

SCRUTINY COORDINATING COMMITTEE AGENDA



Friday 25th February 2011

at 2.00 pm

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

MEMBERS: SCRUTINY COORDINATING COMMITTEE:

Councillors C Akers-Belcher, S Akers-Belcher, Cook, Cranney, Flintoff, Griffin, James, London, A Marshall, McKenna, Preece, Richardson, Shaw, Simmons, Thomas and Wells.

Resident Representatives: Evelyn Leck, Linda Shields and Angie Wilcox

- 1. APOLOGIES FOR ABSENCE**
- 2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 3. MINUTES**
No Items
- 4. RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO REPORTS OF THE SCRUTINY COORDINATING COMMITTEE**
No Items
- 5. CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS FROM COUNCIL, EXECUTIVE MEMBERS AND NON EXECUTIVE MEMBERS**
 - 5.1 Referral from Cabinet – Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II – *Scrutiny Manager*

6. FORWARD PLAN

No Items

7. CONSIDERATION OF PROGRESS REPORTS / BUDGET AND POLICY FRAMEWORK DOCUMENTS

- 7.1 Proposals for inclusion in the Chief Executive's Departmental Plan 2011/12 – *Assistant Chief Executive, Chief Finance Officer, Chief Solicitor and Chief Customer and Workforce Services Officer*
- 7.2 Draft Departmental Plans 2011/12 – Feedback from the Overview and Scrutiny Committees – *Chairs of the Overview and Scrutiny Committees*
- 7.3 Corporate Plan 2011/12 and Hartlepool Partnership Plan 2011/12 – *Assistant Chief Executive*

8. CONSIDERATION OF FINANCIAL MONITORING/CORPORATE REPORTS

- 8.1 No Items

9. ITEMS FOR DISCUSSION

- 9.1 Members Attendances Working Group – Update Report – *Chair of the Members Attendances Working Group*
- 9.2 Final Report into 20s Plenty – Traffic Calming Measures – *Neighbourhood Services Scrutiny Forum*
- 9.3 Final Report – Working Neighbourhoods Fund – *Regeneration and Planning Services Scrutiny Forum*
- 9.4 Request for Funding to Support the Scrutiny Co-ordinating Committee's Current Scrutiny Investigation – *Scrutiny Manager*

10. CALL-IN REQUESTS

No Items

11. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT ITEMS FOR INFORMATION

- i) **Date of Next Meeting Friday 11th March 2011, commencing at 10.00 am in the Chamber**

SCRUTINY CO-ORDINATING COMMITTEE

25 February 2011



Report of: Scrutiny Manager

Subject: REFERRAL FROM CABINET – STRATEGY FOR BRIDGING THE BUDGET DEFICIT 2012/13 – BUSINESS TRANSFORMATION PROGRAMME II

1. PURPOSE OF REPORT

1.1 To:-

i) Inform Members of the Scrutiny Co-ordinating Committee of the topic referral from the Cabinet meeting held on the 7 February 2011 to the Overview and Scrutiny Function; and

ii) Seek clarification of the process / timetable of completion of the referral.

2. BACKGROUND INFORMATION

2.1 As outlined within the Authority's Constitution, the Scrutiny Co-ordinating Committee has a mandatory obligation to consider referrals from Council, Cabinet and individual Cabinet Members within the timescale prescribed. (dependent upon origin of referral)

2.2 The Cabinet on the 24 January 2010 received a report (attached at **Appendix A**) in relation to the development of a proposed strategy for addressing the budget deficit from 2012/13 onwards, building on and continuing the Business Transformation programme in a revised structure. In discussing the report, Members explored in detail the recommendation that a procurement exercise should be undertaken for ICT and the Revenues and Benefits Service.

2.3 Cabinet Members drew attention to a decision taken earlier in the meeting regarding the findings of the Revenues & Benefits Service Delivery Review, in that further consideration needed to be given to alternative delivery models (including the Revenues and Benefits Service). It was subsequently agreed that consideration of the proposed procurement exercise for ICT and Revenues and Benefits Services should be deferred to a future meeting of Cabinet, to enable further exploration of potential alternative delivery models for the Revenues and Benefits Service. The minutes of this meeting are attached at **Appendix B**.

- 2.4 In accordance with the request from Cabinet, a further report (attached at **Appendix C**) was submitted to the meeting on the 7 February 2011. Contained within the report was additional information in relation to the delivery of ICT and Revenues and Benefits services, including the potential benefits and risks of a number of options for the delivery of the services. The options identified in the report being the:
- Retention of Current Arrangements;
 - Creation of Shared Service model with another Local Authority;
 - Creation of shared service approach via a Regional Business Centre model with a Private Sector partner; and
 - Creation of a Joint Venture vehicle.
- 2.5 Taking into consideration the additional report / information provided, Cabinet considered again approval of a procurement exercise for ICT and Revenues and Benefits services, using the OGC Buying Solutions Framework. Cabinet did not feel able to make a decision at this time and it was agreed that proposals in relation to the provision of the Revenues and Benefits Service should be referred to Scrutiny for consideration. A copy of the relevant minute (number 169) is attached at **Appendix D**.
- 2.6 In relation to the ICT proposals, it was noted that these savings would only materialise for the 2012/13 budget if work could commence straight away and that any delay would jeopardise the proposed savings for next year.
- 2.7 Please note that the Assistant Chief Executive and Chief Customer and Workforce Services Officer will be in attendance at today's meeting to answer questions from Members.

3. SCOPING OF THE REFERRAL

- 3.1 Given the tight timescale for consideration of this referral a separate Scoping report has not been produced in this instance. Detailed below are proposals for the conduct of the referral, upon which Members views are sought.
- 3.2 **Overall Aim of the Scrutiny Referral**
- 3.2.1 To gain an understanding of the proposals presented to Cabinet on the 7 February 2011 in relation to the provision of the Revenues and Benefits Service and formulate a view in relation to each for consideration by Cabinet in March / April.

3.3 **Proposed Terms of Reference for the Scrutiny Referral**

3.3.1 The following Terms of Reference for the referral are proposed:-

- (a) To gain an understanding of the proposals presented to Cabinet on the 7 February 2011 in relation to the provision of the Revenues and Benefits Service;
- (b) To explore and gain an understanding of the core activities / functions of the Revenues and Benefits Service;
- (c) To explore / suggest any additional options for the provision of the Revenues and Benefits Service, outside those already identified;
- (d) To seek views on the potential proposals from relevant interested bodies (i.e. Trade Union(s)); and
- (e) To explore the proposed options (including the potential benefits and risks) and formulate a view in relation to each for inclusion in the response back to Cabinet.

3.3.2 To assist the Committee in its discussions in relation to the terms of reference for the conduct of the referral, details of the core activities / functions of the Revenues and Benefits Service are attached at **Appendix E**.

3.4 **Potential Source(s) of Evidence / Information**

3.4.1 Members of the Forum can request a range of evidential and comparative information throughout the Scrutiny review. The Forum can invite a variety of people to attend to assist in the forming of a balanced and focused range of recommendations as follows:-

- (a) Cabinet Members;
- (b) Assistance Chief Executive, Assistant Chief Finance and Customer Services Officer and Chief Customer and Workforce Services Officer; and
- (c) Appropriate Trade Union(s).

3.4.2 In addition to the above sources of evidence, Members views are sought in relation to any specific pieces of evidence / information they feel will be of assistance during consideration of the referral.

3.5 **Proposed Timetable of the Scrutiny Referral**

3.5.1 Cabinet has requested that Scrutiny's response to the referral be presentation by the end of March. Given the tight timescale for consideration of the referral, and the timing of the last meeting of Cabinet in March (21 March), approval has been obtained from the Mayor for the submission of the Scrutiny Co-ordinating Committee's response to the Cabinet meeting on the 4 April 2011. Detailed over the page is the proposed timetable for the review to be undertaken upon which Members views are sought:-

25 February 2011 – Members to receive and scope the referral.

18 March 2011 at 10am – Consideration of the referral undertake, appropriate evidence received and response formulated for consideration by Cabinet.

4 April 2011 – Consideration of Final Report by the Cabinet.

4. RECOMMENDATIONS

4.1 It is recommended that the Scrutiny Co-ordinating Committee:-

- (a) Formally receives the referral;
- (b) Considers the proposed 'Terms and Reference', 'Potential Source(s) of Evidence / Information' and 'Timetable' for the undertaking of this referral; and
- (c) Seeks clarification on any relevant issues from the Assistant Chief Executive and Chief Customer and Workforce Services Officer present at today's meeting.

Contact Officer:- Joan Stevens – Scrutiny Manager
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BACKGROUND PAPERS

The following background paper(s) were used in the preparation of this report:-

- (i) Cabinet 24 January 2011 - Report by the Chief Executive entitled 'Strategy for Bridging the Budget Deficit 2012/13 (Initial Report) – Business Transformation Programme II';
- (ii) Cabinet 7 February 2011 - Report by the Chief Executive Entitled 'Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II (Follow Up Report)';
- (iii) Cabinet 7 February 2011 - Report by the Assistant Chief Finance and Customer Services Officer entitled 'Business Transformation - Revenues and Benefits Service Delivery Option Report'; and
- (iv) Cabinet Minutes for the 24 January 2001 and 7 February 2011.

CABINET REPORT

24 January 2011



Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 (Initial Report) – Business Transformation
Programme II

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards building on and continuing the Business Transformation programme in a revised structure. The Council has recently received a two year spending settlement and on this basis it is advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

2. BACKGROUND

The need to revisit and renew the current Business Transformation (BT) programme in the light of the current financial circumstances facing the council is important to ensure that the authority has in place a plan for bridging the projected deficits.

A deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position. This report begins to address these requirements with a renewed Business Transformation Programme, including some elements from the previous programme and some additional elements to meet the budget requirements.

2. SUMMARY OF CONTENTS

A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on :

- the continuation of a programme of review and change which encapsulates the Business Transformation SDOs with a series of

planned reductions (primarily focussing on none statutory services and functions)

- a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst protecting front line services) or provide for greater service resilience
- looking longer term and considering options for the medium term

The recently announced budget settlement provides the opportunity to clarify the financial position facing the authority over the next couple of years.

There are a range of factors which have either been announced, are understood to be in development or have been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them are not clear in terms of the extent of their impact the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate including the Decentralisation and Localism Bill and a range of other bills and proposals which will ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to that identified above there is also the Welfare Reform Bill and the Academies Bill which potentially bring significant changes to the benefits and education systems. This is by no means an exhaustive list, they are examples of the scale and nature of change which is being driven by legislation.

In addition to legislative changes there are a range of proposals being highlighted which may become driven by legislation, may potentially drive funding allocations or be driven by other factors. It is difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there are a range of issues which are liable to receive significant impetus, though the exact nature of this is still unclear.

In relation to the management of local authorities the Secretary of State has focussed particularly on questioning current management structures and there is almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services.

The proposed programme for addressing the budget deficit is based on a combination of:

- Efficiencies identifiable through reviews of provision which are essentially those elements of services not yet considered as part of BT
- Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
- An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services
- Identifying opportunities for increased income either through trading, fees and charges or alternative means

The aim through this is to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the current Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit through a new agreed Business Transformation Programme.

There are a number of immediate considerations within the programme that have been identified as a result of the scale and nature of the overall savings required and which provide potential opportunities to deliver significant savings and these cover Joint Working Arrangements and ICT and related services and are covered in more detail in the body of the report.

It is important, if the risks associated with any such programme are to be minimised, and the contribution to the MTFS maximised, that there is both a clear programme and that the financial assumptions underpinning it are suitably robust, this has been successfully achieved to date and it is intended to continue this through the renewed BT programme.

The outline programme has been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions and there are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.

The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.

It is proposed that this is continued and expanded (albeit on a slightly different programme outline). It is proposed that the areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions of the main report are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities and as part of the revised Business Transformation Programme.

It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained to ensure that members are aware of proposals and developments and in a position to make informed decisions as part of a consolidated programme of activity.

There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.

The proposals to renew the Business Transformation programme identified in this report do need some further work to determine and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to enable those issues identified during the later part of last year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet are clear.

3. RELEVANCE TO CABINET

The report encompasses considerations in respect of a potential strategy and programme for managing the identified budget deficit for 2012/13 and is therefore within the remit of Cabinet

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 24th January 2011

6. DECISION(S) REQUIRED

Cabinet are recommended to

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis
- Agree that the programme above to be considered by BT Board and for decision by Cabinet as part of a managed programme
- That a further more detailed report on potential savings from this programme is provided to Cabinet before the end of February 2011.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme
- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.
- Agree to the submission of a funding bid to RIEP for an assessment of the potential for joint working with other authorities

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 (Initial Report) – Business Transformation
Programme II

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards. The Council has recently received a two year spending settlement and on this basis it is advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

2.0 BACKGROUND

- 2.1 The need to revisit and renew the current Business Transformation (BT) programme in the light of the current financial circumstances facing the council is important to ensure that the authority has in place a plan for bridging the projected deficits. The current BT programme has delivered £2.5m for the 2010/11 budget and is on schedule to deliver the increased target of £2.9m for the 2011/12 budget. However even with this contribution the authority still faces significant budget deficits in later years.
- 2.2 A deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position.
- 2.3 At the Cabinet meeting on 28th June 2010 a report was considered which encompassed a range of questions which essentially related to the next steps for the future shape of the council. As part of this a number of questions were posed which have informed the budget strategy for developing the budget for 2011/12. The questions included the fundamental question of “can the authority continue to operate in its current manner” and underpinning this fundamental question were a range of others, including;
- Can services be maintained at their current level?
 - Can we continue to deliver all services ourselves or should we investigate other models of delivery?
 - Can we identify plans that will deliver the degree of savings needed?
 - Can we balance a desire to deliver high quality services with the savings needed?
 - Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?

- Can we charge for some services which are currently provided free, or increases existing charges?
- 2.4 As part of this series of questions a range of options were considered by Cabinet in respect of an emerging strategy which included;
- The provision and prioritisation of services
 - Commissioning of services (including from others in the public and private sectors, social enterprises)
 - Shared services or provision
 - Partnering
 - Alternative methods of delivering services
- 2.5 The strategy for the determination of the budget for 2011/12 has in part started to address this, in conjunction with the agreement to a number of recommendations from Service Delivery Options reports through BT including consideration of Trust arrangements for Leisure, Community Interest Companies (or similar models) for adult social care.
- 2.6 A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on :
- the continuation of a programme of review and change which encapsulates the former Business Transformation SDOs with a series of planned reductions (focussing on non statutory services and functions)
 - a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst protecting front line services) or provide for greater service resilience
 - looking longer term and considering options for the medium term

3.0 THE EVOLVING FINANCIAL SITUATION

- 3.1 The recently announced budget settlement provides the opportunity to clarify the financial position facing the authority over the next couple of years. Whilst the final details of any likely deficit are the subject of decisions on the budget for 2011/12 by Cabinet and Council, the current forecasts suggest that the budget deficit for 2012/13 will be between £7.5M and £10.4M. This is the headline deficit assuming that there are no savings factored in for Business Transformation or Council tax rises in these years.
- 3.2 It is the review of the BT programme and the alternative options which are recommended to be pursued that this report focuses on. This report considers the potential savings that may be achievable through a range of project areas (including what are essentially overhanging Business Transformation SDOs) in a consolidated programme of activity.
- 3.3 At either end of the scale the deficits faced are significant. This is particularly the case when they are considered in the light of the changes

and savings which have been made over the last few years and require a focussed and agreed approach. It is not felt possible to achieve these through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.

4.0 EMERGING GOVERNMENT POLICY

- 4.1 There are a range of factors which have either been announced, are understood to be in development or have been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them are not clear in terms of the extent of their impact, the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate.
- 4.2 The Decentralisation and Localism Bill published in December 2010 has a number of significant proposed changes including issues such as powers for the Secretary of State to transfer to elected Mayors any function of any body, a General Power of Competence for local government, requirements for referenda on council tax rises above a predefined level, a requirement for councils to draw up and publish a list of assets of community value, a community “right to challenge”, powers for a range of bodies to develop Neighbourhood plans for planning purposes. This is not an exhaustive list and is designed to provide a flavour only of the changes.
- 4.3 There are a range of other bills and proposals which will ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to those identified above, there is also the Welfare Reform Bill and the Academies Bill which potentially bring significant changes to the benefits and education systems. This is by no means an exhaustive list, they are examples of the scale and nature of change which is being driven by legislation.
- 4.4 In addition to legislative changes there are a range of proposals being highlighted which may become driven by legislation, may potentially drive funding allocations or be driven by other factors. It is difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there are a range of issues which are liable to receive significant impetus, though the exact nature of this is still unclear.
- 4.4.1 There have been repeated statements that local authorities can protect front line services by being “more efficient”. In determining this, the government have focussed on a number of areas; back office services, the role of chief executives, greater involvement of private sector. As has been stated they have not identified how, or if, they might mandate any of these.
- 4.4.2 The assumption in relation to back offices services appears to be that they can be delivered more efficiently either by the private sector or by joining up provision across a number of authorities and that as they are not front line, they should be minimised. Hartlepool has significantly reduced its back

office functions over the last 2 years through the Business Transformation programme and through proposals for budget reductions for the 2011/12 budget and there is still some potential for greater efficiency in respect of some elements which is covered later in this report.

- 4.4.3 In relation to the management of local authorities, the Secretary of State has focussed particularly on questioning the need for Chief Executives. Taking a broader view on this and considering the developments put in place by a number of authorities there is the potential to consider a chief executive shared over two or more authorities. It is a potential extension of this, and in taking it to a logical, though potentially complex solution, that the development of joint management teams and commissioning arrangements could be feasible.
- 4.4.4 There is almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services. It is currently unclear how this may be driven however there are a couple of options which may be considered. There is potential that a revised version of Compulsory Competitive Tendering (CCT) may be reintroduced although this is seen as unlikely or a model which may fund councils based on the percentage of work which is delivered by bodies other than the council itself. These are obviously only potential models but it is likely that in driving this forward that there will be a significant mandatory element to it.

5.0 PROPOSED PROGRAMME OUTLINE

- 5.1 The proposed programme for addressing the budget deficit is based on a combination of:
- Efficiencies identifiable through reviews of provision which are essentially those elements of services not already considered as part of BT
 - Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
 - An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services
 - Identifying opportunities for increased income either through trading, fees and charges or alternative means
- 5.2 The aim through this is to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit.
- 5.3 Essentially the proposed programme at this stage would consist of a number of related though not intrinsically linked elements which are essentially a revised and redefined Business Transformation Programme.
- 5.4 The programme is based on the following:

5.4.1 **Efficiencies**

5.4.2 As has been discussed the BT programme, and the SDO element of this in particular, has been successful in delivering a planned series of savings for the MTFS. The approach has provided a robustness which has enabled the consideration of service issues and an ability to manage risk in terms of their achievement for the MTFS.

