and comments collected at this meeting were used to contribute to the formulation of a local response to be forwarded onto Central Government. Some of the issues raised included the need for local accountability, the need for services to be simplified and transparent and the need for emphasis to be placed on offering support to communities.

Throughout the year, the Forum focused on one main investigation looking at the implementation and impact of the Putting People First agenda and the personalised delivery of adult social care services. This included self directed support, which is the support that a person decides upon and controls and also personal budgets, which relate to the money that is available to spend on this support. The Forum heard evidence from the Council's Departmental Officers, the Managing Director of In-Control and Oldham Council. After considering all the evidence, I am extremely pleased to say that Hartlepool Council's approach to the implementation of self directed support is a success story. Personal budgets have made real improvements to the quality of people's lives, putting them in control of their own affairs and enabling them to make their own care choices. Members were also extremely grateful to hear from residents with experience of directing their own support.

The Forum would now like to see this commitment from the Council continued to deliver the overall Putting People First agenda, which includes the delivery of services to the whole population, supporting people to stay in their own homes for as long as possible, the development of communities and the promotion of independence.

In addition to the above, the Forum also considered the draft Allotments Development Strategy 2010 – 2015 as part of the Child and Adult Services Department's public consultation on the Strategy. All Allotment Holders in Hartlepool were invited to comment on the Strategy, to attend the meeting and were encouraged to share their views.



I am very pleased to say that the Forum's investigation into 'Access to Recreation Facilities for Vulnerable / Older People' undertaken in the 2008 / 2009 Municipal Year has been identified as a good practice case study for inclusion in a forthcoming Centre for Public Scrutiny guide relating to 'Reviewing the Needs of an Ageing Society'.

To conclude, I am delighted to say that the Forum has had a very successful year and has actively engaged with members of the public as their views are essential to the scrutiny process. We look forward to continuing our excellent work into 2010 / 11.

**Councillor Chris Simmons**  
**Chair of the Adult and Community Services**  
**Scrutiny Forum**



## Children's Services Scrutiny Forum



The Children's Services Scrutiny Forum, during 2009/10, focused its attention on an investigation that was of true importance to the lives and aspirations of Hartlepool's young people. In doing this, the Forum chose to focus its attention on a detailed investigation of the provision of detached and targeted youth services in the Town.

The Forum wasted no time in commencing its investigation and gained a clear understanding of detached, mobile and targeted youth services provision by the Council. A range of visits were made during the investigation to obtain a 'first hand' perspective of the services being provided, and I would like to say that the views, suggestions and opinions put forward by service users were vital in the formulation of our recommendations. Our thanks go out to all those who took the time to get involved.

We have, over the last five years, been very proud of the innovative way in which we undertake our investigations, with involvement from schools, pupils, parents and partners. In undertaking our investigation this year, we have continued to place emphasis on the involvement of service users and young people as an integral part of our work and I am delighted to be able to report that:-

- (i) The Forum has this year continued to develop its 'ground breaking' scheme for the co-option of young people on to its membership. We now co-opt representatives with a wider skill and experience base from three groups across Hartlepool (Hartlepool Young Voices, the School Council and the Youth Parliament), rather than just one group as was the case in previous years;
- (ii) The role of our co-opted young people will be even further developed next year, as they take the lead in identifying the Forum's first topic for investigation in 2010/11; and
- (iii) Following the success of Hartlepool's bid for funding from the Youth4U Young Inspectors programme, whereby teams of young people are being supported to scrutinise local authority and youth services, work is to be undertaken in 2010/11 to explore ways of tapping into the expertise and time of these young inspectors as part of the Scrutiny process.



As Chair of the Forum, I am very proud of our success not just in this year, but in previous years as well. My confidence in the quality of our outcomes through the Scrutiny process, and methods of investigation, has this year been justified with national praise for our 2008/09 investigation into 'Appropriate Accommodation for Homeless Young People for Whatever Reason'. We take great pride in the findings of our investigation being recognised as examples of good practice by a national charity (Shelter) and the National Youth Reference Group (NYRG). In addition to this, we have also been included in the benchmarking guide for joint working entitled 'Improving Outcomes for Children and Young People in Housing Need' and I would like to commend all those involved for their work!



In conclusion, as Chair of the Forum, I look forward to 2010/11 where I am sure we can continue to work together to improve the lives of all young people in Hartlepool.

**Councillor Jane Shaw**  
**Chair of Children's Services**  
**Scrutiny Forum**





I am writing this report as I reflect on confirmation from the Government of its £464 million funding commitment to a new Hospital, serving the people of Hartlepool and Stockton. Such an investment in health care, coupled with developments like One Life Hartlepool in Park Road, make for exciting times in the delivery of health services in Hartlepool.

That does not mean that we can rest on our laurels and indeed this year the Health Scrutiny Forum has been extremely active in scrutinising the impact of Alcohol Abuse in terms of prevention and treatment, the issue of Dust Deposits on the Headland and the suspension of services at Greatham Clinic.

Members agreed that they would only have one substantial investigation for the 2009/10 Municipal Year, which was the issue of 'Alcohol Abuse – Prevention and Treatment'. The Forum heard compelling information from a number of key sources including NHS Hartlepool, Council Officers, Balance North East and Cleveland Police, with evidence highlighting the impact of the extended licensing hours legislation, the excellent prevention and treatment services available in Hartlepool and the concerted efforts towards a minimum price per unit of alcohol.



In formulating their recommendations, Members were clear that all major stakeholders should work together under the banner of an 'Alcohol Task Force' to encourage the major cultural changes in attitude that are needed towards alcohol consumption and although this would be a very difficult task to achieve, Members felt that reduced licensing hours maybe one of the many steps that the Town needs to take to improve its health.

The Health Scrutiny Forum continues to respond to the concerns of local residents and took up the issue of Dust Deposits on the Headland. The Forum was extremely grateful to the work of the Executive Director of Public Health from NHS Tees, who had tried to find a compelling link between dust deposits and respiratory, liver and skin diseases; however, in concluding that no direct link could be found, the Forum recommended a further investigation into the causes of dust deposits and await the results of further work into any links to cancer clusters and stress related illness.



Despite the excellent working relationship that the Forum has with our Health partners, Members agreed to investigate the sudden suspension of Greatham Clinic from 11 Front Street, Greatham. The lack of information to residents of Greatham village, staff, the Ward Councillor and Members of the Health Scrutiny Forum was extremely unsatisfactory and the Health partners agreed that communication could have been improved. Although Members understood the need for higher standards of clinical safety, the Forum concluded that a non-clinical service be delivered immediately and consultation be undertaken with residents to discuss options for the reinstatement of clinical services.

In looking forward to the challenges for the 2010/11, the Forum will no doubt be heavily involved in the transition to the new hospital and the service delivery options that will result. In addition we will also be pushing forward to develop regional health scrutiny through an investigation into the Health and Wellbeing of Veterans, a joint scrutiny inquiry between the twelve North East Local Authorities. These are indeed exciting times for Health Scrutiny.

**Councillor Jonathan Brash**  
Chair of the Health Scrutiny Forum

### Neighbourhood Services Scrutiny Forum



The Neighbourhood Services Scrutiny Forum selected a number of topics to consider throughout the 2009 / 10 Municipal Year. These were 'Climate Change and Carbon Management', 'Car Parking on Estates', 'Maintenance of Hartlepool's Traffic Lights' and the 'Effectiveness of Traffic Calming Measures'.

The Forum started the year by looking at Climate Change to gain an understanding of the Council's response to the issue of Climate Change and identify what efforts the Council is making to manage its carbon emissions. The Forum heard evidence from a wide range of sources including the Energy Saving Trust, the North East Improvement and Efficiency Partnership, the Environment Agency and the Tees Valley Climate Change Partnership. Throughout this investigation the Forum was very keen to engage with members of the public and therefore held a focus group to gather views and suggestions on how to tackle climate change. The Forum also attended a climate change activity session where a class of Year 5 pupils from a local school took part in a range of activities including an interactive play to look at ways water is wasted on a daily basis. I am pleased to say that the Council is involved in a wide range of activities to raise awareness of climate change and as a Forum we concluded that children and young people are a strong voice within the home and can influence change. Therefore, we will be recommending to Cabinet that ways of working with children and young people be explored further to continue to promote climate change and its effects. The Forum will also be recommending to Cabinet that the Council continue to work with schools and businesses to support and encourage them to reduce their energy usage.

The second topic which the Forum concentrated on was parking on residential estates in Hartlepool. As Chair of the Forum, I was extremely pleased that residents came along to this meeting to put forward their views and concerns. As a result of this review the Forum will be putting forward a number of recommendations to Cabinet which include, exploring the viability of extending the operational hours of resident parking schemes to evenings and weekends; exploring ways to publicise the reporting arrangements and points of contact for parking problems; and exploring with Housing Hartlepool ways of providing off – street parking including the funding options.



Half way through the year the Forum received a request from the Health Scrutiny Forum supported by the Scrutiny Co-ordinating Committee to investigate the possible environmental impacts of dust deposits on the Headland and surrounding areas. The possible health implications of the dust deposits has recently been looked at by the Health Scrutiny Forum following serious concerns from residents. The Forum agreed to defer their remaining work programme items in order to consider this issue. The Forum received a wide variety of evidence from residents, the Council's Departmental Officers, the Portfolio Holder for Transport and Neighbourhoods, the Environment Agency and the relevant companies. The Forum was very keen to engage with residents and therefore held a Focus Group on the Headland to gather views, comments and questions which were all fed back to a further meeting of the Forum. The Forum was extremely grateful for all the evidence provided by all parties and also for their attendance at the meetings. The Forum is currently in the process of formulating a range of recommendations to present to Cabinet.

This has been a very challenging year for the Forum but we have achieved excellent results and we hope to continue to build upon our success next year.

**Councillor Stephen Akers-Belcher**  
**Chair of the Neighbourhood Services**  
**Scrutiny Forum**



## Regeneration &amp; Planning Services Scrutiny Forum



In my first year as Chair of the Regeneration and Planning Services Scrutiny Forum, Members have examined two topics that have the potential to make lasting impacts on Hartlepool's future, from the very visual development of Hartlepool's Transport Interchange to the strategy of Hartlepool's Business Incubation System.

Hartlepool's Transport Interchange was a unanimous choice by Members, who were keen to find answers to a long promised development that was yet to achieve fruition. With the Town gearing up for the Tall Ships' Races in August 2010, Members were aware of the important role that the Interchange could play in not only moving people around Hartlepool, but also in ensuring that coach, bus, taxi and rail visitors to the Town had an extremely positive first impression.

During the investigation into Hartlepool's Transport Interchange, Members were heartened to discover that the legal complexities which had thwarted the development for so many years were finally overcome and during a visit to the site, Members were pleased to see that landscaping and preparation work was beginning in earnest, to deliver a facility in time for the Tall Ships' Races.



The Forum was pleased to hear the positive views of many of the transport operators in Hartlepool towards their potential usage of the Interchange, with the Forum recommending that these operators are involved throughout the development of the Interchange, with Members kept updated of developments and usage. In addition the Forum made it clear that they wished to

see progress on making the unused platform at the railway station more aesthetically pleasing, accepting that there were no long-term plans to bring the platform back into use.

The investigation into Hartlepool's Business Incubator System came at a time of one of the more testing periods of economic stability that we have seen for some considerable years. It is testament to the hard work of the Council's Economic Development Team that Hartlepool's start-up and small business market has grown considerably since 2003. The development of the Hartlepool Enterprise and Innovation Centres now provides Hartlepool's entrepreneurs with superb facilities to start and grow their businesses from.



By the end of the investigation into Business Incubation Members were very clear that more move-on premises were needed in the Town and that the Forum was fully supportive of the expansion by UK Steel Enterprise of the Innovation Centre at Queens Meadow.

I think it is fair to reflect on a positive 2009-10 for the Regeneration and Planning Services Scrutiny Forum and look forward to more successful scrutiny investigations in the future.

**Councillor Trevor Rogan**  
**Chair of the Regeneration and Planning**  
**Services Scrutiny Forum**

### PART THREE

#### Empowered Communities: Co-option of Local Resident: Representatives & Young People

People in Hartlepool want choice over the services they receive, influence over those who provide them and higher service standards.

In ensuring this happens, local resident representatives and young people continue to serve on the Council's Overview and Scrutiny Committee as Co-opted members. Such innovative practice, ensures our Overview and Scrutiny Function is further strengthened, firstly by focussing on the

things that really matter to the people in Hartlepool with a view to improving outcomes and secondly by capturing the strengths and talents of such individuals through greater resident participation.