5.4.3 The Programme was effective in the manner in which it was delivered but the recently announced grant settlements and the work required to address this additional deficit has resulted in a degree of confusion and overlapping between various proposals which does not help in ensuring a clear understanding of impact and any other considerations.

5.4.4 What is important in the context of the scale of cuts is that there is a clarity on our overall programme, a degree of flexibility in achieving these and an understanding of where savings will come from.

5.4.5 With this in mind it is proposed that, whilst not being undertaken as SDO's that reviews of services provision, to a defined scope, savings expectation and timetable are undertaken. These reviews will form part of the overall programme and it will be necessary, in undertaking them to ensure there is a degree of flexibility in achieving the targets.

5.4.6 In addition it is proposed that the elements of the Business Transformation programme which cover Assets, Transactional and Non Transactional service areas should also be continued with the originally established targets still in place (or rolled over if they are not achieved in 2010/11).

5.4.7 The proposed areas for consideration for this element of the strategy are attached as **Appendix 1**. It is the view of Corporate Management Team that this programme, which is essentially a revised year 3 SDO programme, should be continued but, as discussed in Section 7 at a Departmental level with those areas covered in Section 5.4.9 below.

5.4.8 Given current considerations of the budget it has not been possible at this stage to absolutely confirm potential savings "targets" as it is likely that given the scale of recent cuts a number of these will need to be revised to ensure they are achievable.

5.4.9 **Planned reductions**

5.4.10 There is some potential for further reduction across a range of services areas which will need to consider the extent to which already reduced services which are not statutory, or which have a degree of latitude in their provision. Further consideration can be given to the scale, manner and nature of the delivery of these services and for assessment purposes these have been considered by Corporate Management Team and a range of the service areas to be considered.

5.4.11 Again given current considerations of the budget it has not been possible at this stage to absolutely confirm potential savings “targets” as it is likely that given the scale of recent cuts a number of these will need to be revised to ensure they are achievable.

5.4.12 Projects

5.4.13 There are a range of projects, outside the scope of those areas considered in 5.4.1 and 5.4.9 sections above which offer the option, either through changes to arrangements for this Council, through working in partnership with others or through the consideration of other alternative working arrangements, Trusts, Trading Companies etc, to either deliver savings or to provide capacity or robustness around continued service provision.

5.4.14 It is important to note that these identified project areas in themselves will be potentially very challenging in terms of the timescales for their delivery and the fact that they will, in most instances involve a change in how services are provided.

5.4.15 The proposed programme for this element of the strategy includes consideration of the following:

- Buildings
- Joint asset use
- ICT and related services
- Joint working with other authorities
- Streetscene
- Leisure Trust
- Museums Trust
- Adult Social Care Trading Company
- Procurement (NE and Tees Valley)
- Transport (NE and Tees Valley)
- Photo voltaic cells
- Asset Backed Vehicle

5.4.16 In considering each of these areas (either alone or jointly) it will be necessary to determine initial business cases and resources to enable these to be progressed and the most appropriate manner in which this can be undertaken.

5.4.17 There is currently consideration being given, through Tees Valley Chief Executives, to the options and potential which is available around the areas identified.

5.4.18 These projects are presented, for the purposes of this report as separate entities. There will be a separate report to Cabinet, linked to this, on the powers of the authority to trade and in implementation terms options for consolidating these will be reviewed.

5.4.19 Income Generation

5.4.20 The Council is currently working with the other 11 North East authorities on a collaborative project, funded by the RIEP, to identify for all local authorities any additional or new income generation opportunities. This work has been commissioned from Deloitte, by Newcastle City Council (who have agreed to take the lead on this project).

5.4.21 The project is designed to consider current and potential charging arrangements for services, fee levels and opportunities for income generation. This is due to report early this year and is included in this report as a further potential option for contributing to the budget deficit, although in terms of overall contribution it is not seen as significant in itself.

5.5 Immediate considerations

5.5.1 There are a number of immediate considerations within the programme that have been identified as a result of the scale and nature of the overall savings required and which provide potential opportunities to deliver significant savings.

5.5.2 Joint Working Arrangements

5.5.3 The concept of joint working between organisations is not a new one. The extent to which this joint working or shared provision between authorities has been a high priority is something which has changed significantly over the last 18 months. There are a range of examples of joint working in individual or grouped service areas and this authority has been involved in a number of these arrangements where we are either the lead organisation or where another authority takes this role.

5.5.4 The extent to which joint arrangements can be successful is based on a number of factors, they include, but not exclusively so the following;

- the need and desire of the respective organisations to be able to agree on what should be jointly delivered
- the extent to which provision can be specific at an agreed level
- considerations of control and accountability
- the financial, policy, service and political drivers to succeed.

5.5.5 Joint arrangements have previously focussed on joint provision of agreed services, normally with an identified lead agency delivering services to an agreed standard, scope and to a geographical area.

5.5.6 The emerging government policy, partially driven by the budget settlements, is that there will be an increased drive for this over the medium term. As has been identified in other sections of this report there is an increasing drive for shared Chief Executives and management teams, there have been some high profile and well publicised examples of authorities taking this a stage

further and joining delivery and commissioning functions. It is important that the authority is in a position to understand the extent to which any such consideration is feasible and potentially deliverable if it were seen to be beneficial. With this in mind it is proposed to make use of available funding from The Regional Improvement and Efficiency Partnership (RIEP) to fund an initial assessment of the potential, opportunities and any other legal and financial considerations.

5.5.7 **ICT and related services**

- 5.5.8 The current ICT contract with Northgate is one of the largest single contracts the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013. As part of this extension a number of benefits were negotiated for the authority which have been previously reported to Cabinet and which have been a positive benefit for the organisation.
- 5.5.9 It is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements.
- 5.5.10 At a regional level ICT procurement has been identified as one of the top 10 areas for consideration. There are currently disparate arrangements for the procurement of ICT services and hardware and this is a high spend area for most authorities and one in which, in the light of the financial challenges, most authorities are looking to reconsider.
- 5.5.11 Emerging government policy, covered in more detail in section 4 of this report, is strongly suggesting a number of potential approaches in respect of “back office” services (of which ICT is clearly one). These vary from an outsourced approach, to joining with other authorities through to authorities taken a more holistic approach to ICT and related services in order to derive benefits in terms of service delivery and the potential for this to enhance the regeneration offer in a locality.
- 5.5.12 The original ICT specification for the Council included as part of it the potential to extend the current arrangements from a purely managed service for ICT to include other service areas such as Revenues and Benefits and customer contact.
- 5.5.13 Research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the revenues and benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the benefits function. It also appears highly likely that any such changes will direct a much greater involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

- 5.5.14 There is the potential, through the consideration of ICT and Revenues and Benefits functions jointly (and as per the original options in the contract which was agreed with Northgate) that significant benefits may be realised in both costs terms and in respect of having in place a scalable solution for the provision of such services based in Hartlepool with the associated benefits which may be attributable to such an arrangement. It would be prudent and advisable to incorporate into any such arrangement a proviso which incorporates the potential for their to be evaluation criteria which incorporate this being a hub for future development and provision of services to other authorities to the benefit of the town.
- 5.5.15 With regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:
- Preliminary market research indicates that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this is done in such a way that it is integrated the complimentary IT infrastructure.
 - There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
 - Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
 - It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and such a consideration manages this.
- 5.5.16 Although the proposal suggests the creation of an arrangement which will allow the Council to consider the inclusion of other services at some point in the future, as and when deemed appropriate, there is currently no suggestion that this approach be applied to services such as Human Resources, Finance, Legal Services. There may be different opportunities in relation to the delivery of these services, possibly through sharing services across the sub-region.
- 5.5.17 An assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement.
- 5.5.18 As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre qualified to meet procurement and service requirements.

6.0 FINANCIAL ASSUMPTIONS AND RISK

6.1 It is important, if the risks associated with any such programme are to be minimised, and the contribution to the MTFs maximised, that there is both a clear programme and that the financial assumptions underpinning it are suitably robust.

6.2 The programme has been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions.

- An assumed level of savings required as this will not be fully determined until Council determine the budget for 2011/12
- An assumed savings target from the various elements of the programme based on a desire to reduce double counting of potential savings and /or a reduced ability to deliver savings dependant of decisions made in respect of the 2011/12 budget (removing the potential for multiple reductions in the same area)
- A factoring down of savings where areas are counted more than once through the Efficiencies and Planned Reduction elements of the programme.
- To provide for a robust programme capable of delivery there will be a revision of a number of the original SDO targets from the BT programme.
- The savings attributable to the Projects element of the Programme are currently estimates and will require initial business cases prior to further development.
- There is an assumed council tax rise of 2.5% (£1m) in 2012/13 and 3.9% (£1.6m) 2013/14. If this is not progressed any financial projections will need to be adjusted to account for this.

6.3 There are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.

6.4 In simplistic terms the identified risks are as follows

- Capacity to deliver any programme of change

This has been flagged up in the consideration of previously developed programme. Whilst this risk has always been managed and the programmes have been delivered, or over delivered, the resources to manage and deliver this, whilst maintaining services, are an ever shrinking pool. It is likely that to pursue a number of the options identified in this report that external support and expertise will be required.

- Increasing difficulty and complexity

Whilst the scale of change we have been facing has never been easy to address it becomes increasingly difficult (and with this comes an increased level of risk) to deliver significant change and savings from an ever reducing budget.

- **Evolving Government policy**

Government policy is evolving at a significant pace. It is not currently clear how far this will go or how this will directly, or indirectly affect the role and function of local authorities, or the expectations placed upon them. It is however clear that there will be a period of continued and significant change and that the authority would be well placed to consider early the options which are available to be in a position to respond quickly. Recent White Papers and Bills have significantly changed these roles and functions. It is considered that these changes will continue.

- **Future financial settlements**

Whilst the authority has received a settlement which covers 2011/12 and 2012/13 there is no certainty beyond this period. The government have also announced their intention to review the Local Government Finance system with a view to any new system being in place for the following year. It is unclear what this may entail but it is a significant risk in the medium to long term.

7.0 MANAGING THE PROGRAMME

- 7.1.1 The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.
- 7.1.2 At the point at which the programme was determined it was devised to deliver the savings which were expected to be required to balance the budget. The changing financial climate and the additional levels of saving required has meant that the BT programme, for the last 6 months has been operating alongside a requirement to identify additional savings in order to ensure that the budget can be balanced. This has caused a degree of difficulty in being clear about changes which are being made, the savings which are to be delivered and the manner in which this can be managed.
- 7.1.3 It is proposed that the (areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions) are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities.

- 7.1.4 It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained to ensure that members are aware of proposals and developments and in a position to make informed decisions as part of a consolidated programme of activity.

8.0 FINANCIAL SUMMARY

- 8.1 The elements which comprise the programme have been outlined in the main body of this report. Whilst the programme has been broken down into a number of elements the proposals for the management of this have been explained above
- 8.2 Whilst it is still necessary to undertake more detailed modelling of the potential of the identified elements of the programme (and this will be the subject of a separate report to Cabinet), initial assessments have identified the following potential.

	12/13(£m)	12/13 (£m)	Report Section
Deficit	7.5	7.5	
Efficiencies	2.7	2.7	(5.4.1)
Planned Reductions	2.3	0.8	(5.4.9)
Projects	1.5	3.0	(5.4.12)
Council Tax	1.0	1.0	
	7.5m	7.5m	

- 8.3 The exact scale and nature of the programme offers some flexibility but the projections are based on best and worse case scenarios in each area.

9.0 CONCLUSION

- 9.1 There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.
- 9.2 The proposed programme identified in this report does need some further work to determine and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to enable those issues identified during the later part of the year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet are clear.

- 9.3 It is worth reiterating that the scale of the deficit is significant, a minimum deficit in 2012/13 of £7.5m (with the maximum dependant on budget decisions for 2011/12 being £10.4m) and a minimum cumulative deficit over the period 2012/13 to 2014/15 being £14.55m. Such a deficit requires consideration of a range of radical and significant change.
- 9.4 The rationale for the management of the programme and the proposals for its delivery are based on a need to ensure that such decisions can be made in a timely and managed fashion. In many ways this requires consideration in advance of the normal budgetary timetable.

10.0 RECOMMENDATIONS

10.1.1 Cabinet are recommended to

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis
- Agree that the programme above to be considered by BT Board and for decision by Cabinet as part of a managed programme
- That a further more detailed report on potential savings from this programme is provided to Cabinet before the end of February 2011.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme
- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.
- Agree to the submission of a funding bid to RIEP for an assessment of the potential for joint working with other authorities

Contact Officer – Andrew Atkin, Assistant Chief Executive
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Dept	Department/Review
Chief Executives	Performance and Partnerships and Public Relations
Chief Executives	Scrutiny, Democratic Services, Member Services
Chief Executives	Customer Services, Contact Centre, Registrars *
Regeneration & Neighbourhoods	Community Safety, DAT, ASB, FIP (and Drugs Intervention)
Regeneration & Neighbourhoods	Economic Development *
Regeneration & Neighbourhoods	Development & Building Control, Spatial Planning (LDF), Landscape & Conservation, Strategic Transport Policy
Regeneration & Neighbourhoods	Asset & Property
Regeneration & Neighbourhoods	Traffic & Transport Services, Highways Services, ITU, Car Parking & Depot
Child & Adult Services	Service User Finance. Property & Appointeeship
Child & Adult Services	Adult Social Care Teams, including Safeguarding, intermediate care/MH/LD/Dis and OP
Child & Adult Services	Total Social Care Commissioning (Adults & Children's)
Child & Adult Services	Museum, Heritage, Strategic Arts & Events
Child & Adult Services	Grants to Comm & Vol Orgs Originally **
Child & Adult Services	Adult Education
Child & Adult Services	School Admissions
Child & Adult Services	Primary & Secondary/National Strategies, School Transformation, Strategy & Commissioning
Child & Adult Services	Children's Social Care Teams and Safeguarding *** Disability Team, Prevention Services, Family Resource Teams, Duty Team

Workstreams

Assets
Transactional
Non Transactional

* BF from year 4

** From year 2

*** balance from year 1 review

CABINET

MINUTES AND DECISION RECORD

24 January 2011

The meeting commenced at 9.15 am in the Civic Centre, Hartlepool

Present:

The Mayor, Stuart Drummond - In the Chair

Councillors: Jonathan Brash (Performance Portfolio Holder)
Pam Hargreaves (Regeneration and Economic Development Portfolio Holder)
Gerard Hall (Adult and Public Health Services Portfolio Holder)
Cath Hill (Children's Services Portfolio Holder)
Hilary Thompson (Culture, Leisure and Tourism Portfolio Holder)

Also Present: Councillor Marjorie James, Chair of Scrutiny Co-ordinating Committee

Officers: Andrew Atkin, Assistant Chief Executive,
Alyson Caman, Legal Services Manager
Chris Little, Chief Finance Officer
Joanne Machers, Chief Customer and Workforce Services Officer
John Morton, Assistant Chief Finance and Customer Services Officer
Nicola Bailey, Director of Child and Adult Services
Alan Dobby, Assistant Director, Support Services
Damien Wilson, Assistant Director, Regeneration and Planning
Graham Frankland, Assistant Director, Resources
Alastair Rae, Public Relations Manager
Joan Stevens, Scrutiny Manager
Angela Hunter, Principal Democratic Services Officer

156. Strategy for Bridging the Budget Deficit 2012/13 (Initial Report) – Business Transformation Programme II (*Chief Executive*)

Type of decision

Non key.

Purpose of report

The purpose of this report was to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards building on and

continuing the Business Transformation programme in a revised structure. The Council had recently received a two year spending settlement and on this basis it was advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

Issue(s) for consideration by Cabinet

The Assistant Chief Executive presented a report which confirmed that a fundamental consideration for the authority was the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals were based on:

- the continuation of a programme of review and change which encapsulated the Business Transformation SDOs with a series of planned reductions (primarily focussing on none statutory services and functions);
- a series of projects which enabled the authority to either take opportunities which could potentially deliver significant savings (whilst protecting front line services) or provided for greater service resilience;
- additional considerations which may not provide immediate financial benefits but which may provide for service resilience in the medium to longer term

The recently announced budget settlement provided the opportunity to clarify the financial position facing the authority over the next couple of years.

There were a range of issues which had either been announced, were understood to be in development or had been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them were not clear in terms of the extent of their impact, the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate including the Decentralisation and Localism Bill and a range of other bills and proposals which would ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to that identified above, there was also the Welfare Reform Bill and the Academies Bill which would potentially bring significant changes to the benefits and education systems. This was by no means an exhaustive list, they were examples of the scale and nature of change which was being driven by legislation.

It was difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there were a range of issues which were liable to receive significant impetus, though the exact nature of this was still unclear.

In relation to the management of local authorities the Secretary of State had focussed particularly on questioning current management structures and

there was almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services.

The proposed programme for addressing the budget deficit was based on a combination of:

- Efficiencies identifiable through reviews of provision which were essentially those elements of services not yet considered as part of BT;
- Consideration of those areas of service where there was potential for further planned reduction in provision or where there were options around reconfiguration or consideration of eligibility etc;
- An identified framework of projects which were either capable of delivering significant savings or providing enhanced capacity to maintain services;
- Identifying opportunities for increased income either through trading, fees and charges or alternative means.

The aim through this was to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the current Business Transformation Programme and ensuring that through a consolidated approach that provided for the management of the identified deficit through a new agreed Business Transformation Programme.

There were a number of immediate considerations within the programme that had been identified as a result of the scale and nature of the overall savings required and which provided potential opportunities to deliver significant savings and these cover Joint Working Arrangements and ICT and related services and were covered in detail in the report.

It was important, if the risks associated with any such programme were to be minimised, and the contribution to the MTFS maximised, that there was both a clear programme and that the financial assumptions underpinning it were suitably robust, this had been successfully achieved to date and it was intended to continue this through the renewed BT programme.

The outline programme had been determined based on a number of assumptions at this stage all of which could be easily updated following key decisions in respect of the budget and there were a range of risks attributable to the development and delivery of such a programme. There were however considerably greater risks from not having in place such a programme. The nature of the financial challenge meant that to risk not attempting to determine solutions to these issues would result in very significant and very disruptive changes at a very late stage. This was not something which would be recommended and was not something which Cabinet had been in favour of in the past.

The BT programme had been managed according to a predetermined workplan and targets for individual projects. Each element of the programme had been managed as a separate, though interlinked, project

with clear governance arrangements and timescales for delivery.

It was proposed that this be continued and expanded (albeit on a slightly different programme outline). It was proposed that the areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions of the main report be combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gave the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities and as part of the revised Business Transformation Programme.

It would be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it was proposed that the current arrangements in respect of Programme Board and Cabinet were maintained to ensure that Members were aware of proposals and developments and in a position to make informed decisions as part of a consolidated programme of activity.

There were no easy solutions to the problems which were facing the Council. We had been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.

The proposals to renew the Business Transformation programme identified in the report do need some further work to determine and account for any potential double counting and to ensure that we were in a position to manage and deliver it. The proposals for managing the programme were CMT's recommendations to Cabinet to enable those issues identified during the later part of last year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet were clear.

There was some concern that one of the recommendations requested agreement to a procurement exercise commencing for ICT and the Revenues and Benefits Service. It was noted that the previous report, minute 155 refers, approved further consideration be given to alternative delivery models, including the Revenues and Benefits Service and Members were keen that this be explored further. It was therefore suggested that the proposed procurement exercise be considered at a future meeting of Cabinet once Members had the opportunity to explore further the possible alternative delivery models for the Revenues and Benefits Service. In response to a question from a Member, the Assistant Chief Executive confirmed that the aim of examining alternative delivery models was to explore more efficient and cost effective ways of delivering the back office service that supported the Revenues and Benefits Service

provision. The Chief Customer and Workforce Services Officer confirmed that the delivery of this service had the potential to be delivered either through a team employed by Hartlepool Council or by an outside organisation. It was therefore suggested that the recommendation referring to a procurement exercise for ICT and Revenues and Benefits Services be deferred to a future meeting of Cabinet.

In relation to the collaborative work funded by Regional Improvement and Efficiency Partnership (RIEP) and lead by Newcastle City Council in respect of income generation, Members were disappointed with the use of consultants. The Chief Finance Officer confirmed that the commissioning of this piece of work had no cost implications to the Council. It was noted that more innovative ideas were needed in order to increase generated income and it was suggested that the scope of the work commissioned by Newcastle City Council along with more information on the trading powers available to the Council be provided for Members consideration. The Chief Finance Officer confirmed that although it would be traditional benchmarking that was undertaken by the consultants, it was hoped that it would provide useful information for the Council in relation to options for income generation. The Assistant Chief Executive confirmed that a separate report would be submitted to Cabinet detailing the powers of the authority to trade.

A Member sought clarification on the timescale for setting up and implementing the savings required. The Assistant Chief Executive confirmed that for a range of the projects identified that the timescales would not deliver savings or solution necessarily for the next budget but that there were different timescales for completion of a number of elements with some being considered jointly.

Decision

- (i) The priorities in the programme of work identified in the report were agreed to be delivered on a departmental basis.
- (ii) The programme detailed in the report be considered by the Business Transformation Board and for decision by Cabinet as part of a managed programme.
- (iii) That a further more detailed report on potential savings from this programme be provided to Cabinet before the end of February 2011.
- (iv) That the identified projects be further scoped and progressed as part of the managed programme.
- (v) That the submission of a funding bid to Regional Improvement and Efficiency Partnership for an assessment of the potential for joint working with other local authorities be agreed.
- (vi) That the procurement exercise using the OGC Buying Solutions Framework for ICT and Revenues and Benefits Service be deferred to a future meeting of Cabinet to provide Members with further information on the alternative models of delivery for this service.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 28 January 2011

CABINET REPORT

7th February 2011



Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – BUSINESS TRANSFORMATION
PROGRAMME II (FOLLOW UP REPORT)

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to provide additional information in respect of the decision deferred by Cabinet in its meeting of 24th January 2011 in relation to the delivery of ICT and Revenues and Benefits services

2. BACKGROUND

The report of 24th January 2011 proposed an outline structure for a strategy and related plans to address the deficits identified as part of the Medium Term Financial Strategy for 2012/13 and beyond.

The report also made proposals in relation to ICT and Revenues and Benefits which are seen to be fundamental as part of the strategy to manage the budget deficit and capable of delivering a range of benefits both to the authority and more broadly to Hartlepool as a town.

In the report of 24th January a number of elements to any renewed Business Transformation programme were identified and agreed as the basis for the development of a more detailed programme for implementation (subject to Cabinet approval). These included :

- Efficiencies
- Planned Reductions
- Projects
- Income Generation

It is in relation to Projects, and more specifically in relation to the proposed project for ICT and Revenues and Benefits, that this report focus's with section 5 of the report giving an assessment of the identified potential options.

3. SUMMARY OF CONTENTS

As was stated in the report of 24th January the current ICT arrangement with Northgate is one of the largest single contractual arrangements the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013 which gave the authority a range of benefits.

The report identifies that is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements and that research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the Revenues and Benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the Benefits function. It also appears highly likely that any such changes will direct a much greater involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

The report identifies that there are a number of factors which underpin the basis for any procurement undertaken and would include (with further detail provided in the body of the report) :

- Investment in the local economy
- Service Provision

As was stated in the report to Cabinet on 24th January 2011 an assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement

The report identifies that there are a range of alternative options available to the council in determining an appropriate way forward in respect of these, and other, service areas. The main options and a consideration of the relative benefits and disadvantages, in conjunction with the associated considerations around timescales and deliverability, are outlined in the main report with a summary below.

- Retain Current Arrangements
- Create Shared Service model with another Local Authority
- Create shared service approach via a Regional Business Centre model with a Private Sector partner
- Create a Joint Venture vehicle

As Cabinet are aware from the report on the 24th January 2011 the authority is only likely to be in a position to manage the budget deficits that it faces through a broad programme of work. As was identified in this overall programme one key area will be in the delivery of a number of identified and

agreed projects. Members are well aware of the scale of the challenge in organisational and financial terms and that such a deficit requires consideration of a range of radical and significant changes.

A range of options and consideration of potential alternatives have been outlined in this report but with regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary research indicates that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this is done in such a way that it is integrated with the complimentary IT infrastructure.
- There are potential benefits to Hartlepool in economic regeneration which the authority would be looking to maximise as part of any arrangement.
- There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
- It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and the proposed solution manages this as far as would be practicable.
- Statutory protections for current staff would be maximised.

Consideration of the timescales for the management and delivery of this project, should it be agreed has been assessed and is capable of delivery (and any potential savings realised) for the 2012/13 budget.

4. RELEVANCE TO CABINET

The report is a follow up requested by Cabinet at the meeting on 24th January 2011

5. TYPE OF DECISION

Non Key

6. DECISION MAKING ROUTE

Cabinet 7th February 2011

7. DECISION(S) REQUIRED

Cabinet are recommended to

- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – BUSINESS TRANSFORMATION
PROGRAMME II (FOLLOW UP REPORT)

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide additional information in respect of the decision deferred by Cabinet in its meeting of 24th January 2011 in relation to the delivery of ICT and Revenues and Benefits services.

2.0 BACKGROUND

2.1 The report of 24th January 2011 proposed an outline structure for a strategy and related plans to address the deficits identified as part of the Medium Term Financial Strategy for 2012/13 and beyond.

2.2 It identified that a deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position and is capable of delivering savings for the 2012/13 budget.

2.3 As part of this it was identified that at previous Cabinet meetings (including that of 28th June 2010 reports have been considered where a number of questions were posed which have informed the budget strategy for developing the budget for 2011/12. The questions included the fundamental question of “can the authority continue to operate in its current manner” and underpinning this fundamental question were a range of others, including;

- Can services be maintained at their current level?
- Can we continue to deliver all services ourselves or should we investigate other models of delivery?
- Can we identify plans that will deliver the degree of savings needed?
- Can we balance a desire to deliver high quality services with the savings needed?
- Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?
- Can we charge for some services which are currently provided free, or increases existing charges?

The proposals in relation to ICT and Revenues and Benefits are seen to be fundamental as part of this strategy and capable of delivering a range of benefits both to the authority and more broadly to Hartlepool as a town.

2.4 For completeness it is worthwhile to restate the financial position which shows that whilst the final details of any likely deficit are the subject of decisions on the budget for 2011/12 by Cabinet and Council, the current forecasts suggest that the budget deficit for 2012/13 will be between £7.5M and £10.4M. This is the headline deficit assuming that there are no savings factored in for Business Transformation or Council tax rises in these years.

2.5 It is not felt possible to achieve these through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.

3.0 Programme Structure

3.1.1 In the report of 24th January a number of elements to any renewed Business Transformation programme were identified and agreed as the basis for the development of a more detailed programme for implementation (subject to Cabinet approval). These included :

- Efficiencies
- Planned Reductions
- Projects
- Income Generation

It is in relation to Projects, and more specifically in relation to the proposed project for ICT and Revenues and Benefits, that this report will focus with section 5 of the report giving an assessment of the identified potential options.

4.0 ICT and related services

4.1 As was stated in the report of 24th January the current ICT arrangement with Northgate is one of the largest single contractual arrangements the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013. As part of this extension a number of benefits were negotiated for the authority which have been previously reported to Cabinet and which have been a positive benefit for the organisation. The arrangements with Northgate have evolved over the period of the current arrangement and there have been significant partnership benefits to the Council from this arrangement and its operation.

4.2 It is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements.

4.3 Research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the Revenues and Benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the Benefits function. It also

appears highly likely that any such changes will direct a much greater involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

- 4.4 There is the potential, through the consideration of ICT and Revenues and Benefits functions jointly (and as per the original options in the contract which was agreed with Northgate) that significant benefits may be realised in both costs terms and in respect of having in place a scalable solution for the provision of such services based in Hartlepool with the associated benefits which may be attributable to such an arrangement.
- 4.5 The detailed scope of services included in any specification is to be determined. It will recognise the importance of high quality front line service delivery continuing easily available to local people, especially in relation to Benefits and some aspects of Revenues services.
- 4.6 The basis for any procurement undertaken by the authority would include a number of requirements, the basis for these and the anticipated benefits are detailed below :
- 4.6.1 Investment in the local economy
- There is a significant opportunity, that the authority would look to maximise, that through any procurement exercise the identification of options for the development of a model of service delivery which provides for regeneration based in Hartlepool and aligns to the delivery of services at a sub regional and regional basis. We would be looking for a partner to develop and invest in the local economy and detail proposals for future growth and the investment to be made and the benefits to the partnership.
 - In addition we would be considering the extent to which proposed plans would enable and encourage other public sector organisations to utilise the services established and how this will contribute to future growth and development and plans to both retain and develop jobs within the service areas being considered to the benefit of the local economy.
 - In addition we would be considering the extent to which these arrangements are beneficial to the authority in service and financial terms through the potential for inclusions such as “gain share” (an arrangement which would provide a direct financial benefit to the authority through any additional work delivered through such an arrangement) and opportunities for further partnership or trading opportunities with the partner working directly with the authority (to the benefit of both organisations).
 - It is important to recognise that an important part of any requirement from the perspective of the local authority, in conjunction with a desire to provide additional benefits to the local economy, is to protect the

current employment of staff (this is equally the case and would be reflected in the section below, service provision).

4.6.2 Service Provision

- Any arrangement would be required to combine high quality service delivery with the opportunity for efficiencies in delivery. The OGC buying solutions framework has 12 private sector providers that are prequalified with the OGC Buying solutions for the delivery of such services. The pre qualification for this frameworks includes assessments of :
 - Technical solutions (innovation, benefits realisation, quality of solution)
 - Commercials (Pricing, Value for Money, Payment profiles)
 - Service Delivery (Service levels, key performance indicators, Transition)
- Any potential provider would be expected to demonstrate how services will be delivered, to the outcomes that the Authority specifies, the service standards and quality frameworks that they will work to. It is important to recognise that the delivery of services may differ from current arrangements but will have to be allied to the outcomes and service standards specified.
- In recognition of the changes and pressures which the authority faces there will be a requirement for any provider to identify both the savings to be delivered against the current cost base, the approach to the risks in delivering these savings and the assumptions made in determining these. Such reassurances provide the authority with a basis upon which to adequately manage overall financial and service risk.
- The external, nationally driven, policy and financial pressures which the authority is facing will mean that any provider is required to demonstrate how any proposed delivery model and associated costings demonstrate ongoing value for money, service flexibility and flexibility in provision and partnership arrangements to both meet the authority's ongoing transformation agenda and external pressures, drivers and national policy changes.
- Particular consideration will need to be given to how any provider will review and improve provision over the course of the agreement with particular reference to considerations around the effects of universal credit and provision.

4.6.3 As was stated in the report to Cabinet on 24th January 2011 an assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement but any adopted route is obviously subject to Cabinet consideration in this meeting of the additional information requested in the meeting of the 24th January 2011.

5.0 Options available

5.1 There are a range of alternative options available to the council in determining an appropriate way forward in respect of these, and other, service areas. The main options and a consideration of the relative benefits and disadvantages, in conjunction with the associated considerations around timescales and deliverability are outlined below.

5.2 Retain Current Arrangements

5.2.1 The Council continues to deliver services within the current delivery model via an 'in house' delivery of Revenues and Benefits Service and a partnership (or outsourced) ICT model with Northgate. The current ICT Managed Service contract will continue until the end of the current term in October 2013 whereby the Council will look to re-tender. The Revenues and Benefits Service will continue to be delivered 'in house' by the Council. It would require the authority to retain responsibility for delivering savings as part of the MTFS via the current Business Transformation Programme (BT).

5.2.2 Potential Benefits

- By maintaining the existing outsourced arrangement for the management and support of ICT, HBC will continue to have in place a stable solution for the provision of ICT and the currently agreed savings in line with contract extension signed in 2009. This provides for stability in respect of current service provision in respect of the increased utilisation of ICT in the core delivery of services
- Overall ownership for the Revenues and Benefits service will remain with the Council allowing changes already identified in the current Business Transformation programme to be realised in the short term and consideration to be given internally to the options available for the delivery of further savings.
- There will be limited change as a result of taking this course of action. This would provide a degree of stability but should be considered alongside the alternative options outlined in this section of the report in particular in respect of the overall financial position of the authority and potential drivers for change.

5.2.3 Potential Risks

- Although short term savings will be realised there is a risk associated with the ability to achieve Medium term savings from within Revenues and Benefits and in respect of savings which it is been assessed as being deliverable from the overarching ICT arrangements by taking this approach and as a result there are currently no guaranteed savings that can be made over and above the savings already identified in the BT programme.
- In order to meet the challenges presented to HBC as a result of the spending review it is likely that additional cuts will need to be made from

within Revenues and Benefits over the next 12 months in order to help address the continuing deficit position. Whilst there are some options in respect of achieving these given the nature of the service and its current resource base these cuts are likely to come in the form of headcount reduction which will place significant pressure on the quality of the existing service and staff delivering these services.

- The stability and resilience of the service will be severely jeopardised as a result of the need to continue to make savings and without a fundamental change in the delivery model it is anticipated that this will become untenable within the next 24 months
- The government has already announced a number of legislative changes that will have an impact on the future delivery of services across all Local Authorities. In particular the Welfare Reform Bill announced late 2010 is set to have a significant impact on benefits with the introduction of universal credit in 2013 through to 2017. This is likely to affect thousands of public sector roles across the country as responsibility shifts to the DWP. This will ultimately place greater pressure of the quality of service and cost of service by retaining the service in-house. At this stage it is not clear whether current staffing will be afforded any protections should these arrangements change nationally.
- There is a potential 12 month window of opportunity for the Council to work with both the private sector and public sector to be at the forefront of legislative changes and alternative methods of delivery in order to shape future direction.

5.3 Create Shared Service model with another Local Authority

5.3.1 The Council could seek to establish a shared service arrangement with another Local Authority/ies for back office functions with a particular emphasis in the first instance on Revenues and Benefits with the potential to share ICT services across other public sector organisations from October 2013 at the end of the current ICT contract.

5.3.2 Potential Benefits

- By joining forces with another Local Authority for back office functions the Council will be able to better ensure the resilience of the current service.
- There are some potential that savings would be achieved over and above the current BT programme which would benefit the Council in line with its Medium Term Financial Strategy, although the quantification of these and their timescales cannot be established at this stage.
- If such a joint arrangement were to be located in Hartlepool this would retain jobs locally with the ultimate potential to consider developing this employment base further. Any such development would be beneficial to the broader local economy and is also covered in other options as being potentially beneficial.

5.3.3 Potential Risks

- At present there are a number of shared service initiatives across local government all of which are diverse in nature and as has been discussed with Cabinet previously require continued agreement from all concerned. There is no current agreement to pursue such an option and as has been seen reaching such agreement is problematic, in particular in terms of governance and lead authority, and time consuming and would result in a significant delay in implementation and is unlikely to achieve the savings requirements for the 2012-13 budget.
- Although opportunities will exist within the region for shared services and in particular back office shared services, the costs and time associated with the need to integrate ICT infrastructures and transform services in order to drive out cost savings is considered to be counterproductive to the savings that can be achieved.
- There is the potential that by adopting a shared service approach especially in Revenues and Benefits that the recent announcement of the Welfare Reform Bill and the fact that as a result of Universal Credit, the majority of the Benefits service will be transferred to the DWP by 2017 will result in a significant risk to both current staff and the future delivery of these services in Hartlepool.

5.4 **Create shared service approach via a Regional Business Centre model with a Private Sector partner**

5.4.1 The Council would, via an OGC Buying Solutions process, appoint a suitable partner who would deliver ICT services and Revenues and Benefits Services via an outsourced arrangement. In addition there will be the capability for the Council to look at other back office functions where a shared service may be applicable under this arrangement. Through any procurement route any appointed partner will be expected to assume full risk for set up and ongoing delivery of the services and projected savings over the term of the contract.

5.4.2 **Potential Benefits**

- Research has suggested that there are potentially considerable savings on the current costs of delivery to be achieved through the adoption of this route.
- A guaranteed level of savings for the Council will be delivered over the term of the contract enabling surety and certainty in the Council's budget planning. It would be expected that any private sector partner will take on all of the risk associated with the delivery of these savings and there would be a transfer of risk to the appointed partner associated with future delivery of the service to ensure guaranteed service levels, service quality & resilience.
- The management of the impact of Universal Credit and its associated risks will be transferred to the private sector partner to manage. A private sector partner will be required to handle these requirements and any associated delivery arrangements in agreement with the council.
- It would be expected that the private sector partner will invest in the Hartlepool area enabling economic re-development, job retention and growth and a partnership would also provide the opportunity to deliver

future revenue streams for the Council for additional business brought into the shared service arrangement.