By way of illustration, outlined below is a selection of views from such dedicated individuals as part of their enhanced role in the Overview and Scrutiny process:-



"I feel that I have learnt a great deal during the past year concerning the wide-ranging provision - for the most part unheralded and little known - available to children and young people in Hartlepool. With this increased information I hope to be able to make a more perceptive contribution to investigations in future. I think the value of personal visits to other authorities and within Hartlepool to compare and assess the quality of provision is crucial to the scrutiny process of 'holding to account'".

Resident Representative Joan Steel

"Being part of the scrutiny forum has given us an excellent opportunity to look in to services provided for young people, and the quality of the work they deliver. The scrutiny process has enabled us to be involved in the shaping of services for children and young people in Hartlepool'. We have enjoyed being a part of scrutiny as it allows the councillors and young people to work together in order to make Hartlepool a better place for young people to live".

Young People Co-opted on the Children's Services Scrutiny Forum



Overview and Scrutiny in Hartlepool continues to undertake an essential role in ensuring both the Council and its partners are continuously improving services for the residents of Hartlepool. During the course of 2010/11 Municipal Year there are a range of further initiatives that are planned for implementation to further strengthen the Council's Overview and Scrutiny arrangements. These include:-

- ♦ To ensure that Overview and Scrutiny in Hartlepool continues to be a positive and constructive experience to both the Council and its partners and adds values to the services received by the residents of Hartlepool.
- ♦ To implement the extended power to Overview and Scrutiny through new legislation, in particular the requirements of the Crime and Disorder (Overview and Scrutiny) Regulations, Local Democracy, Economic Development and Construction Act and Local Authorities (Overview and Scrutiny) Bill.
- ♦ To further enhance the monitoring of agreed scrutiny recommendations by integrating the current arrangements within the Council's corporate performance management arrangements.
- ♦ To further develop our existing Health Scrutiny arrangements, through involvement on a regional basis.
- ♦ To evaluate our Overview and Scrutiny arrangements in Hartlepool and identify further areas for improvement.



*For further information about this Annual Report or any aspect of the work of Overview and Scrutiny in Hartlepool please do not hesitate to contact the Scrutiny Support Team.*

*'Public Scrutiny is indeed making a difference. Across government and the public sector, Non-Executives in their Scrutiny role are enhancing the accountability of public bodies, improving public services and boosting the wellbeing of the communities they represent'.*

Successful Scrutiny, Centre for Public Scrutiny.



### PART FIVE

#### Contacting the Scrutiny Support Team

The Scrutiny Support Team provides independent, innovative and professional support and advice to the Authority's Overview and Scrutiny Committees in ensuring that Overview and Scrutiny is outcome focused and adds value to the work of the Authority and further afield.

You can contact the Scrutiny Support Team with general enquiries by:-

Email: [scrutiny@hartlepool.gov.uk](mailto:scrutiny@hartlepool.gov.uk)

Post: Scrutiny Support Team  
Chief Executive's Department  
Hartlepool Borough Council  
Civic Centre  
Victoria Road  
Hartlepool  
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**Joan Norminton – Scrutiny Manager**

Responsible for the management and development of the Overview and Scrutiny Function and responsible for the work of the Scrutiny Co-ordinating Committee and Children's Services Scrutiny Forum

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All Overview and Scrutiny Final Reports together with further information on Overview and Scrutiny in Hartlepool, can be accessed via our web pages at the following address:  
<http://www.hartlepool.gov.uk/scrutiny> Email: [scrutiny@hartlepool.gov.uk](mailto:scrutiny@hartlepool.gov.uk)

## Suggest a topic worthy of a Scrutiny Investigation

This Annual Report has outlined what the Overview and Scrutiny Committees in Hartlepool have done in the last 12 months, perhaps you can influence what the Forums do in the future by suggesting a topic which would be worthy of Scrutiny investigation.

Please bear in mind that Overview and Scrutiny is not a complaints system, but can undertake in-depth reviews making recommendations to the Authority's decision making bodies.

If you live in Hartlepool you can play a part in improving the Borough by suggesting a suitable topic for investigation, which would be considered in relation to specific review criteria.

If you have any suggestions please complete the sheet below and return to the following address:-

Scrutiny Manager  
Chief Executive's Department  
Civic Centre  
Victoria Road  
Hartlepool  
TS24 8AY

Alternatively email your suggestions to:-  
[scrutiny@hartlepool.gov.uk](mailto:scrutiny@hartlepool.gov.uk)

Name

Address

Tel

Email

Suggestions for Scrutiny Forum



This document is available on request in alternative formats (e.g. large type / Braille / on tape). We can also arrange versions in other languages. If you would like an alternative version please contact us.



**COUNCIL**  
24 June 2010



**Report of:** The Cabinet

**Subject:** Corporate Plan 2010/11

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**1. PURPOSE OF REPORT**

- 1.1 To seek Council's approval of the 2010/11 Corporate Plan.

**2. BACKGROUND**

- 2.1 The Corporate Plan is the Council's top level plan. Together with the Medium Term Financial Strategy, (approved by Council on 11<sup>th</sup> February 2010), it sets out the Council's priorities and the allocation of its resources.
- 2.2 The Corporate Plan details the contributions that the Council is making to achieve the vision set in Hartlepool's Community Strategy:  
*"Hartlepool will be an ambitious, healthy, respectful, inclusive, thriving and outward-looking community, in an attractive and safe environment, where everyone is able to realise their potential".*
- 2.3 As in previous years, the Corporate Plan sets out a series of outcomes arranged around the eight Community Strategy themes. There is also a section dedicated to organisational development activities.
- 2.4 The Actions, Performance Indicators and Targets set out in the Corporate Plan will be regularly reviewed through the Council's Performance Management Framework. Progress will be reported regularly to Cabinet and Scrutiny Coordinating Committee.

**3. DECISION MAKING ROUTE FOR THE PLAN**

- 3.1 The Corporate Plan is part of the Council's Budget and Policy Framework and therefore requires the involvement of Scrutiny and approval by the full Council.
- 3.2 The plan was considered by Cabinet on 14 December 2009 and 10 May 2010. Scrutiny Coordinating Committee considered the Plan on 11 December 2009 and 16 April 2010. In addition draft proposals were considered by all of the Service Scrutiny Forums between 22 March and 26 March 2010.

**4. HARTLEPOOL'S APPROACH TO THE CORPORATE PLAN**

- 4.1 The Corporate Plan, attached at **Appendix A**, describes the Council's priorities for 2010/11 including how weaknesses will be addressed and opportunities exploited.
- 4.2 In contrast to previous years, targets for Performance Indicators have only been set for 2010/11 and not future years. This approach brings the Corporate Plan in line with the current Local Area Agreement, which covers the period 2008/09 – 2010/11.

**5. RECOMMENDATIONS**

- 5.1 That Council approves the Corporate Plan, 2010/11.

**6. CONTACT OFFICER**

For more information on the Corporate Plan or the Council's Performance Management Framework, please contact:

Joanne Smithson  
Head of Performance and Partnerships  
Corporate Strategy Division

Tel: (01429) 284161

E-mail: [Joanne.Smithson@hartlepool.gov.uk](mailto:Joanne.Smithson@hartlepool.gov.uk)



Hartlepool Borough Council

Corporate Plan 2008/9-2010/11

Update for 2010/11

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## 1. Introduction

### a) Context

Hartlepool Council provides a wide range of services to residents of the town, businesses and the wider community. The Council's overall aim is:

**“To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people.”**

The town has 91,700 residents and the Council employs 3,460 people (full time equivalents). Below are some key facts about what the Council did in 2009/10.

Assisted 2,214 businesses	Helped create 333 jobs
Helped 567,736 visitors to libraries	Collected 44,881 tonnes of household waste
Reused, recycled and composted 39.1% of household waste	Helped 3,843 people continue to live at home
Dealt with 1,273 planning and building applications	Helped educate 14,893 children at nurseries and schools
Maintained 390 kilometres of roads	Maintained 13,242 streetlights
Provided 2,500 adult education places	Provided for 174 looked after children
Welcomed 278,255 visitors to museums, Art Gallery, Town Hall Theatre and Borough Hall	Welcomed 445,029 visitors to the Mill House, Brierton and Headland sports centres

More information about Hartlepool and the Council can be found in the latest [Factfile](#)

The Council continues to work to build and improve upon the successes of the previous year to ensure that we maintain our focus and deliver upon a challenging programme of improvement. This Corporate Plan is our strategic planning document setting out priorities and targets for improvements up to March 2011.

The Corporate Plan is part of the effective systems we have in place to identify priorities, measure performance; identify opportunities for improvement; and to take steps to improve any areas that are underperforming. The outcomes, priorities and targets included in the Plan guide the allocation of Council resources – financial, physical assets and staff – to achieve our plans.

The Council is starting from a firm base. The Council in 2009 underwent its first Organisational Assessment as part of the Government's new Comprehensive Area Assessment process.

This organisational assessment combines information and scores on two issues -

- The managing performance assessment looks at how well the organisation is delivering the outcomes and services that are important to local people. It looks at how well the organisation is working with other partners and how well it is improving.

- The use of resources assessment looks at how well the organisation is using its resources (such as money, staff, land and buildings) to meet the needs of local people in a way that provides value for money.

Hartlepool Borough Council in 2009 scored 3 out of 4 - Performs well.

Key services are also assessed.

Full details can be found at the [Oneplace](#) website provided by the Audit Commission.

- Ofsted rated services for children and young people as Performing well
- The Care Quality commission rated adult social care as Performing excellently

### ***b) Audience for the plan***

The Plan provides clarity and focus on the priorities of the Council. It is a resource for councillors, managers and staff within the authority, setting out where we are going in terms of the outcomes we want to achieve and the targets that have been set for both national and local improvement priorities. It is also a resource for the Council's public, private and voluntary sector partners, and regional and national government setting out the Council's contribution to improving local services and how we are developing as an organisation.

### ***c) How this Plan is set out***

The remainder of the Corporate Plan is set out as listed below: -

- **2. Priority Outcomes for Improvement** – describes the factors taken into account in establishing the Council's priority outcomes for improvements providing the context to what we are doing and how we are organising ourselves.
- **3. Medium Term Financial Strategy 2010/11 to 2012/13 and detailed budget for 2010/11** - sets out the overall shape of the Council's budget for the next 3 years and how resources are allocated in 2009/10 between services to deliver Council and community priorities.
- **4. Performance and Risk Management** – describes how the Council will undertake performance and risk management.
- **5. Our more detailed plans** - this section identifies those specific actions to be undertaken to deliver our priorities, with key milestones and performance indicators and targets for future years.

The detailed plans are grouped into 9 sections – one for each of the 8 Community Strategy Themes, and one relating to Organisational Development activities that are designed to improve the way in which we work and provide Council services.

### ***d) Feedback***

Please let us know if you have any comments / suggestions for improvement on this Corporate Plan. Our contact details are:

David Hunt, Performance and Partnership Team, [david.hunt@hartlepool.gov.uk](mailto:david.hunt@hartlepool.gov.uk), Tel: 01429 284073

## **2. Priority Outcomes for Improvement 2008/9 to 2010/11 – update for 2010/11**

### ***a) Factors taken into account in designing the Corporate Plan***

The Corporate Plan is a three year plan for 2008/9-2010/11 and fits with the Government's Comprehensive Spending Review (CSR) for the same period. The Plan takes account of a wide range of factors:

- Stakeholder and partner consultation, including Member priorities, audit and inspection recommendations.
- Consultation with the public.
- External drivers, including Government policy initiatives.
- Funding variations, requirements to improve efficiency and capital investment plans and their revenue implications.
- Risk assessments and contingency planning, including maintaining adequate financial reserves.
- Expected developments in services.

There have been a number of significant developments which the Council is taking into account in making its own plans:

- The review of the Community Strategy was completed in July 2008 providing a revised long term vision for the town.
- Hartlepool's Local Area Agreement (LAA) was agreed by the Partnership and Council in May 2008 and subsequently signed-off by Government in June 2008. The LAA covers 3 years – 2008/9 to 2010/11. The second update of the LAA for the final year 2010/11 was completed early in 2010 and the Designated Improvement targets, Local Priority Targets and Multi Area Agreement Targets have been included in the Corporate Plan where appropriate.
- The economic down turn continues to have a significant impact on the Council increasing demand, reducing income and creating greater risk and uncertainty about future funding from Government. The Council's Business Transformation programme has progressed during 2009/10. A number of programme strands have been agreed and implementation will continue in 2010/11. The success of the programme is essential in order to support the Council's efficiency targets and ensure finances continue on a sound footing for the future.
- The Tall Ships Event, the most significant public event to be staged in Hartlepool, takes place in summer 2010 and arrangements continue to be put in place to ensure a successful event.
- A range of external inspections were completed and a number of issues identified which are being addressed. The first Comprehensive Area Assessment (CAA) was completed in December 2009. This assessment looks at how well local public services are delivering better results for people in the area; it therefore looks wider than just the council. The Area Assessment identified a Red Flag for progress on tackling the harm caused by alcohol. The assessment found that while a new approach to address the problem had been agreed there was further work to be completed on agreeing detailed service plans and increases in long

term funding. An inspection of the Youth Offending by made a number of recommendations and steps to address these are being progressed in 2010/11.