5.4.3 Potential Risks

- As with any potential change there are a number of potential risks and uncertainties. It is important that in determining the arrangements for the provision that the authority is clear in respect of the outcomes it expects and any core / key requirements in this delivery. It is not appropriate for the authority to determine to a minute level of detail the manner of delivery but there are key performance a delivery assurance that will need to be built into any agreed arrangement.
- Whilst research has been undertaken there is no absolute guarantee that the market will be interested in the delivery of these services. This is highly unlikely but should this be the case it would require the authority to determine alternative plans in these areas.
- Any potential change will bring with it significant considerations in respect of the mechanisms required to ensure that through this period of change that important services can continue to be delivered effectively to current and prospective clients. It would be necessary through any such change to ensure that adequate arrangements are put in place to ensure this.

5.5 Create a Joint Venture vehicle

5.5.1 Under such an arrangement the Council would set up a joint venture company in partnership with a private sector provider to deliver Revenues and Benefits and ICT services to the Council, and potentially other public sector organisations in the future. Any Joint Venture would have a 50% ownership for each party and would involve appropriate investment from both parties to set up and operate, as well as joint management and governance structures.

5.5.2 Potential Benefits

- The Council would retain partial ownership of services within the organisation allowing a retained influence over the delivery and management.
- Working with a partner within a joint venture arrangement may open up further opportunities to provide services to other Local Authorities

5.5.3 Potential Risks

- The timescale to set up such an arrangement are likely to be significant and as such may not address the Council's savings requirements within the next 24 months. It is unlikely such an arrangement would be launched within the next 18 to 24 months.
- The costs to set up and manage a joint venture are significant and a large proportion is likely to be required by the Council. Additionally, the

Council's own resources required to deliver such a venture may be prohibitive.

- In setting up a joint venture the legal requirements will be substantial and lengthy and is likely to involve significant external legal advice and associated cost.
- The analysis suggests to date there has been limited success across recent ventures in this area. In particular savings initially forecast are generally proving to be overly optimistic. This arrangement provides the Council with no guarantee of savings and in fact may create liabilities in the event of an unsuccessful venture.

6.0 CONCLUSION

6.1 As Cabinet are aware from the report on the 24th January 2011 the authority is only likely to be in a position to manage the budget deficits that it faces through a broad programme of work. As was identified in this overall programme one key area will be in the delivery of a number of identified and agreed projects. Members are well aware of the scale of the challenge in organisational and financial terms and that such a deficit requires consideration of a range of radical and significant changes.

6.2 A range of options and consideration of potential alternatives have been outlined in this report but with regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary research indicates that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this is done in such a way that it is integrated with the complimentary IT infrastructure.
- There are potential benefits to Hartlepool in economic regeneration which the authority would be looking to maximise as part of any arrangement.
- There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
- It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and the proposed solution manages this as far as would be practicable.
- Statutory protections for current staff would be maximised.

6.3 Consideration of the timescales for the management and delivery of this project, should it be agreed has been assessed and is capable of delivery (and any potential savings realised) for the 2012/13 budget.

6.4 As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre qualified to meet procurement and service requirements.

7.0 **RECOMMENDATIONS**

7.1.1 Cabinet are recommended to

- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.

Contact Officer – Andrew Atkin, Assistant Chief Executive
Andrew.Atkin@Hartlepool.gov.uk

CABINET

MINUTES AND DECISION RECORD

7 February 2011

The meeting commenced at 9.15 am in the Civic Centre, Hartlepool

Present:

The Mayor, Stuart Drummond - In the Chair

Councillors Jonathan Brash (Performance Portfolio Holder)
Robbie Payne (Deputy Mayor) (Finance and Procurement Portfolio Holder)
Pam Hargreaves (Regeneration and Economic Development Portfolio Holder)
Gerard Hall (Adult and Public Health Services Portfolio Holder)
Cath Hill (Children's Services Portfolio Holder)
Hilary Thompson (Culture, Leisure and Tourism Portfolio Holder)

Also Present: Councillors Chris Simmons (Leader of the Labour Group), Marjorie James (Chair of Scrutiny Co-ordinating Committee), Allan Barclay, Paul Thompson, Mike Turner and Ray Wells
Edwin Jeffries, UNISON

Officers: Paul Walker, Chief Executive
Andrew Atkin, Assistant Chief Executive,
Chris Little, Chief Finance Officer
Alyson Caman, Legal Services Manager
Joanne Machers, Chief Customer and Workforce Services Officer
Nicola Bailey, Director of Child and Adult Services
Dave Stubbs, Director of Regeneration and Neighbourhoods
Damien Wilson, Assistant Director, Regeneration and Planning
Denise Ogden, Assistant Director, Neighbourhood Services
Alison Mawson, Assistant Director, Community Safety and Protection
Graham Frankland, Assistant Director, Resources
Andy Golightly, Senior Regeneration Officer
Tony Dixon, Arboricultural Officer
Angela Hunter, Principal Democratic Services Officer

169. Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II (Follow Up Report) (Chief Executive)

Type of decision

Non-key.

Purpose of report

The purpose of this report was to provide additional information in respect of the decision deferred by Cabinet in its meeting of 24 January 2011 in relation to the delivery of ICT and Revenues and Benefits services.

Issue(s) for consideration by Cabinet

The Assistant Chief Executive presented a report which referred to the report submitted to Cabinet 24 January 2011 which proposed an outline structure for a strategy and related plans to address the deficits identified as part of the Medium Term Financial Strategy for 2012/13 and beyond.

The report also made proposals in relation to ICT and Revenues and Benefits which were seen to be fundamental as part of the strategy to manage the budget deficit and capable of delivering a range of benefits both to the authority and more broadly to Hartlepool as a town.

In the report of 24 January a number of elements to any renewed Business Transformation programme were identified and agreed as the basis for the development of a more detailed programme for implementation (subject to Cabinet approval). These included :

- Efficiencies
- Planned Reductions
- Projects
- Income Generation

It was in relation to Projects, and more specifically in relation to the proposed project for ICT and Revenues and Benefits, that the report focussed with section 5 of the report giving an assessment of the identified potential options.

As was stated in the report of 24 January the current ICT arrangement with Northgate was one of the largest single contractual arrangements the authority had in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013 which gave the

authority a range of benefits.

The report identified that it was however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements and that research by the council had identified that there was a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the Revenues and Benefits service. It was clear from a range of recent government announcements that there were potentially significant changes to the Benefits function. It also appeared highly likely that any such changes would direct a much greater involvement of the private sector in their delivery and that local authorities, if this was the case, would potentially be excluded from such delivery with a major focus on the private sector.

The report identified that there were a number of factors which underpin the basis for any procurement undertaken and would include (with further detail provided in the body of the report) :

- Investment in the local economy
- Service Provision

As was stated in the report to Cabinet on 24 January 2011 an assessment of the procurement options available had been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement

The report identified that there were a range of alternative options available to the council in determining an appropriate way forward in respect of these, and other, service areas. The main options and a consideration of the relative benefits and disadvantages, in conjunction with the associated considerations around timescales and deliverability, were outlined in the main report with a summary below.

- Retain Current Arrangements
- Create Shared Service model with another Local Authority
- Create shared service approach via a Regional Business Centre model with a Private Sector partner
- Create a Joint Venture vehicle

As Cabinet were aware from the report on the 24 January 2011 the authority was only likely to be in a position to manage the budget deficits that it faced through a broad programme of work. As was identified in this overall programme one key area would be in the delivery of a number of identified and agreed projects. Members were well aware of the scale of the challenge in organisational and financial terms and that such a deficit required consideration of a range of radical and significant changes.

A range of options and consideration of potential alternatives were outlined in the report but with regard to these services there were a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary research indicated that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this was done in such a way that it was integrated with the complimentary IT infrastructure.
- There were potential benefits to Hartlepool in economic regeneration which the authority would be looking to maximise as part of any arrangement.
- There was significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity existed to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes would be important to the Council and this can be catered for in a well constructed contract.
- It was also important to be in a position to effectively manage the risk of any change and the operational impact on the council and the proposed solution manages this as far as would be practicable.
- Statutory protections for current staff would be maximised.

Consideration of the timescales for the management and delivery of this project, should it be agreed had been assessed and was capable of delivery (and any potential savings realised) for the 2012/13 budget.

It was suggested that the proposals in relation to the provision of the Revenues and Benefits Service be referred to scrutiny for their consideration and views to be reported back to Cabinet at the end of March 2011. Members recognised the importance of the public interface of this service and the Chief Executive confirmed that as suggested by the Trades Unions, discussions would be held with all staff affected by the proposals.

A Member commented on the importance of ensuring all staff affected were consulted with as well as the need to examine all possible options for the provision of ICT in the future, including the costs associated with outsourcing and an in-house provision to ensure best value for the residents of Hartlepool was achieved.

A discussion ensued on the viability of referring the ICT proposals to scrutiny and the Chief Executive confirmed that these proposals would materialise in savings for the 2012/13 budget if work could commence straight away. Any delay in the commencement of this work would jeopardise the proposed savings for next year. A Member noted his disappointment that Scrutiny would not be given the opportunity to examine the ICT proposals in detail. It was suggested that Scrutiny could examine

the Revenues and Benefits proposals and report back to Cabinet at the end of March and would be able to look at the ICT proposals and report back at in June. However, the Chief Executive confirmed that even delaying the ICT proposals till June would put the potential savings for 2012/13 at risk.

Decision

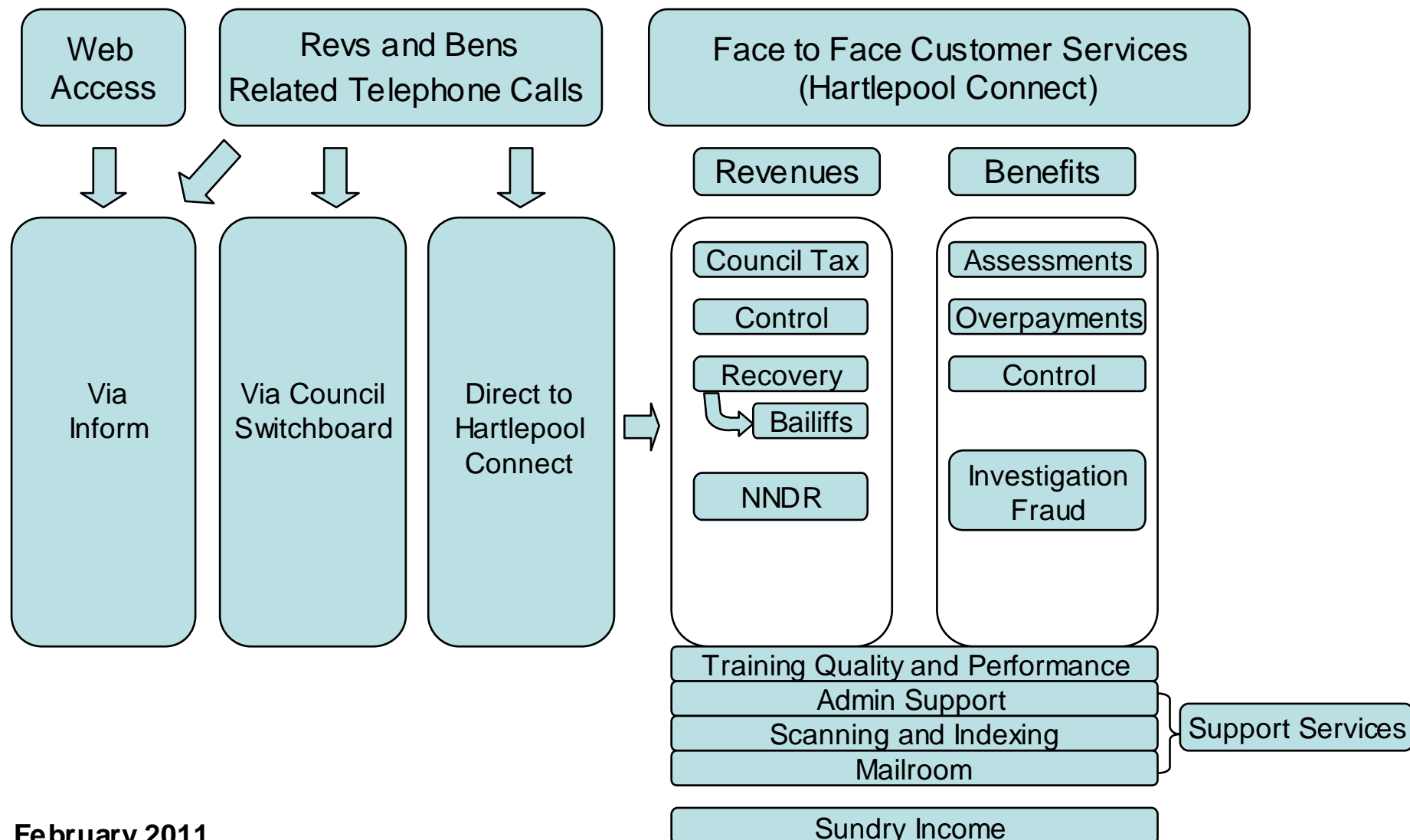
That the proposals in relation to the provision of the Revenues and Benefits Service be referred to Scrutiny Co-ordinating Committee and reported back to Cabinet at the end of March 2011.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 10 February 2011

Hartlepool Borough Council – Revenues & Benefits Function



February 2011

Scrutiny Co-ordinating Committee – 25 February 2011

Item 5.1 - Referral from Cabinet – Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II

Please find attached additional information, which the Chair has requested be circulated, to assist the Committee in its initial consideration of the above referral and the identification of areas for further discussion / sources of additional information for consideration at the meeting on the 18 March 2011.

Impact / Implications of the Universal Credit Bill

- 1) The **Universal Credit Bill** and impact assessment are now available with the following implications:-
 - i) The abolition of both the Housing Benefit and Council Tax Benefit (amongst other benefits);
 - ii) The need for detailed regulations which will introduce the date by which many of the new powers will commence; and
 - iii) The power to allow some parts of the new scheme to be “piloted” for up to three years.
- 2) A few of the early highlights that affect Housing Benefit and Council Tax Benefit are as follows:-
 - i) There are many new sanctions and "**claimant responsibility**" features heavily through the document. The proposal to cut Housing Benefit by 10% for the long-term unemployed has been dropped as predicted but the capping of the maximum amount claimants can receive in state benefits has been included;
 - ii) "**Housing costs**" include "an amount in respect of any liability of a claimant to make payments in respect of their home". Taken with the plan to ensure no claimant loses out (for a time) as a result of the introduction of the scheme, there could be a danger that the total bill will surge. Potential questions / comments suggested include:
 - How do we ensure that those who are liable to pay rent but not *commercially liable* will not claim.
 - Without the type of local knowledge built up over 25 years by local Councils, there could be a possibility that all such claims will just be paid.
 - Will the removal of the link between housing costs and the Rent Service, in effect, enable the Government to decide how much to pay whatever the market evidence on rents;

- The power for local authorities to **prosecute Housing Benefit and Council Tax Benefit** cases is being withdrawn, unless the matter is already in progress. This links with the plans for a single investigations service. Similarly there are no specific powers to recover overpayments of Housing Benefit from universal credit.

There is concern that the "legacy" debt will remain the responsibility of local government, with the debt currently at around £1.5 billion. The statute of limitations (currently 6 years) will no longer apply to overpayments of most state benefits; the position in relation to old Housing Benefit and Council Tax Benefit debts is as yet unclear.

- 3) Indications last week are that the Government has already acknowledged in Parliament that the impact of some changes are being felt; Cardiff Tribunals Service has seen an "**unprecedented and un-forecast**" 73.2% increase in appeals for instance.
- 4) In terms of who is going to be responsible for the replacement for **Council Tax Benefit**? The odds are still on local government to deliver some form of local rebate but the bill allows for it to be included within Universal Credit. However a statement in Parliament on this after the introduction of the bill was very clear:

"I can confirm that the Government remains committed to retaining council tax support for the most vulnerable in society and that they will be taking forward plans for councils to develop local rebate schemes."

- 5) In relation to **local services**, it was announced that "the intention is that the new locally-based assistance will be implemented from April 2013. At this point Community Care Grants and Crisis Loans will be withdrawn.

Funding will transfer from the Department for Work and Pensions to local authorities in England and national governments in Scotland and Wales. In keeping with the Government's commitment to removing burdens from local authorities, the funding will not be ring-fenced, enabling local authorities, and the devolved administrations, maximum flexibility to deliver services as they see fit according to local needs". Evidence on how the new system will work is needed urgently from local authorities and providers.

The Key Question! - Who will deliver this service and how given the short very timescale?

6) Potential sources of additional evidence / information:-

- i) <http://www.dwp.gov.uk/docs/social-fund-localisation-call-for-evidence.pdf>;
- ii) The **news section on hbinfo** for a weekly round-up of Parliamentary news; and
- iii) The busy **reform message boards** for the latest advice and information. -

Members on the message board are sharing letters and policies on telling those in 5 bedroom properties about the changes and informing private landlords in general. However, given that one of the key ideas behind the April 2011 scheme is to reduce rents across the board, concerns are being expressed regarding the effectiveness of the national strategy for telling private landlords about the changes.

SCRUTINY COORDINATING COMMITTEE

Date: 25 February 2011



Report of: Assistant Chief Executive, Chief Finance Officer, Chief Solicitor and the Chief Customer and Workforce Services Officer

Subject: PROPOSALS FOR INCLUSION IN CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2011/12

1. PURPOSE OF REPORT

- 1.1 To provide the opportunity for the Scrutiny Coordinating Committee to consider the proposals for inclusion in the 2011/12 Chief Executive's Departmental Plan.