***b) Consultation and working in partnership***

We recognise the importance of working in partnership with a range of public, private, and voluntary sector organisations that provide services to local residents. A Local Strategic Partnership (the Hartlepool Partnership) was created in 1999 as a way for organisations delivering services to local people and businesses to plan and work together to deliver better and improved services. The Council has recognised that while working in partnership brings benefits it also brings risks. These are being actively managed through a programme of governance reviews.

In April 2002 Hartlepool Borough Council and the Hartlepool Partnership, adopted a first Community Strategy. The purpose of this strategy was to set out the Community's aspirations and priorities, and to integrate and improve the delivery of services, so that they better reflect the needs of the local community. A revised Strategy, agreed in July 2008 was subject to detailed consultation using a range of methods, providing opportunities to shape the final outcome and ensuring that it is supported by the public and all partners.

The Partnership's new long-term vision, looking 20 years ahead is:

**'Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward looking community, in an attractive and safe environment, where everyone is able to realise their potential.'**

Eight Community Strategy themes and priority aims have been identified through consultation and these are used by Hartlepool Borough Council and Hartlepool Partnership to forward plan and prioritise actions. These are also set out in the table below. Consultation has given a clear indication of public priorities. Additional specific consultation and engagement activities are undertaken to support decision making and service delivery.

***c) External drivers, including Government policy initiatives***

Central Government introduced Public Service Agreements (PSAs) in the 1998 Comprehensive Spending Review (CSR). The agreements are used by Government to drive major improvements in public services. Government reviewed PSAs, working with frontline professionals, the public and external experts to renew the agreement for the 2007 CSR period 2008-11. The 30 PSAs set out the key priority outcomes the Government wants to achieve in the spending period (2008-2011) and twenty two of the PSAs strongly relate to the Hartlepool Partnership priority aims. Both set out in the table below.

Specific Government policy initiatives are discussed in the [Story of Place](#) which is published to in conjunction with Hartlepool Local Area Agreement. Future Corporate Plans will be revised to take account of changes to PSAs and other national policies following the General Election in 2010.



The 2008 Community Strategy themes, priority aims and links to Government Public Service Agreement Priorities:		
Theme	Priority Aim	Government PSA Priorities
1 Jobs and the Economy	Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.	1. Raise the productivity of the UK economy 2. Improve the skills of the population, on the way to ensuring a world-class skills base by 2020 6. Deliver the conditions for business success in the UK 7. Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions 8. Maximise employment opportunity for all
2 Lifelong Learning and Skills	All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.	10. Raise the educational achievement of all children and young people 11. Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers 14. Increase the number of children and young people on the path to success 16. Increase the proportion of socially excluded adults in settled accommodation and employment, education or training
3 Health and Well-Being	Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.	9. Halve the number of children in poverty by 2010-11. on the way to eradicating child poverty by 2020 12. Improve the health and well-being of children and young people 17. Tackle poverty and promote greater independence and well-being in later life 18. Promote better health and well-being for all 19. Ensure better care for all 25. Reduce the harm caused by Alcohol and Drugs
4 Community Safety	Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.	13. Improve children and young people's safety 23. Make communities safer
5 Environment	Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.	5. Deliver reliable and efficient transport networks that support economic growth 27. Lead the global effort to avoid dangerous climate change 28. Secure a healthy natural environment for today and the future
6 Housing	Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live	20. Increase long term housing supply and affordability
7 Culture and Leisure	Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.	22. Get more children and young people taking part in high quality PE and sport
8 Strengthening Communities	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.	15. Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief 21. Build more cohesive, empowered and active communities

#### d) Sustainable Development

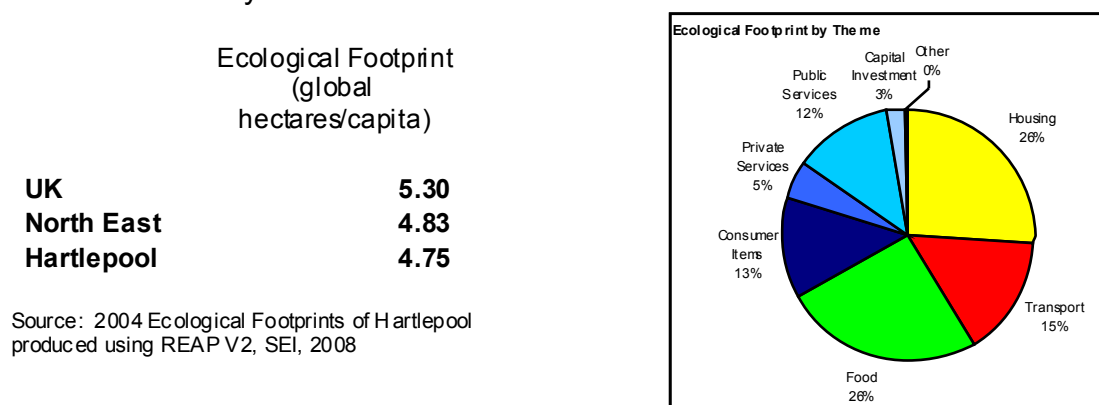
The Council recognises the role it has to play in contributing towards sustainable development through all of its activities including promoting the local economy, community development and valuing the environment. The Council seeks to work effectively to provide high quality services for local communities. Sustainable development depends upon all of these aspects being considered together rather than in isolation. The Council is committed to sustainable procurement of goods and services and making its building management, transport and resource use sustainable.

To illustrate this commitment to sustainable development, departmental plans and the Corporate Plan have undergone an initial sustainability appraisal. The learning from this exercise will be used to help clarify where the Council's focus of activity lies, whether all aspects of sustainable development have been considered and to further develop the Council approach to achieving sustainable communities and sustainable development.

The Council's influence and responsibility extends beyond its estate and it must carefully consider the wider impacts of the policies it agrees and the money it spends. However sustainable development is notoriously difficult to measure as no single data set or measure can quantify progress.

In previous years the Council has reported on two measures: the ecological footprint which measures the consumption of goods and services by the population of the Hartlepool area, and carbon emissions per head. Both of these measures focus attention on the environmental aspect of sustainable development.

Hartlepool's Ecological Footprint assesses the amount of land and sea we need to sustain our lifestyle.



Hartlepool has a relatively low ecological footprint which is linked to income levels. There is a risk that if income levels increase the ecological footprint would also increase.

The new carbon emission data as reported in National Indicator 186 (carbon emissions from the local authority area) is below:

2005 8.9 tonnes CO<sub>2</sub> per capita  
2006 8.1 tonnes CO<sub>2</sub> per capita

2007 7.8 tonnes CO<sub>2</sub> per capita

Emissions are down across all three sectors measured – industrial and commercial, domestic and road transport and this will be for a variety of reasons including behavioural change, improvements in energy efficiency and others.

The Council is assessed on its use of natural resources by the Audit Commission as part of our annual Organisational Assessment. This focuses on the environmental aspect of sustainable development. In the most recent assessment for 2008/9 the Council was rated as 3 out of 4 – Performs well. This highlights that the Council is aware of the impact of its operations upon the environment locally and further afield and is taking steps to reduce its impact. For example, the Council is taking steps to reduce the amount of energy used in its buildings and is introducing 'voltage optimisation' technology into the Civic Centre to contribute towards this objective. The cost of installing the voltage optimisation technology will be approximately £40,000 and it is estimated to produce savings of approximately £10,000 per year and 80,000 kg of CO<sub>2</sub> per year.

Reporting on footprints and the use of resources is useful but too heavily focused on the environment to be a credible measure of progress towards sustainable development. The Council is therefore seeking to improve the way it uses data to assess its progress.

The Corporate Plan 2010/11 and department plans set out priorities and targets for improvements up to March 2011. All of the actions within the plans will contribute towards sustainable development; a selection is provided below as an illustration:

### **Economic**

- Work with partners to pursue opportunities to support the development of Hartlepool's Central Area including the Innovation and Skills Quarter
- Support the local economy through discretionary rate relief mechanisms: the promotion of small business rate relief scheme; accelerating invoice payments to businesses within the Borough
- Develop employment and training initiatives in partnership with key stakeholders for residents which meet the demands of the local labour market and business community
- Work with the business and education sectors to develop initiatives to respond to emerging sectors and technologies including the renewable energy sector

### **Social**

- Negotiate increased employment opportunities for substance mis-users (to include work placements, trials, volunteering) and offenders
- Deliver action plan for tackling 'organised crime groups' in Hartlepool, through Safer Hartlepool Partnership
- Complete development of alcohol harm reduction strategy
- Develop and deliver an action plan (associated with corporate cohesion group) to establish services required within Hartlepool to support minority groups to integrate with existing communities
- Secure completion of affordable housing schemes at Seaton Lane, Charles Street and Kipling Road

- Implement the Child Poverty Strategy and Action Plan
- Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A\*-C grades at GCSE and equivalent including English and Maths
- Ensure co-ordination of mental health activity across the town

### **Environmental**

- Commission air quality monitoring equipment to replace existing
- Produce a new Tree Strategy for Hartlepool
- Develop a Tees Valley wide fleet and passenger transport strategy
- Deliver schools environmental action initiative
- Improve local biodiversity – proportion of local sites where positive conservation management has been or is being implemented
- Work with key partners to target groups and individuals and provide for them a range of inclusive activities including improving Local Nature Reserves through a range of activities in partnership with Natural England

A number of planned actions will contribute to more than one aspect of sustainable development; for example 'work with the business and education sectors to develop initiatives to respond to emerging sectors and technologies including the renewable energy sector' will support the local economy, improve the skills of the community and promote environmental protection.

Sustainable development also includes consideration of how the council is organised, it's community leadership role, how it delivers high quality services, works in partnership with other service providers, and promotes equity and cohesion. Examples of actions of this nature are included below:

- Safeguard and promote Hartlepool's interests within the preparation of the Integrated Regional Strategy
- Develop the Council's approach to sustainable procurement including the adoption of a sustainable construction policy
- Complete the Climate Change Adaptation Strategy and deliver associated themes
- Access to services and facilities by public transport, walking and cycling
- Review and gain approval of Capital Strategy/Asset Management Plan
- Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan
- Be an active partner in the physical and obesity steering plan
- Deliver the Tall Ships event
- Implement the Corporate Equality Plan
- Prepare the Local Area Agreement Delivery & Improvement Plan for 2010/11
- Improve access to services

***e) Council's priority outcomes for improvement***

The outcomes are high-level descriptions of what we want to achieve. They are underpinned by other, more detailed, operational activities and statutory responsibilities that are described in departmental and service plans.

The Council has a twin track approach to identifying the priority outcomes for inclusion in the Corporate Plan.

Firstly, Hartlepool Borough Council, its local partners and Central Government, represented by Government Office North East, have reviewed the evidence and agreed 34 priority outcomes for inclusion in the 2008-2011 Local Area Agreement. These are included in the Council's Corporate Plan.

Secondly, the Council's service planning and budget process has identified a number of additional priority outcomes for inclusion in the Corporate Plan. These address service delivery and organisational development issues.

The priority outcomes relate to one of the eight Community Strategy aims or the Council's Organisational Development theme.

Specific actions and key performance indicators have been identified for the outcomes and these are set out in section 5.

Targets are a mixture of Improvement Targets and Local Priority Targets agreed as part of the LAA and other local performance indicators. The rationale for the targets set for each outcome within the Community Strategy is described in the Hartlepool [Story of Place](#) which is published in conjunction with Hartlepool Local Area Agreement.

The Council continuously assesses risks and opportunities that might impact on the achievement of its outcomes and seeks to balance the competing priorities and pressures.

Responsibility for outcomes, actions and targets have been allocated between the local partners and integrated into the performance management arrangements of each partner. Progress will be monitored by GONE as well as the Hartlepool partners. Targets led by the Council are included in the Corporate Plan. Performance reporting and management will be handled through the existing corporate and departmental arrangements which include quarterly reporting to Cabinet.

The ninth theme of the Corporate Plan is Organisational Development. This is about what the Council is doing to sustain and improve its capacity to deliver excellent, value for money services in the future.

The most recent Audit Commission organisational assessment (relating to 2008/9 and reported in December 2009) rated the Council's Use of Resources as overall **Performing Well**.