2. BACKGROUND

- 2.1 Service Planning for the last 3 years has been based on a common set of outcomes shared by the Council in the Departmental and Corporate Plans and the Hartlepool Partnership in its Local Area Agreement (LAA). The current LAA will end in March 2011 and we have recently received confirmation that there will be no requirement from central government to prepare a new LAA from April 2011.
- 2.2 The removal of this requirement has provided an opportunity to review the outcome framework and develop a more targeted and slimmed down version of what is currently in place. With this in mind a review of the outcome framework has been undertaken and proposals for a new outcome framework, to be implemented from April 2011, was reported to Scrutiny Coordinating Committee on 10 December 2010 and Cabinet on 10 January 2011.
- 2.3 It is proposed that service planning will continue to be based on this common set of outcomes, shared by the Council in the departmental and Corporate Plans and by the Hartlepool Partnership in its Partnership Plan. As in previous years the departmental and Corporate Plans have included a small number of additional outcomes that do not form part of the Partnership Plan. These additional 'Council' outcomes were included in the reports to Scrutiny Coordinating Committee and Cabinet in December/January.

- 2.4 As in previous years detailed proposals were considered by each of the Scrutiny Forums in January. A report has been prepared detailing the comments/observations of each of the Scrutiny Forums and this is reported separately at this meeting.
- 2.5 The Departmental Plan is a working document and as such there is the possibility that the information is subject to change. Where this is necessary the changes will be highlighted in the version of the Plan that is to be considered by Scrutiny Coordinating Committee in March and by Cabinet in April 2011

3. PROPOSALS

- 3.1 The Assistant Chief Executive will deliver a short presentation at the meeting detailing the key issues and challenges that the Chief Executive's department faces over the next year, and beyond, and setting out proposals for how these will be addressed.
- 3.2 Although the Outcome Framework has been reviewed the basis for developing the outcomes remains the same – actions, performance indicators and risks. The Council's service planning framework remains based on having a clear set of outcomes that the Council is working towards achieving.
- 3.3 Officers from across the Council have been developing the outcomes agreed at Scrutiny Coordinating Committee in December, and setting out in detail how they will be progressed up to March 2012. This includes identifying the Performance Indicators (PIs) that will be monitored throughout the year to measure progress, and the key actions that are required to achieve success. This detail is included in the proposed Chief Executives Departmental Plan, attached at **Appendix A**.
- 3.4 Whilst developing the outcomes it was felt that the actions and performance indicators that were proposed for inclusion under the outcome "Maintain the Profile and Reputation of the Council" would more comfortably fit within two other outcomes: -
- Deliver effective customer focussed services, meeting need of diverse groups and maintaining customer satisfaction
 - Maintain effective governance arrangements for core business and key partnerships

It is therefore proposed that the outcome "Maintain the Profile and Reputation of the Council" be deleted from the outcome framework, and is not included in the proposed Chief Executives Departmental Plan.

- 3.5 In 2011/12 only Key Performance Indicators will include future targets, and other indicators will be included for monitoring purposes only. For those indicators where targets have been proposed it may be necessary for the targets to be revised based on final year outturns for 2010/11 and/or final

budget decisions. Any changes to the proposed targets will be included in future proposals to Scrutiny Coordinating Committee and Cabinet.

- 3.6 In addition each outcome includes those PIs and Actions that will be included in the Corporate Plan and/or the Partnership Plan.
- 3.7 Scrutiny Coordinating Committee on 10 December commented on the aspirational nature of many of the outcomes and the risks in present circumstances that it will be difficult to make progress or achieve individual targets. This is undoubtedly the case when a wide range of events pose risks that will or could impact on the achievement of the outcomes. In a number of the proposals included in the frameworks considered by Scrutiny this has already been considered, there are a range of proposals now and plans for future years which are essentially about looking to maintain service levels rather than increase them. The risks include: -

The Economy – poor levels of growth or further downturn in the economy could have wide ranging impacts such as increasing demand for council services, increasing poverty, greater unemployment and reduced business start ups.

Local Government Finance – the 2011/12 and 2012/13 settlements have been announced and these confirmed the Council's financial planning scenarios set out in the Medium Term Financial Strategy. Further significant reductions are planned for the two following years. The Coalition Government are undertaking a review of local government finance for implementation for years after 2012/13 which further increases uncertainty regarding funding and therefore how we deliver our services. The drastic reduction in capital spending has already had a significant local impact with the cancellation of much of the Building Schools for the Future programme and other changes will have further implications.

Changing Government Policy – the Coalition Government are implementing a wide range of policy initiatives which will impact on Local Government. These include the Decentralisation and Localism Bill, Welfare Reform Bill and the Academies Act bringing significant changes to the benefits, planning and education systems.

Partnership arrangements – the Council's key partners, Police, NHS and Voluntary Sector, are also subject to significant financial pressures. Police and health are undergoing major organisational change through the Police Reform and Social Responsibility Bill and Health Bill. These have the potential to disrupt well established partnership working arrangements and the capacity to address issues jointly across organisations.

- 3.8 The majority of the proposed outcomes are also part of the Hartlepool Partnership's management arrangements, adopted by the Council. The Partnership's long-term vision, agreed in 2008, looks 20 years ahead:

‘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.’

- 3.9 There are also 8 more specific aims for each of the Community Strategy themes (see **Appendix B**). These provide a positive and ambitious view of Hartlepool’s future and undoubtedly the current circumstances make progress very difficult. Departments keep significant risks under review in order to ensure that risks are minimised and that benefits are maximised. Significant changes to risks and risks with a potentially significant impact are reported to the executive and scrutiny forums on a regular basis. Where targets have been set progress will also be reported to the executive and scrutiny as part of the Council performance management arrangements enabling elected members to keep progress under review.

4. **RECOMMENDATIONS**

- 4.1 It is recommended that the Scrutiny Coordinating Committee: -

- considers the proposed outcome templates for inclusion in the 2011/12 Chief Executives Departmental Plan
- agrees to the removal of the outcome “Maintain the Profile and Reputation of the Council” as detailed in paragraph 3.4
- formulates any comments and observations to be added to the Scrutiny Forum feedback that is to be considered separately at this meeting

5. **BACKGROUND PAPERS**

- 5.1 None.

Contact Officer: - Andrew Atkin
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7.1 Appendix A

Chief Executives Departmental Action Plan 2011/12

SECTION 1 OUTCOME DETAILS

Outcome:	4. People have greater access to financial information, advice and support particularly those currently excluded.		Hartlepool Partnership Outcome?	Yes
Owner	John Morton		Lead Dept:	Chief Executives
Theme:	Jobs and the Economy		Other Contributors:	

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDFI P025	Increase the number of Credit Union Current Accounts / Saving Accounts opened by adults	John Morton	Targeted	Yes	Financial Year	250	400	600
CEDFI P026	Increase in the opening of Credit Union savings accounts by school age / college age individuals	John Morton	Targeted	Yes	Financial Year	200	300	400
CEDFI P027	Take up of Council Tax Reductions	John Morton	Targeted	Yes	Financial Year	88	100	130

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Deliver Money Matters engagement programme in prioritised neighbourhoods	Yes	March 2012	Carol Jones
Develop financial capability / awareness amongst Hartlepool College students	Yes	March 2012	Carol Jones
Support the development of outreach services via the Children's Centre Network to engage with children and their extended families	Yes	March 2012	Carol Jones
Promote availability of special council tax reductions and discretionary housing benefit hardship payments	Yes	March 2012	Margaret Wigglesworth

SECTION 1 OUTCOME DETAILS

Outcome:	27. Improve the efficiency and effectiveness of the organisation	Hartlepool Partnership Outcome?	No
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Owner:	Andrew Atkin / Chris Little
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Lead Dept:	Chief Executives
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Theme:	Organisational Development
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P042	Actual savings from efficiency programme to support the MTFS	Andrew Atkin	Targeted	Yes	Financial Year	£2.46m	£2.9m	£6.6m
ICT PI 4	Percentage of ICT incidents resolved within agreed service levels	John Bulman	Targeted		Financial Year	96%	96%	96%
ICT SI 3	Unavailability of ICT services to users	John Bulman	Targeted		Financial Year	4.75%	4.5%	4.25%
CEDCS P017	Number of website hits – unique visitors (LPI CE14)	Paul Diaz	Targeted		Financial Year	297,000	310,000	325,000
CEDCS P018	Number of online transactions (LPI CE15)	Paul Diaz	Targeted		Financial Year	5,500	6,000	6,500
CEDCS P019	Number of available on-line services (LPI CE17)	Paul Diaz	Targeted		Financial Year	65	71	78
CEDFI P002	% of Council Tax Collected	Roy Horseman	Targeted		Financial Year	97.2%	97.2%	97.2%
CEDFI P003	% of Non-Domestic Rating Collected	Roy Horseman	Targeted		Financial Year	97.8%	97.8%	97.8%
CEDFI P001	% of Invoices paid in 30 days	Kevin Shears	Targeted		Financial Year	92%	93%	94%

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Determine and implement a revised efficiency programme through the review of the Business Transformation programme and associated efficiency programmes in light of MTFS and budget settlement for 2011/12 and 2012/13	Yes	Mar 2012	Andrew Atkin
Review and update Medium Term Financial Strategy (MTFS)		Mar 2012	Chris Little
Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the authority	Yes	Mar 2012	Joan Chapman
Delivery of key projects identified in ICT Strategy		Mar 2012	Joan Chapman
Investigate the potential for Place Based Budgeting		Mar 2012	Catherine Frank
Review Chief Executive's Dept Support Services function		Mar 2012	Christine Armstrong
Undertake Joint Procurement Exercise for Insurance Provisions		Jul 2011	Kevin Shears

SECTION 1 OUTCOME DETAILS

Outcome:	28. Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction		Hartlepool Partnership Outcome?	No
Owner:	Joanne Machers	Lead Dept:	Chief Executives	
Theme:	Organisational Development	Other Contributors:		

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
	Average wait for telephone calls to be answered	Julie Howard	Targeted	Yes	Financial Year	30 secs	30 secs	30 secs
	Average wait for face to face visitors without appointment	Julie Howard	Targeted		Financial Year	8 mins	8 mins	8 mins
	% of e-mails responded to the same day	Julie Howard	Targeted		Financial Year	90%	90%	90%
	% of customer enquiries dealt with at the first point of contact (across the three primary channels)	Julie Howard	Targeted	Yes	Financial Year	80%	80%	80%
	Average time to process new benefit claims	Julie Pullman	Targeted	Yes	Financial Year	20 days	20 days	20 days
	Average time to process benefit change of circumstances	Julie Pullman	Targeted	Yes	Financial Year	9 days	9 days	9 days
CEDCS PO04	Council formal complaints - % dealt with within deadlines (Comps 2)	Peter Turner	Targeted		Financial Year	80%	80%	80%
CEDCS PO02	Satisfaction with complaint handling (BVPI 4 – measured via Viewpoint every three years)	Peter Turner	Monitor		Every 3 years	n/a	Not Required	
CEDCS PO03	Council formal complaints – number of formal complaints received (Comps 1)	Peter Turner	Monitor		Financial Year	n/a	Not Required	

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P043a	LGO Complaints – LGO Investigative team decisions – total number investigated	Peter Turner	Monitor		Financial Year	n/a	Not Required	
CEDCS P043b	LGO Complaints – LGO Investigative team decisions – total maladministration or local settlement	Peter Turner	Monitor		Financial Year	n/a	Not Required	
CEDCS PO16	% of residents agreeing that HBC regularly asks local people about views and opinions (LPI CE12) – measured by Viewpoint every three years	Peter Turner	Monitor		Every 3 years	n/a	Not Required	
CEDCS P001	Percentage satisfied with the overall service provided by the local authority (Viewpoint every 2 years)	Peter Turner	Monitor		Every 2 years	n/a	Not Required	
CEDCS P026	Percentage of residents feeling they are fairly well or very well informed (Viewpoint)	Alastair Rae	Monitor		Every 2 years	n/a	Not Required	
CEDCS P027	Percentage of residents who read some or most of Hartbeat (Viewpoint)	Alastair Rae	Monitor		Every 2 years	n/a	Not Required	
CEDCS P028	Percentage of residents who are fairly satisfied or very satisfied with Hartbeat (Viewpoint)	Alastair Rae	Monitor		Every 2 years	n/a	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Implement Hartlepool Connect Service Integration & Improvement Strategy taking account of Business Transformation programme strands	Yes	Mar 2012	Christine Armstrong
Implement Customer Service & Channel Strategy Action Plan	Yes	Mar 2012	Christine Armstrong
Implement Registration & Nationality Service Delivery Plan		Mar 2012	Christine Armstrong
Ensure that the Council has arrangements in place to comply with its equality duties	Yes	Mar 2012	Joanne Machers
Corporate complaints - maximise use of complaints and comments information to improve services, keep procedure under review; ensure accessibility of procedure for all groups and equip officers to deal with complaints		Mar 2012	Peter Turner
Seek opportunities to develop cost effective mechanisms for consultation with customers and residents in line with budget decisions		Mar 2012	Peter Turner

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Complete Viewpoint surveys – rounds 36 and 37		Mar 2012	Peter Turner
Model impacts of Dept for Work and Pension changes to benefits system	Yes	Jul 2011	Julie Pullman
Develop & implement Engagement Strategy for Dept for Work and Pension changes to benefits system	Yes	Jan 2012	Julie Pullman
Implement the Corporate Communications Strategy Action Plan	Yes	Mar 2012	Alastair Rae

7.1 Appendix A

SECTION 1 OUTCOME DETAILS

Outcome:	29. Maintain effective governance arrangements for core business and key partnerships		Hartlepool Partnership Outcome?	No
Owner:	Peter Devlin	Lead Dept:	Chief Executives Department	
Theme:	Organisational Development	Other Contributors:		

SECTION 2 PERFORMANCE INDICATORS & TARGETS

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Provide full opinion on Governance arrangements to Audit Committee		May 2012	Noel Adamson
Ensure continuation of robust and relevant governance arrangements in relation to the ICT arrangements with Northgate Information Solutions		Mar 2012	Joan Chapman
Ensure appropriate governance and partnership arrangements are in place for the Local Strategic Partnership and Theme Partnerships	Yes	Mar 2012	Catherine Frank
Ensure lawfulness and fairness of decisions		Mar 2012	Peter Devlin
Maintain robust arrangements in relation to local standards framework		Mar 2012	Peter Devlin
Maintain and promote whistle-blowing policy		Mar 2012	Peter Devlin
Monitor progress of the Decentralisation and Localism Bill and ensure appropriate implementation arrangements	Yes	Mar 2012	Peter Devlin / Andrew Atkin
Maintain the Overview and Scrutiny Function		June 2012	Joan Wilkins
Maintain the profile of the work of the Overview and Scrutiny Function		June 2012	Joan Stevens / Laura

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
			Stones
Compile and deliver the Scrutiny Work Programme for 2011/12	Yes	May 2012	Joan Wilkins/ James Walsh
Monitor recommendations made across all Overview and Scrutiny Committees and report progress to Scrutiny Coordinating Committee - July 2011 and Jan 2012		Jan 2012	James Walsh
Prepare and deliver the Overview and Scrutiny Annual Report (2010/11)		June 2011	James Walsh

7.1 Appendix A

SECTION 1 OUTCOME DETAILS

Outcome:	30. Maintain effective Performance, Finance and Risk Management Arrangements		Hartlepool Partnership Outcome?	No
Owner:	Andrew Atkin / Chris Little	Lead Dept:	Chief Executives	
Theme:	Organisational Development	Other Contributors:		

SECTION 2 PERFORMANCE INDICATORS & TARGETS

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Implement reclassification and valuation of highways assets		Dec 2011	Chris Little
Review implementation of International Financial Reporting Standards (UIFRS)		Dec 2011	Chris Little
Develop and agree revised Performance and Risk Management Framework for the Council taking account of Coalition Government policy	Yes	July 2011	Peter Turner
Develop and agree the Performance and Risk Management Framework for the Local Strategic Partnership for 2011-12	Yes	July 2011	Catherine Frank
Coordinate quarterly performance, finance and risk reporting for 2011/12 to ensure well informed decision making and accountability of Executive and senior managers		Mar 2012	Peter Turner
Coordinate regular performance reporting for 2011/12 to the Local Strategic Partnership to ensure well informed decision making and accountability of partners		Mar 2012	Catherine Frank
Report review of 2011/12 Council and Local Strategic Partnership planning arrangements with recommendations for revision for 2012/13 onwards		Sept 2011	Joanne Smithson

7.1 Appendix A

SECTION 1 OUTCOME DETAILS

Outcome:	31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function		Hartlepool Partnership Outcome?	No
Owner:	Andrew Atkin / Peter Devlin / Joanne Machers	Lead Dept:	Child and Adult Services	
Theme:	Health and Wellbeing	Other Contributors:		

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P012	% of draft Minutes of Non executive meetings produced within 10 days of meeting	Amanda Whitaker	Targeted		Financial Year	98%	98%	98%
CEDCS P013	% of draft Minutes of Executive meetings produced within 3 days of meeting	Amanda Whitaker	Targeted		Financial Year	98%	98%	98%
CEDCS Feeder 01	Number of Non Executive Meetings requiring minutes	Amanda Whitaker	Monitor		Financial Year	n/a	Not Required	
CEDCS Feeder 03	Number of Executive meetings requiring minutes	Amanda Whitaker	Monitor		Financial Year	n/a	Not Required	
CEDCS P014	% of Minutes of Executive meetings published within 4 days	Amanda Whitaker	Monitor		Financial Year	n/a	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Continue to support developing the Skills of the Workforce		Mar 2012	Joanne Machers
Continue to Promote Healthy Working	Yes	Mar 2012	Stuart Langston

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Continue to support how employees are recognised, engaged and rewarded	Yes	Mar 2012	Joanne Machers
Continue to apply and develop the Single Status Agreement	Yes	Mar 2012	Wally Stagg
Implement Actions from Resourcelink Implementation Plan		Mar 2012	Kevin Shears
Agree revised Member arrangements following discussions with Members		May 2011	Andrew Atkin
Support of Council's Executive, Non Executive and Scrutiny Processes		Mar 2012	Amanda Whitaker
Support of the Development and Updating of the Constitution		Mar 2012	Peter Devlin/ Amanda Whitaker/ Angela Hunter
Maintenance of Statutory Registers		Mar 2012	Amanda Whitaker/Angela Hunter
Support of School Admission and Exclusion Appeal Hearings		Mar 2012	Amanda Whitaker/David Cosgrove
Support and Process Petitions received in accordance with Petition Scheme		Mar 2012	Amanda Whitaker
Provide legal advice and support to officers and members		Mar 2012	Peter Devlin

2008 Community Strategy themes and priority aims

The 2008 Community Strategy themes and priority aims	
Theme	Priority Aim
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.
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.
3 Health and Well-Being	Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.
4 Community Safety	Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.
5 Environment	Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.
6 Housing	Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live
7 Culture and Leisure	Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.
8 Strengthening Communities	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

SCRUTINY CO-ORDINATING COMMITTEE

25 February 2011



Report of: Chairs of the Overview and Scrutiny Committees

Subject: DRAFT DEPARTMENTAL PLANS 2011/12 –
FEEDBACK FROM THE OVERVIEW AND
SCRUTINY COMMITTEES

1. PURPOSE OF THE REPORT

- 1.1 To feedback the collective responses of the four standing Scrutiny Forums following their recent consideration of the Authority's Draft Departmental Plans for 2011/12.