This assessment combines information and scores on two issues -

- The managing performance assessment looks at how well the organisation is delivering the outcomes and services that are important to local people. It looks at how well the organisation is working with other partners and how well it is improving.
- The use of resources assessment looks at how well the organisation is using its resources (such as money, staff, land and buildings) to meet the needs of local people in a way that provides value for money.

Hartlepool Borough Council in 2009 scored 3 out of 4 - Performs well.

This shows the Council has a sound base for still stronger improvement. The agenda for the Council to address over the next few years is clearly broad and challenging, particularly given the financial situation facing all public services. The development of the organisation is essential if we are to create the capacity to meet the challenges that lie ahead.

Looking ahead the Council has identified eleven priorities:

OD01	Improve Performance Management, Data Quality and Risk Management Arrangements
OD02	Deliver effective customer focussed services and improve customer satisfaction
OD03	Provide a high quality Consultation and Information Service
OD04	Raise the profile and enhance the reputation of the Council
OD05	Improve the efficiency and effectiveness of the organisation
OD06	Continue to support, develop and improve efficiency of the Council's Democratic function
OD07	Ensure robust governance arrangements for core business and key partnerships
OD08	Delivery of effective legal services
OD09	Improve Elected Member and Workforce arrangements
OD10	Improve financial management and reporting
OD11	Reduce the risk and incidences of Fraud

Underpinning the outcomes is the need for the Council with its partners to ensure value for money is achieved in order to maintain key public services. The pressure to achieve efficiency targets increases in anticipation of less resources being made available in the next Comprehensive Spending Review the context of managing overall public sector debt and lower tax revenues.

Achieving the targets is essential to achieve the Council's Medium Term Financial Strategy. The Business Transformation programme, launched in 2008/9 and backed by £0.5m of Council funding, continues to be implemented. The Business Transformation project aims to develop an organisation which can:

- Maintain and continue to improve service performance
- Make more efficient and effective use of it's resources; people and buildings
- Deliver services in a responsive manner

- Optimise the extent to which services are delivered directly to the user and minimise the number of transactions to achieve this

Managed through the Way Forward Board, the Business Transformation Programme encompasses six work streams. Further details of the programme and efficiency targets are provided in section 3b.

Public expectation is for greater flexibility in access to services. Business Transformation will include projects, such as expanding the Hartlepool Connect Contact Centre.

The actions identified in the Organisational Development Section of the Plan are the key elements that will enable us to improve the way in which we work and the services that are provided.

## **Conclusion**

Progress from Government, the public and our partners is desired across a broad range of areas. These are all being addressed in the Corporate Plan. There is a good fit between national and local priorities. The challenge for the Council is to balance capacity, demands and resources. The allocation of financial resources to deliver the Plan is set out in more detail below.

### 3. Medium Term Financial Strategy 2010/11 to 2013/14 and detailed budget for 2010/11

For a number of years the Council has operated a medium term financial planning process. The Medium Term Financial Strategy (MTFS) is rolled forward and updated on an annual basis.

The MTFS sets out the overall shape of the Council's budget, establishing how resources will be allocated in annual budgets between services to deliver Council and community priorities. The MTFS links with the Council's corporate and service planning processes describing the known resource issues and assumptions, for example demographic pressures, which will shape the Council's financial strategy and annual budgets for the next three years and how these are addressed.

The main issues and assumptions the strategy takes into account are described below. For more information see the Council's full Medium Term Financial Strategy.

#### **a) Resource availability**

The availability of resources is central to the financial and service planning process. The main source of funding is Government grant and the Council received three types of Government grant – Specific Grants, Area Based Grant and Formula Grant. The Council is also able to fund services from Council Tax, locally derived income and from using its reserves.

In 2010/2011 the Council will spend £275.8m and the following table shows how this spending will be financed.

**Table 1 – How the Council's 2010/11 Gross Budget is Funded (£million)**

Specific Government Grants	£ 150.2m	54%
Formula Grant	£ 51.5m	19%
Council Tax	£ 39.4m	14%
Fees and charges	£ 33.0m	12%
Reserves	£ 1.7m	1%
Total	£ 275.8m	100%

#### **Specific Grants**

These are paid to fund specific services based on the Government's own priorities. The main specific grants are the Dedicated Schools' Grant (£61.6m) which must be used for Education services and the Benefit Subsidy Grant (£42.6m) to cover the cost of paying Council Tax benefit and rent allowances, which are national benefits administered by councils.

The smallest element is the Area Based Grant (£15.8m). This grant was introduced in 2008/2009 and replaced a range of Specific grants. In theory the Council can decide how this grant is spent, but in practice this freedom is limited as this grant is needed to match existing commitments previously funded from specific grants, for example, the Connexions services and Children's Fund. The Council has reviewed the use of the Area Based Grant when setting the 2009/10 budget and determined a strategy



for using this grant over the two years 2009/10 and 2010/11. In 2010/11 £0.444m of the Area Based Grant will be allocated to support core services.

### **Formula Grant**

This is the main revenue grant for local services and the Council has complete discretion on how this money is spent.

Nationally, the current three year formula grant settlement (Comprehensive Spending Review 2007 which runs from 2008-2011) is regarded as the most challenging since 1997. Locally, the Council has benefited from changes in the methodology the Government uses to distribute Formula Grant, but we will not receive the full benefit of these changes as the “floor damping arrangements” will continue. These arrangements mean that areas such as Hartlepool lose grant to protect Councils in other parts of the country. The headline figures for Formula Grant are shown below.

**Table 2 – Formula Grant Increases 2008/9 to 2010/11**

	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
National Grant Increase	3.6%	2.8%	2.6%
Average Unitary Authority Grant Increase	4.7%	3.4%	3.0%
Hartlepool Grant Increase	6.0%	3.9%	3.4%

The Council remains concerned that floor damping arrangements mean Hartlepool receives lower grant funding than similar authorities which face similar challenges.

### **Council Tax**

Since becoming an all purpose authority in 1996/1997 the Council has been committed to minimising Council Tax increases. This policy reflected the Council’s desire to protect both services and Council Tax payers.

The Council is committed to minimising future Council Tax increases, but also recognises that increases need to provide a sustainable resource base for future years. For 2010/11 we looked carefully at Council Tax and as a result of the additional grant and efficiency savings we are making we have been able to reduce the Council Tax increase to 2.5%. This is the lowest increase we’ve had in Hartlepool, matches the level of increase in state pensions and less than inflation. For 2011/2012 and 2012/2013 the Council has also approved indicative Council Tax increases of 2.5% per annum.

At a national level the Government compares Council Tax levels using Band D figures. The Council continues to be concerned that comparisons using Band D Council Tax levels are misleading and it is more appropriate to make comparisons using the average Council Tax per household. Hartlepool’s average Council Tax for 2010/2011 was £1,146, compared to a national average of £1,245. This means Hartlepool has the 218<sup>th</sup> lowest Council Tax per household out of 326 authorities.

### **Fees and charges**

The Council's existing Medium Term Financial Strategy is based on annual increases in fees and charges of 2.5% per annum. Individual departments have the flexibility to implement higher or lower increases. The Council undertook a corporate review of pricing policies as part of the 2010/2011 budget process and implemented a series of specific increases which help the overall budget position and therefore protect services.

### **Use of Reserves**

A specific Budget Support Fund has been established to support the revenue budget over the three years ending 2011/12 and will provide total support of £7m over this period. The availability of this reserve will provide a period of financial stability which will assist the Council to reduce costs to a sustainable level. This reserve will be fully used by the end of 2011/2012.

### ***b) Financial Planning - Issues and assumptions addressed***

The Council plans on a rolling three year basis through our service and financial planning process and the timetable for these processes are aligned for this purpose. Financial planning, both for the immediate year and medium term, needs to take account of a wide range of factors. The following section sets these out.

### **Economic Outlook and Inflation**

Financial planning needs to take account of the economic outlook and the impact of inflation. Uncertainty around these issues provides an inherent risk to financial planning and therefore service delivery. Until very recently these risks were considered fairly low as the Government had provided Councils with a three year grant settlement and inflation and interest rates were expected to be fairly stable.

As we have seen from recent events the economic outlook has changed very significantly and the world economy has entered into a deep recession. The speed and intensity of this deterioration in the economic outlook has surprised Governments and Central Bankers around the world. Consequently, policy makers are still implementing measures to try and combat the depth and length of the recession and to lay the foundations for growth.

The current economic downturn will affect the public sector for many years to come and the Government will need to bring expenditure into line with resources in the medium term. The Chancellor has already announced a reduction in the overall level of public sector growth to only 0.7% in the next Comprehensive Spending Review period. It is expected that the majority of this growth will be directed to the Government's Health and Education priorities. Therefore, funding for Councils is expected to reduce in the next three-year Comprehensive Spending Review. Locally we are preparing for annual grant reductions of 5% for three years commencing 2011/12.

The economic downturn is expected to reduce the overall level of inflation. However, inflation in the public sector is driven by other factors, such as changes in the

minimum wage. Therefore, in the financial plan an annual provision for non pay inflation of 2.5% has been made. This was reviewed during 2010.

The budget forecasts include some provision for increases in pay costs arising from pay awards, increases in employers national insurance and pension contributions. These provisions will need to be manage over more than one financial year as whilst pay awards are expected to be subdued in the short-term, inflationary pressures are more likely in future years. The Government have already announced that from April, 2011, there will be a 1% increase in employers National Insurance rates. It is expected Pension contributions may need to increase if the economy does not recover quickly.

In 2010/2011 the financial plan also includes specific provision for higher utilities costs to reflect increases in market prices and the expiry of previous fixed term contracts.

### **Demographic and Service Pressures**

The financial plans need to make provision for demographic and service pressures which arise from the diverse services provided by the Council. For 2010/2011 £1.6m is provided for these items and a further £1m for three years from 2011/2012.

One of the major risks facing councils is the increasing number of people over 85 years old and also the numbers suffering dementia. Additional funding has been provided in the base budget 2010/2011 budget for these areas and this will be a major call on funding provided in the financial plans for future years.

A detailed assessment of these risks is undertaken as part of the annual updating of the MTFS.

### **Efficiencies, Business Transformation Programme and Value for Money (VFM)**

The Government currently requires local authorities to make efficiencies of 3% per year in 2009/10 increasing to 4% a year from 2010/11. For this Council this equates to approximately £2.5m per year and these amounts are reflected in the financial plan.

For 2009/2010 the Council achieved its target. Figures provided by the Government for 2009/2010 show that the Council is performing well in achieving efficiencies and cumulative efficiencies from April 2008 equate to £283 per Band D property, compared to £230 for similar authorities.

In practice, the Council will need to achieve higher efficiency targets if it is to avoid cuts to services. The Business Transformation Programme has been approved and this aims to deliver £5.9m efficiencies. This programme will be the most significant change to the Council since it became a unitary authority in 1996. The benefit of these efficiencies are currently phased between 2010/11 and 2016/17 but with 87% planned to be achieved by 2012/13.

Part of the savings produced will be needed to fund employee severance costs, which will be repaid over five years. Therefore, part of the benefit to budget will be delayed until these costs are repaid.

The Business Transformation Programme reflects six work streams, five of which are expected to deliver efficiencies (Customer services is predicted to be cost neutral):

Work stream	Full Efficiency Target £'000
Restructure and Management Structure	1,850
Transactional Services	900
Non- Transactional Services	300
Asset Management	510
Service Delivery Options	<u>4,600</u>
	8,160
Provision for overlap with efficiencies implemented 2008/2009 and 2009/2010 and estimation errors	(2,200)
	<u>5,960</u>

The Service Delivery Options work stream will make the largest contribution to the overall Business Transformation target and will be based on detailed option appraisals and business cases for how services are delivered in the future.

The Business Transformation Programme was developed before the recession commenced and was designed to address the financial challenges previously anticipated over the next few years. The recession has caused a fundamental change in the national financial position and after the election the new Government will need to set out a strategy for reducing the public sector deficit. For local authorities this is likely to mean a period of grant cuts and locally we are planning for annual reductions in grant of 5% from 2011/12 for three years. This will mean that additional expenditure reductions of £4m may be required from 2011/12 for three years.

The latest Audit Commission report (issued in March, 2009) “**stated the Council provides good value for money. The Council has well thought out plans for the future, including a major business transformation programme to deliver significant improvements in value for money**”.

### Human Resources (HR) Planning

The largest component of our budget relates to staffing costs and decisions to change services or budget allocations invariably have implications for HR planning.

In 2008/2009 we implemented a new pay and grading structure for the majority of Council employees. This included the introduction of a single pay scale and the harmonisation of other terms and conditions of employment. These changes will have an ongoing impact on the Council and its employees for many years. The new pay scale is designed to reward all employees fairly and to provide structured career paths to enable us to develop the work force we need to continue to deliver services.

The continued drive to achieve efficiencies and implement the Business Transformation Programme will mean that in some areas we need less staff than we currently have. We will try to manage these reductions through voluntary reductions, redeployment and retraining. Compulsory redundancies will only be used where there is no viable alternative. To facilitate this policy we maintain a redeployment list, implement recruitment freezes when we need to reduce employee numbers. We

also operate a corporate assessment process for considering whether vacant posts need to be filled.

The Council is also committed to training existing employees to obtain qualifications which enable them to do their job better and develop their careers. We are also committed to providing apprenticeship opportunities to school leavers.

### **Risk Areas and Strategies**

There are inevitably uncertainties and risks about planning for the future. The Council has assessed the key risks and taken steps to address them. Key areas of risk are described below.

The Council has also identified a contingency of £0.450m for new risks identified as part of the budget process. These resources will be allocated to individual budget holders to manage on a ring fenced basis. The Corporate Management Team (CMT) will also manage the overall contingency and reallocate resources to match actual commitments.

The Council has also identified a range of potential risks over the next few years in relation to continuing Equal Pay and Equal Value claims, income shortfall as a result of the recession, lower staff turnover and one-off costs of the Building School's for the Future Programme.

The Council has previously mitigated risks by allocating monies to individual risks and carrying earmarked reserves. This has been dependant upon there being sufficient financial flexibility. In the current climate this is no longer possible. The Council has therefore determined to establish a single Strategic Risk Reserve to manage these risks. It may be necessary for the Council to consider topping up this risk reserve in future years depending on changes in the underlying risk factors and timing of payments. Should amount payable in any year exceed the risk reserve the shortfall will need to be met from the General Fund Balance as a last resort. The position will be managed on a regular basis.

### **Summary**

The medium term financial outlook can be summarised as a period of public sector expenditure constraint for the period covered by the MTFS. The Council anticipates having to make annual efficiencies, over and above those already planned through the Business Transformation Programme, of £4 million in each of the three years commencing 2011/12. A strategy for achieving these reductions will be developed during 2010.

***c) Allocation of Resources to priorities and detailed budget for 2010/11***

When allocating its resources the Council considers service user needs, the implications for its strategic and service objectives and performance measures and allocates its limited resources to maximise the outcomes for the people of Hartlepool.

The impact on diverse communities of budget proposals is also taken into account, specifically those areas where it is proposed to increase/decrease spending. This covers gender, disability, race, sexual orientation, religion and faith communities. In broad terms for 2010/2011 budget proposals the assessment demonstrated:

- Efficiencies are largely diversity neutral;
- Pressures have significant positive diversity impacts, particularly the provision of additional funding for Children's Services and Adult Social Services.

The key budget allocations and decisions for each Community Strategy theme are summarised below.

**Jobs and the Economy**

- Area Based Grant allocations provide a budget of £2.1m to continue a wide variety of schemes;
- A capital allocation of £0.250m for Regeneration and Economic Development match funding;
- Payment terms for Hartlepool companies reduced to ten days.

**Lifelong Learning and Skills**

- Area Based Grant allocations provide a budget of £4.1m to continue a wide variety of schemes;
- A capital allocation of £11.6m for improvement to schools;
- The Council is has committed to providing additional funding for one-off BSF costs in 2010/2011 of £0.9m and has agreed to underwrite the BSF capital scheme in the event of a funding shortfall.

**Health and Well-Being**

- This theme has received the highest increase in funding in line with the Council's policy of protecting vulnerable people;
- Learning Disability Services allocated an above inflation increase of £0.195m (a 3.5% increase) to support young people with learning disabilities;
- Mental Health Services allocated an above inflation increase of £0.155m (a 13.3% increase) to support an increasing number of people with mental illness;
- Services for Older People allocated an above inflation increase of £0.19m (a 2.1% increase) to address demographic pressures;
- Area Based Grant allocations provide a budget of £1.8m to continue a wide variety of schemes;
- £455,000 capital allocation for disabled adaptations and facilities grants.

### **Community Safety**

- Area Based Grant allocations provide a budget of £1.1m to continue a wide variety of schemes;
- Annual capital allocations of £0.15m for three years commencing 2010/2011 for Community Safety Initiatives.

### **Environment**

- A capital allocation of £1.9m for Local Transport schemes;
- Area Based Grant allocations provide funding allocations to continue a range of schemes to the end of March, 2011, including annual allocations for Environmental Enforcement Works (£162,000), Environment Action Team (£105,000) and School Environmental Action Officer (£65,000);
- Core environmental budgets have generally been increased by inflation.

### **Housing**

- A capital allocation of £6.2m for Housing schemes;
- The Council is committed to using Prudential Borrowing to facilitate strategic land acquisition to promote the development of private and social housing.

### **Culture and Leisure**

- A capital allocation of £85,000 for Seaton Carew Sports Hall;
- A capital allocation of £65,000 for Seaton Carew Community Centre.

### **Strengthening Communities**

- Area Based Grant allocations provide annual budgets of £1.1m for two years to continue a wide variety of schemes;
- Annual capital allocation of £156,000 for three years for Neighbourhood Forum minor works programmes.

### **Capital programme 2010/11**

The Council will continue to prioritise its capital resources in line with its priorities and seek additional funding sources. It is recognised that bids for external funding need to be closely aligned to our priorities and take account of “full life cost” implications.

It is also recognised that the continued regeneration of Hartlepool will only be achieved through existing and new partnerships with other public sector organisations and the private and voluntary sectors. The Council has a good track record in working with such bodies and has already achieved significant improvements, including the development of the retirement village and support for college developments by Hartlepool College of Further Education and Cleveland College of Art and Design.

It is envisaged that the Council will need to provide greater community leadership to address the impacts of the recession. This may need to include greater involvement in the development of the town as the private sector is unlikely to be able to fulfil this role in the short to medium term. The Council is currently assessing a range of potential interventions, which will involve working with partners and the development of detailed business cases.



The Council will review its capital expenditure plans on a regular basis to reflect changing circumstances, including:

- The results of our own service review programme and external inspections;
- The level and type of Central Government support for the Council's capital investment;
- Pressures and priorities set out in the Council's Medium Term Financial Strategy (including the level of Council Tax increases).

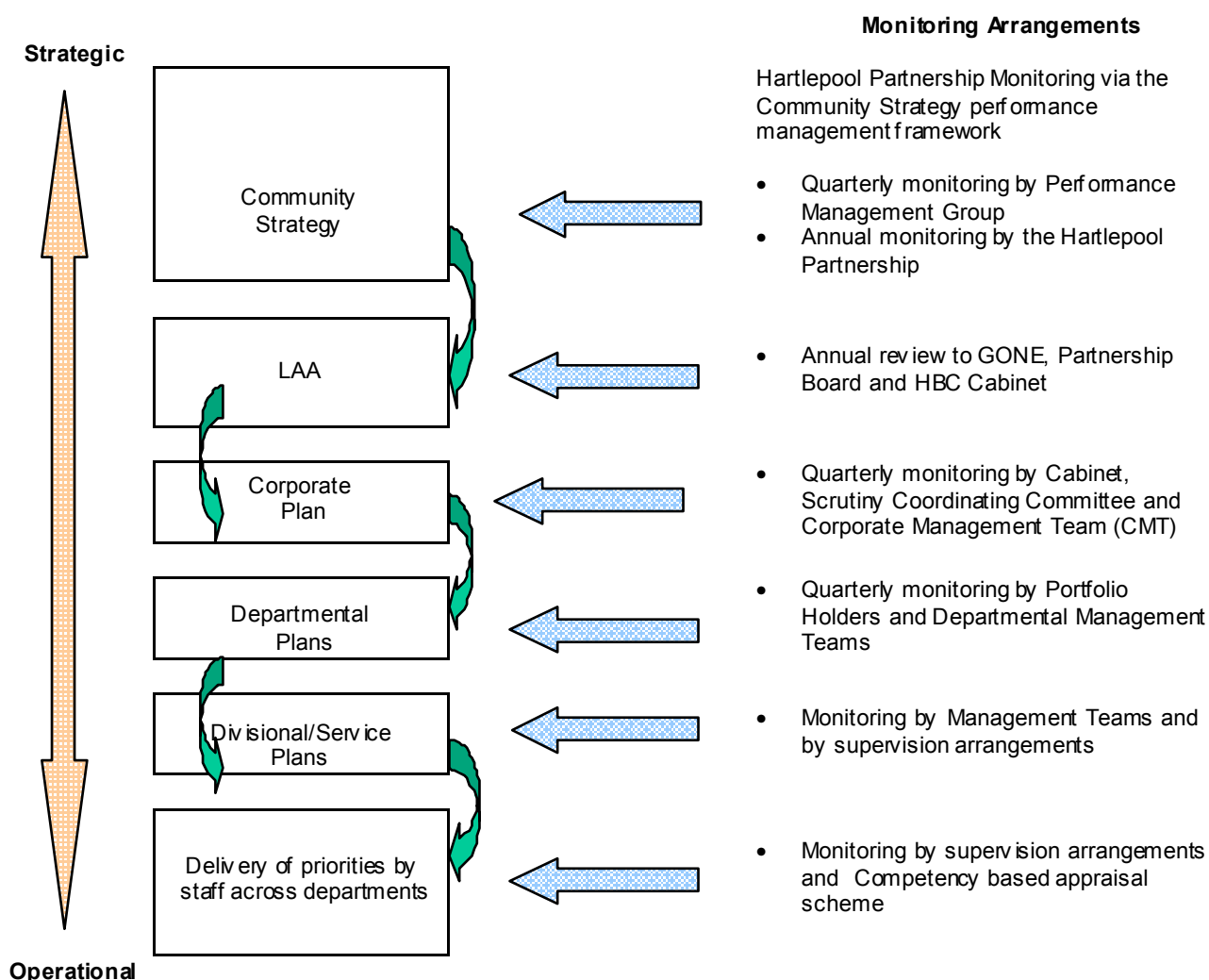
The Council's Capital Programme for the three years 2010/11 to 2012/2013 was approved in February 2010. Over this period the Council will invest over £114.3m, which includes Building Schools for the future investment over the three years of £68.6m. A breakdown of the 2010/2011 Capital Programme is detailed below:

<b>Area of investment</b>	<b><u>£'000</u></b>
Children's Services – Education	12,187
Local Transport Plan	1,852
Housing	11,115
New Deal for Communities	1,234
Asset Management	1,905
Other	2,434
	<u>30,727</u>

## 4. Managing Performance and Risk

### a) Performance Management Framework

We have developed our performance management framework alongside the Hartlepool Partnership, to ensure that our priorities are aligned with that of the Partnership. Our framework and monitoring arrangements are: -



The Council continues to drive improvements to services and the Council's performance management arrangements underpin those improvements. Our approach includes:

- Combined budget and performance reports considered by Cabinet and Scrutiny Coordinating Committee on a quarterly basis.
- Linking risk management, service planning and the Annual Governance Statement.

- Embedding diversity and workforce planning issues into service planning.
- Strengthened arrangements for assuring the quality of data and information used for decision making.

Quarterly reporting to Cabinet, Portfolio Holders and Scrutiny will continue in 2009/10.

***b) Risk Management Arrangements***

Risks and controls in relation to our priorities have continued to be reviewed as part of the quarterly review of strategic and operational risk registers following the process set out in our Risk Management Strategy. These are reported regularly to executive members and CMT and also to the Audit Committee and our appointed auditors through the Annual Governance Statement.

The risk registers will be monitored in 2010/11, which will facilitate clear links to be made to the priority outcomes, and related Performance Indicators and actions. This will allow officers and Members to review risks with a clear picture of all related issues.

## 5. Detailed plans

This section identifies those specific actions to be undertaken by the Council to deliver our priorities with the performance indicators and targets which will be used to help measure our progress.

The detailed plans are grouped into 9 sections – one for each of the 8 Community Strategy Themes, and the ninth relating to Organisational Development activities that are designed to improve the way in which we work and provide Council services.

For each theme a number of outcomes describing the improvements that the Council and its partners are working towards have been agreed. Most of the outcomes are drawn from the Hartlepool Partnership's Local Area Agreement and are being worked towards by a range of partners. For LAA outcomes and performance indicators the reference numbers are in bold.

In addition to all eleven Organisational Development theme outcomes three further outcomes have been identified by the Council:

- JE35 Promote Hartlepool's interests in economic regeneration policy making at the national, regional and sub-regional levels;
- LL36 Transform teaching and learning opportunities, supported by £100m+ investment from Building Schools for the Future and Primary Capital Programme; and
- SC37 Ensure communities are well prepared to respond to emergency.