2. BACKGROUND INFORMATION

- 2.1 At a meeting of the Scrutiny Co-ordinating Committee held on the 14 January 2011, approval was obtained for the process, and timetable, for Scrutiny involvement in the Authority's service planning process for 2011/12.
- 2.2 As in previous years it was agreed that proposals for inclusion in each of the Authority's 2011/12 Departmental Plans would be considered by the relevant Scrutiny Forums and this occurred in January. In considering the Draft Departmental Plans, each of the Forums was asked to consider the actions and indicators proposed for inclusion in the 2011/12 Corporate Plan and/or Local Area Agreement Delivery and Improvement Plan.
- 2.3 The comments / observations of each of the Scrutiny Forums, as detailed in Section 3 of this report, and those formulated at today's meeting in relation to the actions and indicators relating to the Chief Executives Department, are to be used to inform a collective response from the Scrutiny Co-ordinating Committee to Cabinet on the 4 April 2011.
- 2.4 In addition to this, the Scrutiny Co-ordinating Committee will at today's meeting be given a further opportunity to consider the working draft of the Corporate Plan 2011/12. The finalised plan will then be brought back to the Scrutiny Co-ordinating Committee on the 25 March, prior to its consideration by Cabinet on the 4 April 2011 and Full Council 14 April 2011.

3. COLLECTIVE FEEDBACK FROM THE OVERVIEW AND SCRUTINY COMMITTEES

3.1 Members of the four standing Scrutiny Forums (excluding the Health Scrutiny Forum) have considered in detail the proposals for inclusion in each of the Authority's 2011/12 Departmental Plans between 17 January 2011 and 20 January 2011 and their comments are as outlined below:-

(a) Adult and Community Services Scrutiny Forum - Members supported the proposed outcomes and actions for the Child and Adult Services Department, which related specifically to the remit of the Adult and Community Services Scrutiny Forum with particular emphasis on the following outcomes:-

- (i) *Outcome 22 – People enjoy equal access to leisure, culture, sport, libraries and community learning.* Members expressed concerns regarding the impact of potential budget cuts on the continuation of initiatives such as the 'summer reading challenge' and on children's access to books. Members were particularly concerned about the effect of budget cuts on branch libraries.

Members were pleased to note that the 'Ship in a Shop' in the Middleton Grange Shopping Centre was due to re-open shortly for a 6 month period, to be staffed on a voluntary basis by the Community Groups using the shop. Members asked to be notified of when this was to take place.

Members would also like it noted that they would like targets displayed in figures and percentages where possible to give greater clarity. Members indicated that they would like actual outturns reported to the Forum once these are known at the year end and were advised that the Corporate Plan outturns were reported through Scrutiny Co-ordinating Committee on a quarterly basis.

(b) Children's Services Scrutiny Forum – Members supported all the proposed outcomes and actions contained within the Child and Adult Services Departmental Plan, which relate specifically to the remit of the Children's Services Scrutiny Forum.

(c) Neighbourhood Services Scrutiny Forum - Members supported all the proposed outcomes and actions for the Neighbourhood Services Department with particular emphasis on the following outcomes:-

- (i) *Outcome 16 – Quality local environments where public and community open spaces are clean, green and safe* - Members were pleased to note the increased numbers of people recycling in Hartlepool and the excellent work carried out by the Neighbourhood Services Team. In relation to household waste sent for reuse, recycling and composting, the Forum would like it to be noted that

they do not want to see a reduction in recycling collections, should this ever be considered.

- (ii) *Outcome 17 – Provide a sustainable, safe, efficient, effective and accessible transport system* – Members raised concerns about the reduction in funding for highways maintenance and how it would become increasingly more difficult for the Council to meet its legal obligation to rectify road / pavement defects in a set timescale. The Forum suggested gaining a legal perspective around meeting statutory obligations without the funding / resources to do so.

Members also raised concerns about how the Council would continue to maintain minor roads in addition to major roads due to a reduction in funding.

In relation to achievements, Members made the following comments:-

- (a) *Coastal Protection* – Members queried whether a coastal protection scheme would be undertaken at the Headland and asked to be kept up to date with progress;
- (b) *Land Drainage Works* – Members raised concerns about the length of time it was taking to resolve a drainage problem on Powlett Road and requested that the specific completion date be circulated to the Ward Councillors; and
- (c) *Completion of remediation scheme at Seaton Carew* – The definition of this as an achievement was questioned as Members were disappointed at the length of time this scheme had taken to complete and how some of the work was not completed in a way which was originally expected.

Members were concerned about how the Department would meet all the targets proposed in light of the current economic / financial climate and recognised that it would be an extremely challenging year.

- (d) Regeneration and Planning Services Scrutiny Forum – Members supported the outcomes and actions for the Regeneration and Neighbourhoods Department which related specifically to the remit of the Regeneration and Planning Services Scrutiny Forum. Members made the following comments with regard to the following outcomes:-

- (i) *Outcome 1 – Hartlepool has increased levels of investment and is globally competitive.* Members welcomed the Jobs and the Economy theme as the lead outcome and felt that the ability to achieve other outcomes flowed from success in this area. Members stressed that there was a need for a jobs and the economy strategy to push ahead with the jobs and the economy theme.

Members were also concerned about the reliance on Public Sector jobs in the area and felt it was important to encourage new private sector businesses into the area. The port was felt to be key to this.

- (ii) *Outcome 2 – People have greater access to employment and skills opportunities.* Members raised concerns that due to the imminent removal of empty building relief, factory units which could potentially be used for new business start ups were likely to be dismantled by the owners.

4. RECOMMENDATIONS

4.1 It is recommended that the Scrutiny Co-ordinating Committee:-

- (a) considers the written feedback of the Overview and Scrutiny Committees in relation to the Draft Departmental Plans for 2011/12; and
- (b) based on the written feedback received during this meeting, formulate a formal response for inclusion in the report to Cabinet on the 4 April 2011.

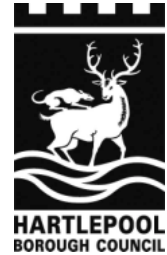
Contact:- Joan Stevens – Scrutiny Manager
Chief Executive's Department – Corporate Strategy
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BACKGROUND PAPERS

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

SCRUTINY COORDINATING COMMITTEE

25 February 2011



Report of: Assistant Chief Executive

Subject: Corporate Plan 2011/12 and Hartlepool Partnership Plan 2011/12

1. PURPOSE OF REPORT

- 1.1 To enable the Scrutiny Coordinating Committee to consider and comment on the proposed Corporate Plan and Hartlepool Partnership Plan for 2011/12.

2. BACKGROUND

- 2.1 Service Planning for the last 3 years has been based on a common set of outcomes shared by the Council in the Departmental and Corporate Plans and the Hartlepool Partnership in its Local Area Agreement (LAA). The current LAA will end in March 2011 and it has been confirmed that there will be no requirement from central government to prepare a new LAA from April 2011. However, the Hartlepool Partnership has agreed to develop a Partnership Plan based around a shared outcome framework.
- 2.2 The removal of this requirement has provided an opportunity to review the outcome framework and develop a more targeted and slimmed down version of what is currently in place. With this in mind a review of the outcome framework has been undertaken and the proposed new outcome framework, to be implemented from April 2011, was reported to Scrutiny Coordinating Committee on 10 December 2010 and agreed by Cabinet on 10 January 2011.
- 2.3 It is proposed that service planning will continue to be based on this common set of outcomes, shared by the Council in the Departmental and Corporate Plans and by the Hartlepool Partnership in its Partnership Plan. As in previous years the Departmental and Corporate Plans have included a small number of additional outcomes that do not form part of the Partnership Plan. These additional 'Council' outcomes were included in the reports to Scrutiny Coordinating Committee and Cabinet in December/January.

- 2.4 As in previous years detailed Departmental Plan proposals have been considered by each of the Scrutiny Forums in January, and their feedback will be reported separately to this committee at this meeting.

3. 2011/12 CORPORATE PLAN

- 3.1 The proposed draft Corporate Plan action plan, attached at **Appendix A**, sets out how the Council propose to deliver the priority outcomes. The plan contains the Key Performance Indicators and targets, where available, which will be used to monitor progress throughout 2011/12.
- 3.2 All of the actions and key performance indicators included in the Corporate Plan have been drawn from the relevant Departmental Plan, which the Scrutiny Forums and Scrutiny Coordinating Committee have had the opportunity to comment. Officers from across the Council have identified the key actions and indicators that should be included in the Corporate Plan and progress on these will be reported throughout the year to both Scrutiny Coordinating Committee and Cabinet. The remaining actions and performance indicators that are included in the Departmental Plans will be monitored and progress reported to the relevant Portfolio Holders.
- 3.3 The timetable for producing the Corporate Plan has been brought forward from previous years, which means that some target information for the Performance Indicators can not be included at this stage as the information is not yet available. However, a detailed year end performance report will be produced for Scrutiny Coordinating Committee and Cabinet later in the year which will include this information.

4. 2011/12 HARTLEPOOL PARTNERSHIP PLAN

- 4.1 The proposed draft Hartlepool Partnership Plan, attached at **Appendix B**, sets out how the Council and its partners propose to deliver the priority outcomes. The plan also contains the Key Performance Indicators and targets, where available, which will be used to monitor progress throughout 2011/12.
- 4.2 All of the actions and key performance indicators that are assigned to the Council have been drawn from the relevant Departmental Plans. In addition a number of actions and key performance indicators have been put forward by partner organisations. Progress on the Hartlepool Partnership Plan will be reported to the Hartlepool Partnership following quarters 2, 3 and 4. Progress will also be reported to Cabinet following quarters 2 and 4.

5. TIMETABLE FOR APPROVING THE PLAN

- 5.1 The full Corporate Plan forms part of the Policy Framework and final approval rests with full Council. The Hartlepool Partnership Plan, unlike the Local Area Agreement, is a voluntary agreement and will not require sign-off by the Secretary of State therefore final approval will rest with Cabinet.

- 5.2 Following this meeting the proposed Corporate Plan and Hartlepool Partnership Plan, and the three Council Departmental Plans, will be considered again by Scrutiny Coordinating Committee on 25 March 2011 and Cabinet on 4 April 2011.
- 5.3 Final approval of the Corporate Plan will be by Council at their meeting on 14 May 2011.
- 5.4 The Hartlepool Partnership Plan will be endorsed by the Hartlepool Partnership at their meeting on 18 May 2011.

6. RECOMMENDATIONS

- 4.1 It is recommended that the Scrutiny Coordinating Committee: -
- considers and comments on the proposed outcome templates for inclusion in the 2011/12 Corporate Plan and Hartlepool Partnership Plan

7. BACKGROUND PAPERS

- 7.1 None.

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E-mail: Andrew.Atkin@Hartlepool.gov.uk

Corporate Plan 2011/12 – Actions, Performance Indicators and Targets

Outcome No. in bold indicates this is an outcome also included in the Hartlepool Partnership Plan. Other outcomes are only included in Council plans.

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	Hartlepool has increased levels of investment and is globally competitive
JE02	People have greater access to employment and skills opportunities
JE03	Fewer children in Hartlepool experience the effects of poverty
JE04	People have greater access to financial information, advice and support particularly those currently excluded
JE25	Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels
JE26	Key public buildings and spaces are improved to reflect Hartlepool's economic ambition

Outcome No.	Actions	Date to be completed	Responsible officer
JE01	Deliver a new marketing plan for economic development to promote Hartlepool as a place to work, live and visit	Jul 2011	Antony Steinberg
JE02	Implement the Hartlepool 14-19 Strategy	Mar 2013	Tom Argument
JE02	Provision of high quality independent careers advice and guidance to enable young people to make informed choices as to their future learning and training	Mar 2012	Tom Argument
JE02	Ensure all young people have the appropriate skills and qualifications to equip them for further and higher education and for the world of work so that they are well prepared to gain employment	Mar 2012	Tom Argument
JE02	Develop 3 employment and training initiatives in partnership with key stakeholder for residents which meet the demands of the local labour markets and the business community	Mar 2012	Antony Steinberg
JE03	Implement the Child Poverty Strategy and Action Plan	Mar 2012	Danielle Swainston
JE04	Deliver Money Matters engagement programme in prioritised neighbourhoods	Mar 2012	Carol Jones
JE04	Develop financial capability / awareness amongst Hartlepool College students	Mar 2012	Carol Jones
JE04	Support the development of outreach services via the Children's Centre Network to engage with children and their extended families	Mar 2012	Carol Jones
JE04	Promote availability of special council tax reductions and discretionary housing benefit hardship payments	Mar 2012	Margaret Wrigglesworth
JE25	Produce a new Hartlepool Economic Development Strategy	Oct 2011	Antony Steinberg

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
JE02	NI 171	New Business Registration Rate	To be agreed
JE02	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	6.9%
JE02	NI 79	Achievement of a Level 2 qualification by the age of 19	74.7
JE03	CSD 116	Proportion of children in poverty – narrow the gap between Hartlepool and the North East Region	-4.8%
JE04	CEDFI P025	Increase the number of Credit Union Current Accounts / Saving Accounts opened by adults	400
JE04	CEDFI P026	Increase in the opening of Credit Union savings accounts by school age / college age individuals	300
JE04	CEDFI P027	Take up of Council Tax Reductions	100

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
LL05	To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
LL06	Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice

Outcome No.	Actions	Date to be completed	Responsible officer
LL05	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 Foundation Stage Profile software.	Sep 2012	Lynne Pawley
LL05	Analyse Key Stage 2 data in English and Mathematics. Identify schools below 55% floor target in combined English and Mathematics and separate English and Mathematics and report to Portfolio Holder under Council's schools causing concern	Mar 2012	Lynne Pawley
LL05	Analyse Key Stage 4 data. Identify schools below 5A*-C (including English and Mathematics) threshold and report to Portfolio Holder under Council's schools causing concern	Mar 2012	Caroline O'Neill
LL05	Through Hartlepool skills partnership, produce new skills strategy and action plan	Dec 2011	Antony Steinberg
LL06	Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan	Jul 2012	Maggie Heaps
LL06	Work in partnership with Skills Funding Agency to address skills needs of the local economy through the delivery of 6 Skills Partnership meetings	Mar 2012	Antony Steinberg

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
LL05	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales of Personal Social and Emotional Development and Communication, Language and Literacy	52.9%
LL05	NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	82%
LL05	NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	57.1%
LL05	NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	94.0%
LL05	NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	92.0%
LL06	ACS P053	Number of learners participating in Adult Education Programmes	n/a

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
HW07	Improve health by reducing inequalities and improving access to services
HW08	Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
HW09	Children and young people are safe
HW10	Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved

Outcome No.	Actions	Date to be completed	Responsible officer
HW07	Ensure implementation of the Cardiovascular Primary Preparation programme across all practices in Hartlepool	Mar 2012	Louise Wallace
HW07	Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu	Mar 2012	Louise Wallace
HW08	Implement Smoking in Pregnancy Action Plan	Mar 2012	Carole Johnson
HW08	Implement Teenage Pregnancy Strategy and action plan	Mar 2012	Lynne Pawley
HW09	Implement the strategic priorities from the Looked After Children Strategy	Mar 2012	Jane Young
HW10	Maximise use of preventative approaches such as assistive technology to support people to maintain their independence	Mar 2012	Phil Hornsby / John Lovatt

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
HW07	NI 39	Alcohol related hospital admissions per 100,000 population	To be confirmed after discussion with PCT
HW07	NI 123	Stopping smoking	
HW07	NI 123 (NRA)	Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator)	
HW08	LAA HW P001	Percentage of mothers smoking during pregnancy	22%
HW08	NI 112	Under 18 conception rate - % change since 1998	-55%
HW09	CSD P035	Children who became the subject of a Child Protection (CP) plan, or were registered per 10,000 population under 18	36
HW09	NI 62	Stability of placements of looked after children: number of moves	10%
HW09	NI 64	Child protection plan lasting two years or more	8%
HW10	NI 136	People supported to live independently through social services (all adults)	4700
HW10	NI 132	Timeliness of social care assessment (all adults)	85%
HW10	NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	23%
HW10	ACS P051	Access to equipment and telecare: users with telecare equipment	725

4 Community Safety

Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.

Outcome No.	Description
CS11	Hartlepool has reduced crime and repeat victimisation
CS12	There is reduced harm caused by drugs and alcohol misuse
CS13	Communities have improved confidence and feel more cohesive and safe
CS14	Offending and re-offending has reduced

Outcome No.	Actions	Date to be completed	Responsible officer
CS12	Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Dec 2011	Chris Hart
CS12	Strengthen safeguarding and address Hidden Harm issues within substance misuse services	Mar 2012	Karen Clark
CS13	Ensure the development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan	Mar 2012	Brian Neale
CS13	Implement year one of new anti-social behaviour strategy action plan	Mar 2012	Nicholas Stone

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
CS11	RPD P028a	All Crime	
CS12	NI 30	Reoffending rate of prolific and other priority offenders	tbc

5 Environment

Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.

Outcome No.	Description
EN15	Hartlepool has an improved natural and built environment
EN16	Quality local environments where public and community open spaces are clean, green and safe
EN17	Provide a sustainable, safe, efficient, effective and accessible transport system
EN18	Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects

Outcome No.	Actions	Date to be completed	Responsible officer
EN15	Produce Core Strategy Publication Document	Jul 2011	Derek Gouldburn
EN17	Deliver the Local Transport Plan (LTP)	Mar 2012	Mike Blair
EN18	Take action to mitigate against and adapt to climate change	Mar 2012	Paul Hurwood

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
EN16	NI 191	Residual household waste per household	To be agreed
EN16	NI 192	Percentage of household waste sent for reuse, recycling and composting	To be agreed
EN16	NI 193	Percentage of municipal waste land filled	To be agreed
EN17	NI 168	Principal roads where maintenance should be considered	To be agreed
EN18	NI 185	Percentage CO2 reduction from local authority operations	To be agreed

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
HO19	Hartlepool has a more balanced housing provision
HO20	The quality of existing housing has been improved
HO21	Vulnerable people have improved access to accommodation which meets their need

Outcome No.	Actions	Date to be completed	Responsible officer
HO19	Research and develop local policies, procedures and protocols, to bring empty homes back into use	Oct 2011	Sylvia Pinkney
HO20	Encourage improvements to private sector homes to meet and exceed 'decent homes standard'	Mar 2012	Sylvia Pinkney

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
HO19	NI 155	Number of affordable homes delivered (gross)	To be agreed
HO19	LAA H P001	Number of private dwellings empty for over 6 months and brought back into use	To be agreed
HO20	RPD P042	Achieving decent homes standard in private sector housing sector	To be agreed
HO21	RPD P011	Number of households where homelessness has been prevented through LA Actions	To be agreed

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
CL22	Enrich individual lives, strengthen communities, give equality of access and improve places where people live through the enjoyment of leisure, culture, sport, libraries and community learning

Outcome No.	Actions	Date to be completed	Responsible officer
CL22	Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	Mar 2012	Pat Usher
CL22	Deliver Renaissance Programme to improve access to Museum Services and develop new audiences	March 2012	David Worthington
CL22	Deliver Rossmere Co-Location Project	Sept 2011	Pat Usher

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
CL 22	LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	1112
CL22	ACS P059	Overall average attendance at Mill House, Brierton and Headland Leisure Centres	405,000

8 Strengthening Communities

Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

Outcome No.	Description
SC23	Local people have a greater voice and influence over local decision making and the delivery of services
SC24	Make a positive contribution – people are involved with the community and society

Outcome No.	Actions	Date to be completed	Responsible officer
SC23	Produce local improvement plan for empowering communities in line with the Big Society & localism agenda	Mar 2012	Denise Ogden
SC24	Support parents and carers to fulfil their responsibilities to their children effectively by implementing the child poverty strategy.	Mar 2012	John Robinson
SC24	Promote emotional well-being in children and young people via Implementation of Targeted Mental Health in Schools Strategy and responding to the individual needs of Children	Mar 2012	Jacqui Braithwaite
SC24	Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.	Mar 2012	Mark Smith

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
SC24	NI 111	First time entrants to the Youth Justice System aged 10-17	To be agreed

9 Organisational Development

Outcome No.	Description
OD27	Improve the efficiency and effectiveness of the organisation
OD28	Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction
OD29	Maintain effective governance arrangements for core business and key partnerships
OD30	Maintain effective Performance, Finance and Risk Management arrangements
OD31	Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function.

Outcome No.	Actions	Date to be completed	Responsible officer
OD27	Determine and implement a revised efficiency programme through the review of the Business Transformation programme and associated efficiency programmes in light of MTFS and budget settlement for 2011/12 and 2012/13	Mar 2012	Andrew Atkin
OD27	Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the authority	Mar 2012	Joan Chapman
OD27	Review and gain approval of Capital Strategy/Asset Management Plan	Mar 2012	Dale Clarke
OD27	Final Capital programme agreed by Council	Feb 2012	Dale Clarke
OD28	Implement Hartlepool Connect Service Integration & Improvement Strategy taking account of Business Transformation programme strands	Mar 2012	Christine Armstrong
OD28	Implement Customer Service & Channel Strategy Action Plan	Mar 2012	Christine Armstrong
OD28	Ensure that the Council has arrangements in place to comply with its equality duties	Mar 2012	Joanne Machers
OD28	Model impacts of Dept for Work and Pension changes to benefits system	Jul 2011	Julie Pullman
OD28	Develop & implement Engagement Strategy for Dept for Work and Pension changes to benefits system	Jan 2012	Julie Pullman
OD28	Implement the Corporate Communications Strategy Action Plan	Mar 2012	Alastair Rae
OD29	Ensure appropriate governance and partnership arrangements are in place for the Local Strategic Partnership and Theme Partnerships	Mar 2012	Catherine Frank
OD29	Monitor progress of the Decentralisation and Localism Bill and ensure appropriate implementation arrangements	Mar 2012	Peter Devlin / Andrew Atkin
OD29	Compile and deliver the Scrutiny Work Programme for 2011/12	May 2012	Joan Wilkins/ James Walsh
OD30	Develop and agree revised Performance and Risk Management Framework for the Council taking account of Coalition Government policy	July 2011	Peter Turner
OD30	Develop and agree the Performance and Risk Management Framework for the Local Strategic Partnership for 2011-12	July 2011	Catherine Frank
OD31	Continue to Promote Healthy Working	Mar 2012	Stuart Langston
OD31	Continue to support how employees are recognised, engaged and rewarded	Mar 2012	Joanne Machers

Outcome No.	Actions	Date to be completed	Responsible officer
OD31	Continue to apply and develop the Single Status Agreement	Mar 2012	Wally Stagg

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
OD27	CEDCS P042	Actual savings from efficiency programme to support the MTFS	To be agreed
OD28	New	Average wait for telephone calls to be answered	30 secs
OD28	New	% of customer enquiries dealt with at the first point of contact (across the three primary channels)	80%
OD28	CEDFI P004	Average time to process new benefit claims	20 days
OD28	CEDFI P005	Average time to process benefit change of circumstances	9 days

hartlepoolpartnership

DRAFT Delivery & Improvement Plan 2011/12

15th February 2011

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Outcome:	1. Hartlepool has increased levels of investment and is globally competitive
Outcome Owner & Organisation:	Antony Steinberg, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Business Enterprise North East (BENE), PD Ports, UKSE

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 171 New Business Rate Registration	Office of National Statistics	Financial Year	M	N/A
NI 166 Average Earnings of Employees in the Area	Office of National Statistics	Financial Year	M	N/A
NI 172 VAT Registered Businesses in the Area Showing Growth	Office of National Statistics	Financial Year	M	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Investigate and pursue funding opportunities to deliver Innovation Skills Quarter Gateway Scheme	Rob Smith, HBC		March 2012
Support PD Ports in the delivery of offshore wind facilities at Victoria Harbour by encouraging inward investment and job creation by supporting development of Regional Growth fund bid	Antony Steinberg, HBC		March 2012
PD Ports port related development at the Victoria Harbour site	Michael McConnell – PD Ports	N/A	March 2012
Deliver enhanced levels of mentoring support within the community to increase the number of pre-start and start-up businesses.	Mike Lakinski - Business Enterprise North East (BENE)	BENE Mainstream Funding	March 2012

Fully develop the 20,000 sq. ft extension to the UK Steel Enterprise (UKSE) Innovation Centre at Queens Meadow Business Park	Simon Hamilton – UKSE	CORUS and Single Programme	March 2012
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Outcome:	2. People have greater access to employment and skills opportunities
Outcome Owner & Organisation:	Antony Steinberg, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 151 Overall Employment rate (working-age)	Job Centre Plus	Financial Year	Monitor	N/A
Employment Rate (16-24)			Monitor	N/A
Unemployment rate (Hartlepool)			Monitor	N/A
New business registration rate			Monitor	N/A
NI 152 Working age people on out of work benefits	Job Centre Plus	Financial Year	Monitor	N/A
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods	Job Centre Plus	Financial Year	Monitor	N/A
Youth Unemployment rate (Hartlepool)			Monitor	N/A
Youth Unemployment rate (Neighbourhood Renewal narrowing the gap)			Monitor	N/A
NI 117 16 to 18 year olds who are not in education, employment or training (NEET)			Targeted	6.9%

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Develop 3 employment and training initiatives in partnership with key stakeholder for residents which meet the demands of the local labour markets and the business community	Antony Steinberg, HBC		March 2012
Continue to implement Targeted Recruitment & Training clauses and section 106 agreements, set targets and monitor beneficiaries of regeneration initiatives	Antony Steinberg, HBC		March 2012
Continue the delivery of the Worksmart programme to support local businesses with 10 seminars	Antony Steinberg, HBC		March 2012
Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.	James Sinclair		March 2012
Ensure all young people have the appropriate skills and qualifications to equip them for further and higher education and for the world of work so that they are well prepared to gain employment.	Tom Argument		March 2012
To implement and develop the Job Centre Plus Offer including 'Get Britain Working Measures'	Peter Clark, Job Centre Plus	Mainstream JC+ Funding	March 2012
To develop the new localised 'Work Programme'	Peter Clark, Job Centre Plus	DWP Work Programme	March 2012
To increase the number of Work Clubs across Hartlepool	Peter Clark, Job Centre Plus	In-kind support from Partnership Manager	March 2012

Outcome:	3. Fewer children in Hartlepool experience the effects of poverty
Outcome Owner & Organisation:	Danielle Swainston, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Proportion of children in poverty – the gap between Hartlepool and the North East Region	HMRC	Financial Year	Targeted	-4.8%

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Implement the Child Poverty Strategy and Action Plan	Danielle Swainston, HBC	Child Poverty working group (LSP sub group) Partnership Resources	March 2012
Enhance working between local services to ensure child poverty is central to organisational planning and commissioning of services	Danielle Swainston, HBC	Child Poverty working group (LSP sub group) Partnership Resources	March 2012
Implement Family Intervention Projects with focus on Child Poverty issues	Child Poverty Working group – lead Lynne Beeston	Partnership resources/ Child Poverty funding	March 2012
Implement People's Millions project – debt advice programme	Val Evens, West View Advice & Resource Centre	People's Millions funding	March 2012

Outcome:	4. People have greater access to financial information, advice and support particularly those currently excluded
Outcome Owner & Organisation:	John Morton, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Increase the number of Credit Union Current Accounts / Saving Accounts opened by adults			Targeted	400
Increase in the opening of Credit Union savings accounts by school age / college age individuals			Targeted	300
Take up of Council Tax Reductions			Targeted	100

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Deliver Money Matters engagement programme in prioritised neighbourhoods	Carol Jones		March 2012
Develop financial capability / awareness amongst Hartlepool College students	Carol Jones		March 2012
Support the development of outreach services via the Children's Centre Network to engage with children and their extended families	Carol Jones		March 2012
Promote availability of special council tax reductions and discretionary housing benefit hardship payments	Margaret Wigglesworth, HBC		March 2012
Develop financial capability amongst College Sector students.	Wendy Morris Hartlepool College of FE	Financial Inclusion Partnership Development	March 2012

		Officer	
Develop referral channels from DWP to West View Advice and Resource Centre on financial awareness and budgeting support.	Peter Clark, Job Centre Plus Val Evens West View Advice and Resource Centre	Financial Inclusion Partnership Development Officer	March 2012
Implement Money Matters Roadshow events programme	Julie Donkin Housing Hartlepool	Financial Inclusion Partnership Development Officer	March 2012
Support the development and sustainability of Hartlepool Credit Union as a provider of financial products to support the transition into work.	Anne McGrath Hartlepool Credit Union	Financial Inclusion Partnership Development Officer	March 2012
Develop DWP referrals to Hartlepool Credit Union to raise awareness of the third sector as opposed to door step lenders and loan sharks	Peter Clark, Job Centre Plus	Financial Inclusion Partnership Development Officer	March 2012

Outcome:	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
Outcome Owner & Organisation:	Caroline O'Neill, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
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		Academic Year	Targeted	52.9%
NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2		Academic Year	Targeted	82%
NI 75 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths		Academic Year	Targeted	57.1%
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest		Academic Year	Targeted	n/a*
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2		Academic Year	Targeted	94.0%
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2		Academic Year	Targeted	92.0%
% pupils achieving 5+A*-C grades at GCSE or equivalent		Academic Year	TBC	

*Future targets are currently being agreed as part of the statutory target setting process and will be available in February 2011

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
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 Foundation Stage Profile software.	Lynne Pawley, HBC		September 2012
Through Hartlepool skills partnership, produce new skills strategy and action plan.	Antony Steinberg		December 2011

Outcome:	6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice
Outcome Owner & Organisation:	Diane Martin, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of learners participating in Adult Education Programmes		Academic Year	Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Explore initiatives with Hartlepool College of Further Education to respond to emerging offshore wind opportunities	Antony Steinberg		September 2011
Continue to develop and implement education – Business links to encourage entrepreneurship and highlight future career opportunities by organising Enterprise week	Antony Steinberg		November 2011
Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan	Maggie Heaps		July 2012

Outcome:	7. Improve health by reducing inequalities and improving access to services
Outcome Owner & Organisation:	Louise Wallace, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 39 Alcohol related hospital admissions		Financial Year	Targeted	TBC
NI 123 Stopping smoking		Financial Year	Targeted	TBC
NI 123 (NRA) Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator)		Financial Year	Targeted	TBC
NI 120a All-age all cause mortality rate - Females		Calendar Year	Monitor	
NI 120b All-age all cause mortality rate - Males		Calendar Year	Monitor	
NI 121 Mortality rate from all circulatory diseases at ages under 75		Calendar Year	Monitor	
NI 122 Mortality for all cancers aged under 75		Calendar Yea	Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Ensure coordination of mental health activity across the town	Jill Harrison, HBC		March 2012

Ensure implementation of the Cardiovascular Primary Preparation programme across all practices in Hartlepool	Louise Wallace, HBC		March 2012
Implement the Healthy Places, Healthy Lives early detection of cancer programme across Hartlepool	Louise Wallace, HBC		March 2012
Refresh the Public Health Strategy in the light of the Health White Paper	Louise Wallace, HBC		March 2012
Influence the commissioning of effective evidence based Stop Smoking Services and work collaboratively through the Smoke Free alliance to reduce illicit tobacco across the town	Louise Wallace, HBC		March 2012

Outcome:	8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
Outcome Owner & Organisation:	Louise Wallace, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 112 Under 18 conception rate - % change since 1998 (BVPI 197)		Calendar Year?	Targeted	-55%
Under 18 conception rates (Neighbourhood Renewal Area) (per 1,000 females aged 15-17)		Financial Year	Targeted	44
NI 55 Obesity in primary school age children in Reception: Line 4		Academic Year	Targeted	TBC
NI 56 Obesity in primary school age children in Year 6: Line 9		Academic Year	Targeted	TBC
Percentage of mothers smoking during pregnancy		Financial Year	Targeted	22%

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Implement Breast Feeding Strategy	Louise Wallace, HBC		March 2012
Implement Smoking in Pregnancy Action Plan	Carole Johnson,		March 2012
Implement Teenage Pregnancy Strategy and action plan	Lynne Pawley,		March 2012

Outcome:	9. Children & young people are safe
Outcome Owner & Organisation:	Sally Robinson, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Children who became the subject of a Child Protection (CP) plan, or were registered per 10,000 population under 18		Financial Year	Targeted	36
NI 62 Stability of placements of looked after children: number of moves		Financial Year	Targeted	10%
NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody		Financial Year	Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Embed the Youth Crime Action Plan process	Jacquie Gofton		March 2012
Implement the strategic priorities from the Looked After Children strategy	Jane Young		March 2012
Develop the work of the Local Safeguarding Children Board via implementing local work plan	Jim Murdoch		March 2012

Outcome:	10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved
Outcome Owner & Organisation:	Jill Harrison, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 130 Social care clients receiving Self Directed Support		Financial	Targeted	65%
NI 136 People supported to live independently through social services (all adults)		Financial	Targeted	4,700
NI 145 Adults with learning disabilities in settled accommodation		Financial	Targeted	70%
Number of Extra Care Housing Places		Financial	Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Develop a Centre for Independent Living to bring together services for people with disabilities and support people to retain their independence.	Neil Harrison, HBC		March 2012
Work with strategic partners to further develop reablement services ensuring that funding is used effectively to meet the needs of all client groups (including people with dementia and disabilities) and to prevent hospital admissions.	Phil Hornsby / John Lovatt		March 2012
Maximise use of preventative approaches such as assistive technology to support people to maintain their independence.	Phil Hornsby / John Lovatt		March 2012

<p>Increase the number of people accessing personal budgets through focused work with mental health services, development of personal budgets for carers, work with health partners on personal health budgets and health direct payments and the development of personal budgets for children and young people.</p>	<p>Geraldine Martin / Sarah Ward</p>		<p>March 2012</p>
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Outcome:	11. Hartlepool has reduced crime and repeat victimisation
Outcome Owner & Organisation:	Brian Neale, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Police

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
All Crime			Target	TBC
Repeat incidents of domestic violence (NI 32)			Monitor	N/A
Percentage of successful domestic violence prosecutions			Monitor	N/A
Percentage of unsuccessful (broken) cases due to victim witness issues			Monitor	N/A
Violent Crime	Police		Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Assist partners to implement national guidance locally under tackling organised crime groups in Hartlepool	Brian Neale, HBC		March 2012
Produce in conjunction with partners, an action plan which will aim to deliver a multi agency response to tackling domestic abuse	Laura Gourlay, HBC		June 2011
Develop a repeat victim protocol	Police	Police	January 2012

Analyse hate crime data, including hot spot analysis	Police	Police	September 2011
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Outcome:	12. There is reduced harm caused by drugs and alcohol misuse
Outcome Owner & Organisation:	Chris Hart, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 30 Reoffending rate of prolific and other priority offenders		Quarterly	Target	TBC
NI 40 Number of drug users successfully completing treatment and recovering from their dependence		Annual Financial Year	Monitor	
Number of alcohol users successfully completing treatment and recovering from their dependence		Annual Financial Year	Monitor	
Reduce alcohol-related violent crimes		Annual Financial Year	Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Chris Hart, HBC		December 2011
Establish criminal justice alcohol programmes for offenders	Gemma Sparrow, HBC		September 2011
Deliver comprehensive education and prevention campaigns re substance misuse	Sharon Robson, HBC		June 2011

Deliver 2011/12 Alcohol Harm Reduction Strategy Action Plan	Chris Hart, HBC		March 2012
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Outcome:	13. Communities have improved confidence and feel more cohesive and safe
Outcome Owner & Organisation:	Sally Forth, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Criminal damage	HBC		Target	TBC
Deliberate Fires (Hartlepool)	HBC		Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Ensure the development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan	Brian Neale, HBC		Mar-12
Implement year one of new anti-social behaviour strategy action plan	Nicholas Stone, HBC		Mar-12
Agree and publish agreed minimum standards for dealing with anti-social behaviour across partners	Sally Forth, HBC		Nov-11

Outcome:	14. Offending and re-offending has reduced
Outcome Owner & Organisation:	Denise Ogden, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Police, Probation

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Explore opportunities for restorative justice with adult offenders	Brian Neale, HBC	Police & Probation	July 2011
For Prolific & Priority Offenders (PPO) & High Crime Causers (HCO), re-introduce the design out crime team by working with Probation Trust	Brian Neale, HBC	Probation	July 2011