Corporate Plan 2010/11 – Actions, Performance Indicators and Targets

**1 Jobs and the Economy**

Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.

Outcome No.	Description
JE01	Attract Investment
JE02	Be globally competitive
JE03	Create more employment opportunities for local people
JE04	Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life (Every Child Matters)
JE05	Fewer children in Hartlepool experience the effects of poverty
JE35	Promote Hartlepool's interests in economic regeneration policy making at the national, regional and sub-regional levels

Outcome No.	Actions	Date to be completed	Responsible officer
JE01	Work with partners to pursue opportunities to support the development of Hartlepool's Central Area including the Innovation and Skills Quarter	Mar 11	Derek Gouldburn
JE01	Jacksons Landing - Facilitate the reuse of the building through a range of partners	Jun 10	Antony Steinberg
JE03	Develop employment and training initiatives in partnership with key stakeholders for residents which meet the demands of the local labour market and business community	Mar 11	Diane Martin
JE04	Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.	Mar 11	Mark Smith
JE04	Implement the Hartlepool 14-19 Strategy	Mar 13	Tom Argument
JE04	Implement the Apprenticeship Skills and Children and Learners Act 2009 (ASCL)	Mar 11	Tom Argument
JE05	Implement the Child Poverty Strategy and Action Plan	Mar 11	Sue Johnson
JE05	Enhance working between local services to ensure child poverty is central to organisational planning and commissioning of services	Mar 11	Sue Johnson
JE05	Establish a multi-agency Child Poverty Working Group in line with the requirements of the Child Poverty Act 2010.	Sept 10	Sue Johnson
JE05	Complete a needs assessment of child poverty with local partners, as required by the Child Poverty Act.	Oct 10	Sue Johnson
JE05	Identify and train Child Poverty Champions across all theme partnerships.	Aug 10	Sue Johnson
JE35	Safeguard and promote Hartlepool's interests within the development of the Tees Valley Business Case and the Tees Valley Single Programme	Mar 11	Derek Gouldburn

<b>Outcome No.</b>	<b>PI Ref. No.</b>	<b>Performance Indicator</b>	<b>2010/11 Target</b>
<b>JE01</b>	NI 151	Overall Employment rate (working-age)	68.8%
<b>JE01</b>	RPD P045	Employment Rate (16-24) (LAA H9)	46%
<b>JE01</b>	RPD P052	Unemployment rate (Hartlepool) (LAA JE5)	7.2%
<b>JE02</b>	NI 166	Median earnings of employees in the area	£499
<b>JE02</b>	NI 171	New business registration rate	47.5
<b>JE03</b>	NI 152	Working age people on out of work benefits	18.7%
<b>JE03</b>	NI 153	Working age people claiming out of work benefits in the worst performing wards	26%
<b>JE03</b>	RPD P054	Youth Unemployment rate	33.9%
<b>JE03</b>	RPD P055	Youth Unemployment rate (Neighbourhood Renewal Area – narrowing the gap)	34.2%
<b>JE03</b>	NI 146	Adults with learning difficulties in employment	+6.5%
<b>JE04</b>	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	7.6%
<b>JE04</b>	NI 79	Achievement of a Level 2 qualification by the age of 19	72.9
<b>JE04</b>	NI 80	Achievement of a Level 3 qualification by the age of 19	44.2
<b>JE04</b>	NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19	23.3
<b>JE04</b>	NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19	59.6
<b>JE04</b>	NI 91	Participation of 17 year olds in education and training	82%
<b>JE05</b>	CSD 116	Proportion of children in poverty	Maintain gap with region at 4.8% points
<b>JE05</b>	CSD 116b	Proportion of children in poverty (Local target)	Reduce gap with region to 4.3% points

## 2 Lifelong Learning and Skills

All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.

Outcome No.	Description
LL06	Enjoy and Achieve (Every Child Matters)
LL07	Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice
LL36	Transform teaching and learning opportunities, supported by £100m+ investment from Building Schools for the Future and Primary Capital Programme

Outcome No.	Actions	Date to be completed	Responsible officer
LL06	Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through STEPS and School Improvement Partner (SIP) challenge.	Sep 10	Lynne Pawley
LL06	Analyse KS2 data in English and mathematics. Identify schools below 55% floor target in combined English and mathematics and separate English and mathematics. Provide bespoke Continuous Professional Development (CPD) and support to identified schools and monitor impact on schools through school tracking, Assessing Pupil Progress (APP) and SIP challenge.	Mar 11	Lynne Pawley
LL06	Analyse KS4 data. Identify schools below 5A*-C (including English and mathematics). Provide bespoke CPD and intervention as required. Monitor progress through school tracking, APP and work of SIPS.	Mar 11	Caroline O'Neill
LL06	Plan and support decant of Dyke House School to Brierton site in preparation for remodel under Building Schools for the Future (BSF).	Jul 10	Caroline O'Neill
LL06	Complete Space to Learn build	Jul 10	Caroline O'Neill
LL07	Work with the business and education sectors to develop initiatives to respond to emerging sectors and technologies including the renewable energy sector.	Mar 11	Diane Martin
LL36	Initiate construction work at Dyke House School to implement the agreed remodelling needed to assist in the transformation of teaching and learning	Sept 10	Peter McIntosh
LL36	Procure initial Primary Capital Programme Projects, with a capital value of £8.4M	Mar 10	Caroline O'Neill
LL36	Implement the procurement process and commence construction of Primary Capital Programme at Jesmond Road and Rossmere schools	Dec 10	Caroline O'Neill



<b>Outcome No.</b>	<b>PI Ref. No.</b>	<b>Performance Indicator</b>	<b>2010/11 Target</b>
<b>LL06</b>	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	45.9% AY 2009/10
<b>LL06</b>	NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	82.0% AY 2009/10
<b>LL06</b>	NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	51.7% AY 2009/10
<b>LL06</b>	NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths	0 AY 2009/10
<b>LL07</b>	ACS P053	Number of learners participating in Adult Education Programmes (LAA LLS23)	3500
LL36	NI85	CO <sub>2</sub> reduction from Local Authority operations	Not set

AY – Academic year

### 3 Health and Well-Being

Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.

Outcome No.	Description
HW08	Improved Health
HW09	Be Healthy (Every Child Matters)
HW10	Exercise of choice and control and retention of personal dignity
HW11	Improved Mental Health and Wellbeing
HW12	Easier Access to Services

Outcome No.	Actions	Date to be completed	Responsible officer
HW08	Introduce a new year round "Out of Hours Noise Monitoring Service"	Apr 10	Sylvia Pinkney
HW08	Revise Joint Strategic Needs Assessment (JSNA) and ensure it influences <u>all</u> plans and programmes that addresses Health Inequalities	Mar 11	Louise Wallace
HW08	Ensure implementation of the action plans developed through the Smoke Free Hartlepool Alliance	Mar 11	Louise Wallace
HW08	To reduced the prevalence of obesity	Mar 11	Louise Wallace
HW09	Work with partners to reduce health inequalities e.g. by promoting breastfeeding, reducing smoking in pregnancy, tackling obesity	Mar 11	Sally Robinson Louise Wallace
HW09	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55% from 1998 baseline and improve sexual health	Mar 11	Sheila O'Connor / Louise Wallace
HW09	Work with partner agencies, young people, schools and families to tackle substance misuse (including alcohol)	Mar 11	Sheila O'Connor / Sandra Saint
HW10	Continue to increase the number of people accessing personal budgets and directing their own support (including exploring opportunities for use of personal budgets within children's services as well as maintaining links with the personal health budgets pilot).	Mar 11	Sarah Ward
HW10	Continue to safeguard and protect vulnerable people by increasing awareness and understanding of what constitutes abuse and advising people how to appropriately respond if they feel at risk by actively promoting the empowerment of vulnerable adults. In doing so ensuring all Partners respond promptly and sensitively and work together within the inter-agency framework to safeguard and protect.	Mar 11	John Lovatt
HW11	Review the Mental Health Local Implementation Team (LIT) and agree a way forward in light of New Horizons guidance.	Oct 10	Bev Thompson
HW11	Progress the implementation of the national dementia strategy and associated local action plan.	Mar 11	Bev Thompson
HW12	Improve access to assessment and support for carers through implementation of the Carers Strategy.	Mar 11	Steve Thomas
HW12	Develop a Centre for Independent Living bringing together statutory and voluntary sector organisations focused on supporting working age adults with disabilities.	Dec 10	Neil Harrison

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
HW08	NI 8	Adult participation in sport and active recreation	22.1%
HW08	NI 120b	All-age all cause mortality rate - Males	735
HW08	NI 131	Delayed transfers of care	0
HW08	NI 39	Alcohol related hospital admissions	2596
HW09	NI 112	Under 18 conception rate - % change since 1998 (BVPI 197)	-45%
HW09	CSD P012	Number of schools achieving National Healthy Schools Status (Performance with reward achieved) (LAA HC21)	37
HW09	New	Number of schools at stage 4b of the Healthy Schools Enhanced Model who have successfully completed their Health & Wellbeing Improvement Tool	20%
HW09	New	Number of schools that have successfully completed their annual review for Healthy Schools	50%
HW09	LAA HC20	Under 18 conception rates (NRA) (per 1,000 females aged 15-17)	44
HW09	LAA HW P001	Smoking during pregnancy	22
HW09	NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks	26.2%
HW09	NI 55(iv)	Obesity in primary school age children in Reception: Line 4	14.5%
HW09	NI 56(ix)	Obesity in primary school age children in Year 6: Line 9	27.5%
HW10	NI 136	People supported to live independently through social services (all adults)	4698
HW10	ACS P003	Number of Extra Care Housing Places	430
HW11	NI 149	Adults in contact with secondary Mental Health in settled accommodation	70%
HW11	NI150	Adults in contact with secondary mental health services in employment	7%
HW12	NI 133	Timeliness of social care packages following assessment (BVPI 196)	87%
HW12	NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	21%

#### 4 Community Safety

Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.

Outcome No.	Description
<b>CS13</b>	Reduced Crime
<b>CS14</b>	Reduced harm caused by illegal drugs and alcohol
<b>CS15</b>	Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour
<b>CS16</b>	Reducing offending and re-offending
<b>CS17</b>	Stay Safe (Every Child Matters)

Outcome No.	Actions	Date to be completed	Responsible officer
<b>CS13</b>	Successfully complete introduction of specialist Domestic Violence Court (SDVC)	Mar 11	Brian Neale
<b>CS14</b>	Assess supported Panel / Vulnerable Housing process to increase access to housing for substance misusers and offenders	Jul 10	Chris Hart
<b>CS14</b>	Complete development of alcohol harm reduction strategy	Mar 11	Chris Hart
<b>CS15</b>	Create and deliver communications strategy to target those areas where perceptions of anti social behaviour is 20% or higher	Sep 10	Sally Forth
<b>CS15</b>	Develop and deliver an action plan (associated with corporate cohesion group) to establish services required within Hartlepool to support minority groups to integrate with existing communities	Mar 11	Alison Mawson
<b>CS16</b>	Implement Youth Offending Service (YOS) Inspection Action Plan	Jul 10	Danny Dunleavy
<b>CS17</b>	Effectively implement the recommendations from Care Matters to improve outcomes for looked after children (MALDP implementing this)	Mar 11	Jim Murdoch
<b>CS17</b>	Develop the work of the Local Safeguarding Children Board to achieve the wider safeguarding agenda, reflecting local priorities via implementing local action plan	Mar 11	Maureen McEnaney
<b>CS17</b>	Draft Looked After Strategy	Mar 11	Jim Murdoch

<b>Outcome No.</b>	<b>PI Ref. No.</b>	<b>Performance Indicator</b>	<b>2010/11 Target</b>
<b>CS13</b>	NI16	Serious acquisitive crime rate	15.48
<b>CS13</b>	NI20	Assault with injury crime rate	7.14
<b>CS14</b>	NI 40	Number of drug users recorded as being in effective treatment	765
<b>CS15</b>	RPD P035	Criminal damage (LAA CS20)	2171
<b>CS15</b>	NI 17	Perceptions of anti-social behaviour	17.7%
<b>CS16</b>	NI 38	Drug related (Class A) offending rate	1.00
<b>CS16</b>	NI 19	Rate of proven re-offending by young offenders	145
<b>CS16</b>	NI 30	Re-offending rate of prolific and other priority offenders	20% reduction to 172
<b>CS16</b>	NI 111	First time entrants to the Youth Justice System per 100,000 population aged 10-17	2070
<b>CS17</b>	CSD P035	Children who became the subject of a Child Protection plan, or were registered per 10,000 population under 18	11
<b>CS17</b>	NI 62	Stability of placements of looked after children: number of moves (BVPI 49)	12%
<b>CS17</b>	NI 59	Initial assessments for children's social care carried out within seven working days of referral	80%

## 5 Environment

Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.

Outcome No.	Description
EN18	Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment
EN19	Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces
EN20	Provide a sustainable safe, efficient, effective and accessible transport system
EN21	Make better use of natural resources and reduce the generation of waste and maximising recycling
EN22	Prepare for the impacts of and secure local and global action to tackle climate change
EN23	Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security

Outcome No.	Actions	Date to be completed	Responsible officer
EN18	Continue the preparation of the Local Development Framework including publication of the Core Strategy and development of Supplementary Planning Documents and Development Plan Documents in accordance with Local Development Scheme	Mar 11	Derek Gouldburn
EN19	Improve and maintain the natural and built environment	Mar 11	Denise Ogden
EN19	Protect the natural and built environment and enforce environmental legislation when appropriate	Mar 11	Denise Ogden
EN20	Develop a Tees Valley wide fleet and passenger transport strategy	Mar 12	Paul Robson
EN20	Develop, consult and seek approval for Local Transport Plan 3	Mar 11	Mike Blair
EN21	Deliver the Joint Tees Valley Waste Management Strategy Annual Implementation Plan	Mar 11	Craig Thelwell
EN21	Implement the Regional Improvement and Efficiency Partnerships (RIEP) Waste Management Programme	Mar 11	Denise Ogden
EN22	Complete the Climate Change Adaptation Strategy and deliver associated actions.	Mar 11	Helen Beaman
EN22	Instigate the Local Authority Carbon Reduction Strategy and deliver associated action plan.	Apr 10	Paul Hurwood
EN22	Register for Carbon Reduction Commitment (CRC)	Sep 12	Paul Hurwood

<b>Outcome No.</b>	<b>PI Ref. No.</b>	<b>Performance Indicator</b>	<b>2010/11 Target</b>
<b>EN18</b>	LAA Env P001	Number of Volunteer days spent working on nature conservation	715
<b>EN18</b>	NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	27%
<b>EN19</b>	NI 195a	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	13%
<b>EN20</b>	NI 175	Access to services and facilities by public transport, walking and cycling	55%
<b>EN20</b>	LAA Env P003	Bus passenger satisfaction	65%
<b>EN20</b>	NI 47	Reduction in People killed or seriously injured in road traffic accidents	34.8%
<b>EN20</b>	NI 48	Reduction in Children killed or seriously injured in road traffic accidents	31.3%
<b>EN20</b>	NI 177	Local bus and light rail passenger journeys originating in the authority area	6.4%
<b>EN21</b>	NI 191	Residual household waste per household	715
<b>EN21</b>	NI 192	Percentage of household waste sent for reuse, recycling and composting	42%
<b>EN21</b>	NI 193	Percentage of municipal waste land filled	6%
<b>EN22</b>	NI 186	Percentage per capita reduction in CO <sub>2</sub> emissions in the LA area	3.8
<b>EN22</b>	NI 188	Planning to Adapt to Climate Change	3
<b>EN22</b>	NI 185	CO <sub>2</sub> reduction from local authority	Not set
<b>EN23</b>	NSD P085	Number of retail establishments offering Fairtrade as an alternative	23
<b>EN23</b>	NSD P086	Number of catering establishments offering Fairtrade as an alternative	15



## 6 Housing

Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live.

Outcome No.	Description
HO24	Balancing Housing supply and demand
HO25	Improving the quality of existing housing
HO26	Changing housing needs and meeting the Housing Needs of Vulnerable People
HO27	Access to Housing

Outcome No.	Actions	Date to be completed	Responsible officer
HO24	Secure completion of affordable housing schemes at Seaton Lane, Charles Street and Kipling Road	Mar 11	Amy Waters
HO24	Implement empty homes action plan for 2010/11	Mar 11	John Smalley
HO24	Complete Growth Point schemes at Seaton Lane and Belle Vue	Mar 11	A Golightly
HO25	Encourage improvements to homes to meet and exceed 'decent homes standards'	Mar 11	Nigel Johnson
HO27	Implement changes to Common Allocations Policy approved from review	Sep 10	Lynda Igoe

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
HO24 & HO27	NI 155	Number of affordable homes delivered (gross)	140
HO24	LAA H P001	Number of private dwellings empty for over 6 months brought back into use	63
HO24	LAA H P002	Number of sustainable homes constructed	100
HO25	RPD P041	Achieving decent homes standard in social housing sector (Hartlepool) - RSL (LAA H1b)	100%
HO25	RPD P042	Achieving decent homes standard in private sector housing sector (LAA H2)	71.94%
HO26	RPD P011	Housing Advice Service: Preventing Homelessness (BVPI 213)	11
HO26 & HO27	RPD P043	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months (LAA H7)	95%
HO26	NI 141	Percentage of vulnerable people achieving independent living	75%
HO26	NI 142	Percentage of vulnerable people who are supported to maintain independent living	99.15%
HO26	ACS P027	Increase the number of adaptations carried out to enable vulnerable people to remain living independently in their own home	3,400

## 7 Culture and Leisure

Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.

Outcome No.	Description
CL28	Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport
CL29	Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas

Outcome No.	Actions	Date to be completed	Responsible officer
CL28	Implement quality improvement action plans to achieve and maintain service accreditations	Mar 11	Pat Usher / Chris Wenlock / Graham Jarritt / David Worthington
CL28	Implement the Hartlepool Playbuilder initiative	Mar 11	Chris Wenlock
CL28	Deliver the Tall Ships Event	Aug 10	John Mennear
CL29	Undertake a strategic lead for the delivery of Sport and physical activity through the Community Activities Network	Mar 11	Pat Usher
CL29	Deliver Renaissance Programme to improve access to Museum Services and develop new audiences	Mar 11	David Worthington

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
CL28	LAA ENV P002	Bathing Water Quality	100%
CL28	NI 8	Adult participation in sport and active recreation	23.1%
CL28	NI 10	Visits to museums and galleries	54.7%
CL28	NI 11	Engagement in the Arts	37.4%
CL28	ACS P016	Engagement in museum outreach activity by under-represented groups (LAA CL 1)	390
CL28	ACS P017	Visits by social classes C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey) (LAA CL2)	43
CL28	ACS P053	Number of learners participating in Adult Education programmes	3,500
CL29	LAA ENV P001	Number of Volunteer days spent working on nature conservation	715
CL29	NI 9	Use of public libraries	51.1%
CL29	LAA CL P002	Resident satisfaction with sport and leisure	65%
CL29	LAA CL P003	Annual leisure centre attendances	385,000

## 8 Strengthening Communities

Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

Outcome No.	Description
SC30	Empower local people to have a greater voice and influence over local decision making and the delivery of services
SC31	Make a positive contribution
SC32	Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas
SC33	Improving Financial Inclusion
SC34	Freedom from discrimination and harassment
SC37	Ensure communities are well prepared to respond to emergency situations

Outcome No.	Actions	Date to be completed	Responsible officer
SC30	Implement the Neighbourhood Management and Empowerment Action Plan	Aug 10	Denise Ogden
SC30	Monitor the delivery of the Community Network 2010/11 Delivery & Improvement Plan	Mar 11	Catherine Frank
SC31	Support parents and carers to fulfil their responsibilities to their children effectively by implementing the child poverty strategy.	Mar 11	John Robinson
SC31	Promote children and young people's participation in decision making. Implementation of the participation strategy	Mar 11	John Robinson
SC31	Promote emotional well-being in children and young people – via actions outlined in Children and Young People. Implementation of TAMS Strategy, and responding	Mar 11	Jacqui Braithwaite
SC31	Work with partner agencies to reduce youth offending via the implementation of Youth Crime Action Plan (linked to Safer Communities workstream)	Mar 11	Danny Dunleavy/ John Robinson
SC31	Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.	Mar 11	Peter Davies
SC31	Develop and implement a partner wide Think Family Strategy	Mar 11	John Robinson
SC31	Develop preventative and early intervention services and support to avoid the need for more intensive intervention from statutory services.	Mar 11	John Robinson
SC32	Complete internal review of Neighbourhood Renewal priority areas, for future consultation	Jan 11	Sylvia Burn
SC32	Facilitate effective wind-up and succession strategy for the New Deal for Communities programme	Mar 11	Sylvia Burn
SC33	Ensure Hartlepool Financial Inclusion Partnership actions and outcomes are delivered as outlined in the Action Plan for April 2009 – 31 March 2011	Mar 11	Carol Jones
SC33	Integration of Child Poverty and Financial Inclusion Strategies	Mar 11	Carol Jones

Outcome No.	Actions	Date to be completed	Responsible officer
SC34	Implement the Corporate Equality Plan	Mar 11	Christine Armstrong

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
SC30	LAA SC P001a	% of CN Theme Partnership Representatives & Local Strategic Partnership representatives attending Partnership meetings	75%
SC30	LAA SC P001b	% Resident representatives attending pre agenda meetings	80%
SC30	LAA SC P001c	% Active Community Empowerment Network members attending Community Network Business meetings	60%
SC30	MORI P06a	Percentage of adults who feel they can affect decision that affect their own area	30%
SC30	MORI P06b	Percentage of adults who feel they can affect decision that affect their own area (NRA narrowing the gap)	27%
SC30	NI 4	% of people who feel they can influence decisions in their own locality	35.5%
SC30	NI 3	Civic Participation in the local area	13.0%
SC31	NI 6	Participation in regular volunteering	21.8%
SC31	NI 110	Young people's participation in positive activities	75.9%
SC31	LAA SC P004a	Access to the Youth Opportunity/Capital Funds – number of applications	250
SC31	LAA SC P004b	Access to the Youth Opportunity/Capital Funds – number of approved applications	150
SC31	LAA SC P004c	Access to the Youth Opportunity/Capital Funds – number of young people involved in the application process	300
SC31	LAA SC P005	Improve the participation of young people with learning disabilities in their Section 140 assessments	98
SC31	MORI P03a	Percentage of people who have been helped by others (unpaid and not relatives) over the past year	49%
SC31	MORI P03b	Percentage of people who have been helped by others (unpaid and not relatives) over the past year (NRA narrowing the gap)	42%
SC31	MORI P04a	Percentage of people who have been helped by others (unpaid and not relatives) once a month over the past year	28%
SC31	MORI P04b	Percentage of people who have been helped by others (unpaid and not relatives) once a month over the past year (NRA narrowing the gap)	35%
SC32	NI 5	Overall/General satisfaction with local area	79.4%
SC32	MORI P02a	Proportion of people satisfied with their local area as a place to live	85%
SC32	MORI P02b	Proportion of people satisfied with their local area as a place to live (NRA narrowing the gap)	82%
SC33	CEDFI P025	Increase the number of Credit Union Current Accounts / Saving Accounts opened by adults	500
SC33	CEDFI P026	Increase in the opening of bank / savings accounts by school age / college age individuals	300
SC33	CEDFI P027	Take up of Council Tax Reductions	200
SC34	MORI P01a	% of people who feel that their local area is a place where people from different backgrounds get on well together	62%
SC34	MORI P01b	% of people who feel that their local area is a place where people from different backgrounds get on well together (NRA narrowing the gap)	62%
SC34	CEDHR P012	The level of the Equality Framework for Local Government to which the Authority conforms (Note: Achieving equates to Level 3 of the Equality Standard reached by the Council in 2009)	Achieving

## 9 Organisational Development

Outcome No.	Description
OD01	Improve Performance Management, Data Quality and Risk Management Arrangements
OD02	Deliver effective customer focussed services and improve customer satisfaction
OD03	Provide a high quality Consultation and Information Service
OD04	Raise the profile and enhance the reputation of the Council
OD05	Improve the efficiency and effectiveness of the organisation
OD06	Continue to support, develop and improve efficiency of the Council's Democratic function
OD07	Ensure robust governance arrangements for core business and key partnerships
OD08	Delivery of effective legal services (assessed through departmental plan report to Portfolio holder)
OD09	Improve Elected Member and Workforce arrangements
OD10	Improve financial management and reporting
OD11	Reduce the risk and incidences of Fraud

Outcome No.	Actions	Date to be completed	Responsible officer
OD01	Prepare the Local Area Agreement Delivery & Improvement Plan for 2010/11	Jun 10	Catherine Frank
OD01	Negotiate a new LAA for 2011-14	Mar 11	Catherine Frank
OD01	Report to Cabinet on analysis of 2008/9 and 2009/10 National Indicator data identifying potential areas for service improvement	Nov 10	Peter Turner
OD01	Prepare for Comprehensive Area Assessment and Council's Organisational Assessment of 2009/10 and 2010/11	Mar 11	Peter Turner
OD02	Implement Hartlepool Connect Service Integration & Improvement Strategy taking account of Business Transformation Programme strands	Mar 11	Christine Armstrong
OD02	Improve access to services	Mar 11	Christine Armstrong
OD02	Improve customer experience	Mar 11	Christine Armstrong
OD03	Promote opportunities for civic participation to Hartlepool residents including through the Hartlepool Partnership website	Mar 11	Dawn Clennett
OD03	Implement the Corporate Consultation Action Plan – co-ordinate consultation activity; promote high standards; e-consultation; consultation with diverse groups; feedback of consultation outcomes; monitoring and evaluation of consultation work.	Mar 11	Peter Turner
OD04	Improve and develop the Overview and Scrutiny Function	Jun 11	Joan Wilkins
OD04	Deliver the Scrutiny Work Programme for 2010/11	Apr 11	Joan Wilkins
OD04	Implement, review and evaluate the Tall Ships PR/Communications Plan	Dec 10	Alastair Rae
OD05	Implement year 2 of the Business Transformation programme	Mar 2011	Andrew Atkin
OD05	Review Business Transformation programme and associated efficiency programmes in light of MTFs and identified budget settlement	Jun 2011	Andrew Atkin

<b>Outcome No.</b>	<b>Actions</b>	<b>Date to be completed</b>	<b>Responsible officer</b>
OD05	Determine revised programme, if appropriate, for delivery of efficiency requirements	Jul 2011	Andrew Atkin
OD05	Agree a regional, sub-regional and local strategy in collaborative procurement	Jun 10	David Hart
OD05	Review 5 Year Procurement Plan	Mar 11	David Hart
OD05	Review Commissioning and Procurement Strategy	Mar 11	David Hart
OD05	Review and gain approval of Capital Strategy / Asset Management Plan	Mar-10	Dale Clarke
OD05	Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives	Mar 2011	Joan Chapman
OD05	Delivery of key projects identified in ICT Strategy	Mar 2011	Joan Chapman
OD06	Support of Council's Executive, Non-Executive and Scrutiny Processes for decision making	Mar 2011	Amanda Whitaker
OD07	Review System of Internal Audit.	Mar 2011	Noel Adamson
OD07	Implement Audit recommendations contained in "Setting High Ethical Standards Report"	Mar 2011	Peter Devlin
OD09	Implement Corporate Plans to Develop & Promote Active, Visible and Effective Leadership	Mar 2011	Joanne Machers
OD09	Implement Corporate Plans to Continually improve what we do	Mar 2011	Joanne Machers
OD09	Implement Corporate Plans to Develop the Skills of the Workforce	Mar 2011	Joanne Machers
OD09	Implement Corporate Plans to Promote Healthy Working	Mar 2011	Stuart Langston
OD09	Implement Corporate Plans to Effectively Recognise, Engage and Reward the Workforce	Mar 2011	Joanne Machers
OD09	Implement Corporate Plans to Effectively Use Resources and Invest in the Future	Mar 2011	Joanne Machers
OD10	Review new CIPFA (Chartered Institute of Public Finance and Accountancy) and DCLG (Department for Communities and Local Government) guidance on treasury management.	Sept 2010	Sandra Shears
OD11	Update HBC anti fraud and corruption plan.	Mar 2011	Noel Adamson

<b>Outcome No.</b>	<b>PI Ref. No.</b>	<b>Performance Indicator</b>	<b>2010/11 Target</b>
OD01	New	Audit Commission Organisational Assessment rating for Performance Management	3
OD03	MORI P06a	Percentage of adults who feel they can affect decision that affect their own area	30%
OD03	MORI P06b	Percentage of adults who feel they can affect decision that affect their own area (NRA narrowing the gap)	27%
OD03	NI 4	% of people who feel they can influence decisions in their own locality	35.5%
OD05	New	Business Transformation Programme efficiencies - to be delivered through workstreams in 2010/11 and in place for the 2011/12 budget	£1.3m
OD05	CEDCS P018	Number of online transactions	5,500
OD09	HR PI 5A All	Average working days per employee (full time equivalent) per year lost through sickness absence - All Actual	9
OD10	New	Audit Commission Organisational Assessment rating for Financial Management	3

# COUNCIL

24 June 2010



**Report of:** Chief Executive

**Subject:** BUSINESS REPORT

## 1. APPOINTMENTS TO JOINT COMMITTEES AND OTHER OUTSIDE BODIES

A number of nominations to Joint Committees and other Outside Bodies were agreed at the Annual Council meeting. However, there were a number of nominations which were referred to Council for consideration. The following schedule outlines the nominations which have been received:-

Outside Body	Vacancies	Nominations Received	Term of Office
North East Regional Employers Organisation	3	Councillors Sutheran, Payne, S Akers-Belcher and C Akers-Belcher	1 year
North East Regional Employers Organisation – Executive	1	Councillor Sutheran (from 3 above)	1 year
Teesside Pension Fund	1	Councillors Sutheran and Rogan	1 year
Hartbeat (Barnardo's)	1	Councillors A Lilley and Rogan	3 years
Hartlepool Carers	1	Councillors London and Fleet	1 year
Hartlepool War Memorial and Crosby Homes	1	Councillors Atkinson and Barclay	1 year
Heugh Battery Trust	1	Councillors J Marshall and J W Marshall	1 year
Merchant Navy Welfare Board	1	Councillors G Lilley and Rogan	1 year
North Tees Women's Aid	1	Councillors A Lilley and Maness	1 year
Patch (Parent and Toddler Care at Home) Management Committee	1	Councillors A Lilley and Maness	1 year
Teesside Environmental Trust	1	Councillors G Lilley and Thomas.	1 year

The appointment to Teesmouth Field Centre had previously been a contested position, but I have been informed that Councillor Turner has withdrawn and, therefore, Councillor Thomas is the only nomination to that body and Council is requested to approve that nomination.

In addition at the Annual Council meeting on 27 May it was agreed that consideration of appointments to the National Association of Councillors should be deferred for further consideration at this meeting. Nominations were received for the 3 places on both the General Management Committee and Northern Branch of the Association. The nominations were: Councillors C Akers-Belcher, S Akers-Belcher and J Marshall.



There are also vacancies that still exist on a small number of outside bodies and Members are requested to give consideration to appointing to these vacancies -

Outside Body	Nominations received	Term of Office
Hartlepool Citizen's Advice Bureau	Councillor Ingham + 1 Vacancy	1 year
Hartlepool Deaf Centre	Councillor Richardson + 1 Vacancy	1 year
Victoria and Jubilee Homes	Councillors Hall, Lauderdale and Brash and 1 Vacancy	1 year
Hartlepool Access Group	Councillor Cranney + 1 Vacancy	1 year

## 2. APPOINTMENTS TO COMMITTEES, FORUMS AND OTHER BODIES

A number of nominations for committee seats were agreed at the Annual Council meeting. However, some seats which had been allocated remain vacant. Set out below are details of vacancies:-

Vice Chair Licensing Committee

Vacancy on Scrutiny Co-ordinating Committee (Member of Children's Services Scrutiny Forum)

Planning Committee – subject to recommendation of Constitution Committee being agreed by Council earlier in this meeting, the membership of this Committee has been increased by two members. A nomination is sought, therefore, from the Labour Group and also from either the Association Independent Councillors/Conservative Group. Members are requested to note that there was no alteration to the quorum for Planning Committee which will remain at seven.

**COUNCIL**  
24 June 2010



**Report of:** CHIEF EXECUTIVE

**Subject:** BUSINESS REPORT (2)

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**3. 2010/2011 CAPITAL PROGRAMME AND PRUDENTIAL BORROWING LIMITS**

- 3.1 In accordance with the constitution Cabinet is responsible for proposing the annual Budget and Policy Framework, which covers both revenue and capital budgets. These details are then referred to Council for consideration. Details of Cabinets 2010/2011 Budget and Policy Framework proposals, which included 29 separate recommendations and supporting schedules, were considered and approved by Council on 12 February, 2010.
- 3.2 Owing to an administrative oversight the schedule of capital schemes put forward for Councils consideration and approval in February did not include the scheme to replace the Cremators. These works are necessary to comply with new emissions standards. Cabinet at its meeting on 22 December, 2009 were advised that as there is no national or local funding available for these works they will need to be funded from Prudential Borrowing. Therefore, Cabinet approved increasing the cost of an adult cremation by £90 in addition to the annual inflation increase from 1 April, 2010 to meet the repayment costs of using Prudential borrowing to fund this scheme. At the time Cabinet were advised that this increase would bring Hartlepool fees into line with fees being charged by neighbouring authorities. These proposals had originally been included in the initial budget proposals Cabinet consider in September 2009 and then referred to Scrutiny.
- 3.3 Council is requested to note that the above position and to regularise this position by approving the inclusion of £1m within the 2010/2011 Capital Programme and Prudential Borrowing limits for this scheme.

**4. BUDGET CUTS**

- 4.1 As Members will be aware the Coalition Government announced, on 24 May 2010, in year cuts for 2010/11 of £6.2 billion and that local Government will make a £1.166 billion contribution towards this. The contribution of each local authority to this overall savings total was announced on 10 June 2010

and the main impact on Hartlepool is a £1.66 million cut in the Area Based Grant. These savings need to be achieved in the current financial year and are in addition to those savings implemented in the setting of the budget by Council for 2010/11. It will be necessary to bring forward proposals for achieving these savings in the near future.

- 4.2 The overall local authority in year cuts also include a £125 million cut in Local Performance Agreement Reward grant and the share for the Council is £0.87 million. This was a one-off grant and was allocated to fund one-off cost and the main item related to one-off Building Schools for the Future costs. It will be necessary to review this position and bring forward an alternative funding strategy.

## **5. ELECTORAL REVIEW OF HARTLEPOOL BOROUGH COUNCIL**

- 5.1 On 15<sup>th</sup> June, 2010, the Council were informed by the Local Government Boundary Commission of its intention to conduct an Electoral Review commencing on 20<sup>th</sup> July, 2010. The Commission had indicated that as part of its work programme over the coming two years Hartlepool has been identified as potentially requiring an Electoral Review. There are two elements the Commission takes into account in its assessment as to whether there is a need to conduct such a review. Both elements relate to the level of electoral representation within a local authority area. Electoral inequality exists when voters are either over represented or conversely, under represented, by their local Councillor(s) in relation to the average levels of representation for the authority as a whole. Under the Commission's guidelines, if either of the following conditions are found to exist, then consideration is given to the need for a review;

- Any local authority with a division or ward that has an electoral variance in excess of 30%. This means a division or ward having at least 30% more (or less) electors in it than the average for the authority as a whole;

and/or

- Any local authority where more than 30% of the divisions or wards have an electoral variance in excess of 10% from the average of that authority.

- 5.2 On the evidence of the December 2009 Electoral Register, Hartlepool met the criteria, wherein 41% of the Council's Wards had variances of more than 10% from the average. Further, within its guidance, the main aim of an Electoral Review is as follows:

*“..... to try to ensure that each Councillor on any district or County Council represents approximately the same number of electors as*

*his/her colleagues on that Council – this contributes to a fairer electoral system ....”*

5.3 The Commission have requested that the following meetings be arranged to facilitate their Review:

- An initial meeting at Officer level to discuss the detail of the Review;
- A briefing by one of the Commissioner's, supported by Commission staff, to all the Leaders of the Political Groups (accompanied by Council staff if required);
- A briefing by the Commission for the whole Council;
- A briefing by the Commission to representatives from all the Parish Councils within the Borough.

5.4 Officers from this Council are therefore engaging with the Commission in the organisation of the above mentioned meetings. Similarly there will be a requirement to advertise the Review and to provide certain “preliminary information” to the Commission before the Review formally commences on the 20<sup>th</sup> July, 2010. Members will be provided with the Commission's guidance *“Electoral Reviews: What They Are And How They Can Get Involved”*.

5.5 The first stage of the Review will start on the 20<sup>th</sup> July when the Commission will initially consult on the appropriate Council size for the authority. Representations on Council size will need to be submitted no later than the 30<sup>th</sup> August, 2010. In the light of evidence made available, the Commission will prepare its recommendations on Council size, which is intended to be published in September 2010. These recommendations will be sent to the Council and other organisations as well as to all those parties who submitted representations during “Stage One” of the Review. Thereafter there will be a 12 week period of consultation on possible electoral arrangements. This period of consultation is presently scheduled to run from the 28<sup>th</sup> September, 2010 to the 21<sup>st</sup> December, 2010. This consultation will form the basis of the Commission's draft recommendations, and there will subsequently be a 12 week consultation period on the draft recommendations before the Commission formulates its final recommendations. It is anticipated by the Commission that their Review will be completed in September 2011.