Outcome:	15. Hartlepool has an improved natural and built environment
Outcome Owner & Organisation:	Damien Wilson, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of Volunteer days spent working on nature conservation			Target	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Continue the preparation of the Local Development Framework including publication of the Core Strategy and development of Supplementary Planning Document's/Development Plan Document's in accordance with Local Development Scheme	Derek Gouldburn, HBC		March 2012
Undertake an audit of current provision of Accessible Natural Greenspace based on ANGSt (as part of Hartlepool Gi strategy)	Dr Ingo Schüder, Natural England		TBC

Outcome:	16. Quality local environments where public and community open spaces are clean, green and safe
Outcome Owner & Organisation:	Clare Clark, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Percentage of household waste sent for reuse, recycling and composting			Target	TBC
Percentage of streets that fall below unacceptable of cleanliness			Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Achieve green Flag Award for Ward Jackson Park, Summerhill and Quality Coast award for Seaton beach	Chris Wenlock, HBC		March 2012

Outcome:	17. Provide a sustainable, safe, efficient, effective and accessible transport system
Outcome Owner & Organisation:	Mike Blair, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
People killed or seriously injured in road traffic accidents			Target	TBC
Children killed or seriously injured in road traffic accidents			Target	TBC
Access to services and facilities by public transport, walking and cycling			Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Support the community strategy through the delivery of Local Transport Plan (LTP)	Mike Blair, HBC		March 2012

Outcome:	18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects
Outcome Owner & Organisation:	Paul Hurwood, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Per capita reduction in CO2 emissions in the LA area.			Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Develop and submit Covenant of Mayors, Sustainable Energy Action Plan (SEAP) and develop the borough-wide action plan to reflect the SEAP	Paul Hurwood, HBC		March 2012
Establish Service Level Agreement's with all schools to deliver Eco-schools/Green Flag programme	Helen Beaman, HBC		March 2012

Outcome:	19. Hartlepool has a more balanced housing provision
Outcome Owner & Organisation:	Amy Waters, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of affordable homes delivered (gross)			Target	
Number of private dwellings empty for over 6 months and brought back into use			Target	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Research & develop local policies, procedures & protocols, to bring empty homes back into use	Sylvia Pinkney, HBC		October 2011

Outcome:	20. The quality of existing housing has been improved
Outcome Owner & Organisation:	Sylvia Pinkney, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Achieving decent homes standard in private sector housing sector			Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Encourage improvements to private sector homes to meet & exceed 'decent homes standard'	Sylvia Pinkney, HBC		March 2012
Evaluate evidence to extend selective licensing to other areas, consult residents and landlords and make recommendations to Cabinet	Sylvia Pinkney, HBC		September 2011

Outcome:	21. Vulnerable people have improved access to accommodation which meets their need
Outcome Owner & Organisation:	Lynda Igoe, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of households where homelessness has been prevented through Local Authority action.			Monitor	

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Continue to monitor tenancy failure to all social housing providers	Lynda Igoe, HBC		March 2012
Implement further changes to Common Allocations Policy approved from review	Lynda Igoe, HBC		August 2011

Outcome:	22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities.
Outcome Owner & Organisation:	John Mennear, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 10 Visits to museums and galleries		Financial Year	Targeted	54.9%
Number of people from vulnerable groups engaged in culture, leisure activities and sport		Financial Year	Targeted	1112
NI 9 Use of public libraries		Financial Year	Targeted	44%

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	Pat Usher, HBC		March 2012
Target and support the Voluntary Sector through the provision of grant funding and development of initiatives and to raise standards	John Mennear, HBC		March 2012
Deliver Renaissance Programme to improve access to Museum Services and develop new audiences	David Worthington, HBC		March 2012

Outcome:	23. Local people have a greater voice and influence over local decision making and the delivery of services
Outcome Owner & Organisation:	Denise Ogden, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of Community/Voluntary sector groups and organisations supported/signposted/assisted			Target	TBC

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Complete update of Neighbourhood Action Plan for North Hartlepool and commence consultation on updating another (priority area to be determined)	Sylvia Burn, HBC		March 2012
Prepare the 2012/13 Compact Action Plan with partners	Sylvia Burn, HBC		March 2012
Produce local improvement plan for empowering communities in line with the Big Society & localism agenda	Clare Clark, HBC		March 2012
Implement the action plan in relation to the Neighbourhood Management empowerment agenda	David Frame, HBC		March 2012

Outcome:	24. Make a positive contribution – people are involved with the community and society
Outcome Owner & Organisation:	John Robinson, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*,

Performance Indicators 2011/12:

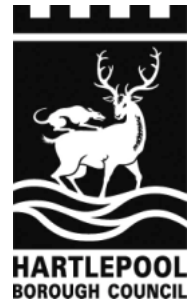
Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 111 First time entrants to the Youth Justice System aged 10-17		Financial Year	Targeted	TBC
Improve the participation of young people with learning disabilities in their Transition Planning		Financial Year	Targeted	100
Number of people who volunteer	HVDA VCS survey	Biennial available Oct 2011	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.	Mark Smith, HBC		March 2012
To seek replacement funding for the Volunteer Centre	Keith Bayley HVDA Manager	No funding as yet identified	March 2012
To ensure that the VCS groups benefit from funding and procurement opportunities	Keith Bayley HVDA Manager	No funding as yet identified	March 2012
To refresh the VCS Strategy	Keith Bayley HVDA Manager	No funding required at this stage	March 2012

SCRUTINY CO-ORDINATING COMMITTEE

25 February 2011



Report of: Chair of the Members Attendance Working Group

Subject: MEMBERS ATTENDANCES WORKING GROUP -
UPDATE REPORT

1. PURPOSE OF REPORT

- 1.1 To report to Members the outcome of the work of the Members Attendances Working Group.

2. BACKGROUND INFORMATION

- 2.1 In light of the increased national profile of expenses claimed by Members of Parliament, Members of the Scrutiny Co-ordinating Committee wished to ensure that the reporting of Members expenses, allowances and attendances in Hartlepool is done in the most clear and transparent way possible. On this basis, the Scrutiny Co-ordinating Committee, on the 17 July 2009, considered a detailed report outlining statutory / existing requirements for the publication of expenses, allowances and attendances.
- 2.2 Following consideration of the information provided, the Scrutiny Co-ordinating Committee recommended to Council, on the 30 July 2009, a way forward in relation to the recording and publication of Members expenses and allowances. Council approved these recommendations and noted the Scrutiny Co-ordinating Committee's decision to establish a Working Group to further review the issue of 'what' and 'how' Members attendances should be recorded and published.
- 2.3 The Members Attendances Working Group went on to meet on the 11 September 2009, 27 November 2009 and 26 February 2010, with a progress report on its activities presented to the Scrutiny Co-ordinating Committee on the 19 March 2010. On the basis of the work undertaken at these meetings the following outcomes were achieved:-
- i) In recognition of the potential benefits of utilising Hartbeat to raise the profile of work undertaken by Members on a day to day basis, Council on the 15 April 2010 approved the introduction of a series of 'The Life of a Councillor' articles; and

- ii) Extensive discussions took place in relation to ‘what’ and ‘how’ Members attendances could be recorded and reported, including the trail of an extended process. In discussing the information provided, further exploration was requested in relation to issues and concerns raised by Members in respect of options for the use / development of the current attendances database.

2.4 A further meeting of the Working Group was held on the 15 December 2011 to discuss the additional information requested.

3. ISSUES CONSIDERED BY THE MEMBERS ATTENDANCE WORKING GROUP ON THE 15 DECEMBER 2010

3.1 The Members Attendance Working Group at its meeting on the 15 December 2010, discussed in detail:-

- i) Three options for the future recording of Members attendances:
 - Option 1 (Expansion of the existing spreadsheet maintained by Democratic Services);
 - Option 2 (Development of a Database); and
 - Option 3 (A Committee Management System).
- ii) Activities already undertaken to address concerns previously raised in relation to:
 - Attendance Sheets (now include the capacity to report Members attendance as observers at meetings);
 - Record of Substitutes (spreadsheet amended to recognise Members who attend as substitutes); and
 - Categorisation (spreadsheet amended to reflect the five categories agreed with the Working Group at the meeting on the 27 November 2010 – Formal Meetings, Outside Bodies, Other Council / Cabinet Groupings, School Governing Bodies and SRA Related Meetings).

3.2 In discussing the options available, the need to minimise resource implications in the light of ongoing budgetary constraints and reductions of resources across the Council was acknowledged. Taking this into consideration, the Working Group agreed that:-

- i) Option 1 (i.e. the expansion of the existing spreadsheet maintained by Democratic Services was the most appropriate way forward);
- ii) Only attendances at meetings should be recorded; and
- iii) Two categories of meeting should be recorded, these being:
 - ‘ Formal Meetings’ (those services by the Democratic Services Team); and
 - ‘Others’.

- 3.3 A copy of the report considered by the Working Group at its meeting on the 15 December 2010, and minutes, is attached at **Appendix A and B** respectively for Members information.
- 3.4 Members are asked to note that the outcome of the work undertaken by the Members Attendance Working Group and approve the groups recommendations as outlined in paragraph 3.2 above.

4. RECOMMENDATION

4.1 That Members:-

- i) Note the work undertaken by the Members Attendances Working Group and approve the group's recommendations as outlined in paragraph 3.2 above; and
- ii) Consider referring the recommendations to Council for approval.

5. BACKGROUND PAPERS

5.1 The following background papers were used in the preparation of this report:-

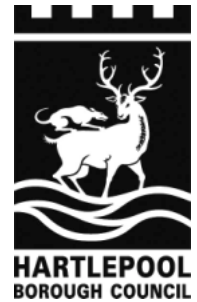
- (i) Minutes and reports of the meetings of the Members Attendances Working Group held on 11 September 2009, 27th November 2009, 26 February 2010 and 15 December 2010;
- (ii) Minutes and report of the Scrutiny Co-ordinating Committee held on the 19 March 2010; and
- (iii) Minutes and report of the meeting of Council held on 30 July 2009.

6. CONTACT OFFICER

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MEMBERS ATTENDANCES WORKING GROUP

9th December 2010



Report of: Democratic Services Team Manager

Subject: EXPLORATION OF PROCEDURES FOR THE
RECORDING AND PUBLICATION OF MEMBERS
ATTENDANCES

1. PURPOSE OF REPORT

- 1.1 To report the issues which have been progressed since the last meeting of the working group.

2. BACKGROUND INFORMATION

- 2.1 In light of the increased national profile of expenses claimed by Members of Parliament, Members of the Scrutiny Co-ordinating Committee wished to ensure that the reporting of Members expenses, allowances and attendances in Hartlepool is done in the most clear and transparent way possible. The Scrutiny Co-ordinating Committee submitted a report to Cabinet on the 30 July 2009 outlining recommendations for the way forward in relation to the recording and publication of Members expenses and allowances. Those recommendations were approved by Council. Alongside the recommendations put forward for the recording and reporting of Members expenses and allowances, the Scrutiny Co-ordinating Committee recognised that the issue of 'what' and 'how' Members attendances should be recorded and published needed to be reviewed. On this basis, the Committee recommended that a Working Group be established to explore this issue further.

3. CONSIDERATION BY WORKING GROUP

- 3.1 At the inaugural meeting of the Members Attendances Working Group, the overall aim and terms of reference of the Working Group were agreed. A subsequent meeting of the Working Group considered issues and concerns previously expressed by the Working Group. A number of recommendations were made at that meeting including the introduction of a trial in respect of recording other attendances. An additional meeting was held when it was agreed that the Central Services Manager / Democratic Services Team Manager consider the issues and concerns highlighted by the Working Group in respect of the attendances database and submit a further report to the next meeting of the Working Group.

4. CHIEF EXECUTIVE'S DEPARTMENT SUPPORT SERVICES REVIEW

- 4.1 The CEX Administration (re-branded to Support Services) review has been carried out as part of the Council's Business Transformation Programme, and underpinning Service Delivery Option (SDO) reviews. Each department across the authority has undertaken an independent review, with the primary objectives of centralising administration support across the organisation and to achieve savings through economies of scale.
- 4.2 A review of the secretarial function has been undertaken and an action plan developed. This plan feeds into the overarching CEX Support Services implementation plan. In addition to a number of secretarial activities being recommended for transfer into the support services function, a number of potential enhancements to the secretarial function have been identified. One of those areas relate to the Members' Attendance Register which had been identified for transfer into the Support Services function. The review has identified that this activity would be more suitably placed within the Members' Services office.

5. ATTENDANCES DATABASE

- 5.1 It has been confirmed that the development of a database, as discussed by the Working Group, would involve Northgate and would have cost implications at a time that the Council is facing a particularly difficult budget situation. Any meeting system that will allow users from outside the Council network to access it will need to be hosted in a specific area of the network that Northgate manage. This will incur costs both up front and on an ongoing basis for development and support. The costs are likely to be in the region of £1-2k for development and £1- 1.5k ongoing for which there are no available resources.
- 5.2 Any internally hosted system will only be available to HBC staff and will effectively replicate what is already done. We could make this information available externally if required by posting it onto a specific area of the Council's website.

6. WAY FORWARD

- 6.1 In view of the issues raised in section 5, the following options have been considered:-

Option 1 – Expand existing spreadsheet maintained by Democratic Services. No direct cost implications, limited resource implications.

Option 2 – Develop Database – this would have cost implications (Section 5 refers).

Option 3 – Committee Management System - This tends to be the way other Local Authorities collate attendance of Members. Such a system has previously been considered to be too expensive with capital and revenue costs. However, as Members will be aware Democratic Services SDO is due to

commence shortly and the purchase and implications of Committee Management System would have to be considered as part of that SDO.

In appreciation of the concerns and issues raised by the Working Group and also recognising current pressures on resources, I have attempted to progress a way forward in relation to the recording of Members attendances as follows:-

1. Attendance Sheets – all sheets used by the Democratic Services Team have been amended to include reference to 'Also in Attendance'. This means that a Member receives recognition for meetings they attend as an 'observer' or perhaps in their capacity as a representative of another Committee or Forum.
2. Record of Substitutes – The spreadsheet has been reviewed, as set out in Appendix A, to recognise Members who attend meetings as Member substitutes.
3. Categorisation - **the spreadsheet has been amended** to reflect the five categories agreed by the Working Group, at its meeting on 27th November 2009.

In terms of the categories:-

1. Formal Meetings – Meetings supported by the Democratic Services Team and are already recorded. However, not necessarily 'formal' meetings as includes working group meetings.
2. Outside Bodies – As a result of establishing contacts, a process has been established to ensure that notification is received of attendance at the outside bodies indicated on attached appendix. It is recognised that this is not a comprehensive list of all outside bodies. However, to obtain details of the remainder of the outside bodies would be difficult. However, individual Members could feedback information in relation to their attendance at those outside bodies (although it is to be noted that a previous system introduced to enable was not successful with only one Member responding on a regular basis)
3. Other Council/Cabinet Groupings – Since the last meeting of the Working Group, I have contacted lead officers for BSF and Business Transformation Board. As a result, information is now collated in respect of Members attendance at those meetings. Information has also been collated in respect of past attendance at Tall Ships Board meetings.
4. School Governing Bodies – Since the last meeting of the Working Group, I have spoken to the Governor Support Team. As a result, arrangements are in place for attendance of Members at governor meetings to be notified to the Democratic Services Team who will arrange for the spreadsheet to be updated to reflect those attendances.

5. SRA Related Meetings – this category requires further clarification in terms of definition of ‘SRA Related Meetings’. Attendance details are kept in respect of Informal Cabinet Briefings and Pre-agenda meetings.

7. CONCLUSION

- 7.1 The report highlights work which has been undertaken to attempt to address some of the concerns expressed by the working group, whilst minimising resource implications. Although processes are in place, we are reliant on other people providing information, including Members. Accuracy of statistics not provided directly by the Democratic Services Team can not be guaranteed.

8. RECOMMENDATION

- 8.1 That the Working Group considers the proposed way forward for the recording of attendances in the light of ongoing budgetary constraints and reductions of resources across the Council in the context of statutory and required functions. It is recommended at this stage that option 1 is pursued as this both meets requirements and does not incur additional costs.

9. CONTACT OFFICER

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MEMBER ATTENDANCES WORKING GROUP

9 December 2010

The meeting commenced at 3.00 p.m. in the Civic Centre, Hartlepool

Present:

Councillor Marjorie James (In the Chair)

Councillors Arthur Preece, Carl Richardson, Chris Simmons and Ray Wells

Also Present: Councillor Ann Marshall as substitute for Councillor Christopher Akers Belcher in accordance with Council Procedure Rule 4.2.

Officers: Amanda Whitaker, Democratic Services Team Manager
James Walsh, Scrutiny Support Officer
Hayley Martin, Constitutional and Administrative Solicitor
Paul Diaz, ICT Support and Development Manager
Sarah Bird, Democratic Services Officer

1. Apologies for Absence

.Councillor C Akers Belcher

2. Exploration of Procedures for the Recording and Publication of Members Attendances *(Democratic Services Team Manager)*

The Democratic Services Team Manager reported on the progress made since the last meeting of the Working Group. The categories of meetings recorded onto the spreadsheet had been reduced to 5. These were:-

- Formal meetings
- Outside Bodies
- Other Council/Cabinet Groupings
- School Governing Bodies
- Special Responsibility Allowance Related Meetings

All apart from the SRA were now regularly recorded.

Members were in agreement that if they attended any meeting in their role as a Member then this should be recorded. If for example a Member attended a residents' meeting then proof of attendance such as a set of minutes, could be provided in order that this be recorded.

A Member pointed out that personal circumstances of Members differed in

that some worked full time and others were retired which may affect attendance at meetings. Discussion ensued as to the data that needed to be collected.

It was agreed in line with the earlier indication to council that publication of the attendance figures should be done on a yearly basis at the same time that the Authority's accounts were published.

Members discussed the categorisation of meetings attended and how to ensure that members acting as substitute were credited with their attendance.

Recommendation

Member attendances should be recorded using the following categories only:

- Formal council meetings
- Other meetings

This will simplify the collection of information whilst enabling the attendance of substitutes to be recorded.

The meeting concluded at 3.36 pm

CHAIR



NEIGHBOURHOOD SERVICES SCRUTINY FORUM

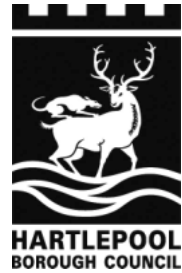
FINAL REPORT

20's PLENTY – TRAFFIC CALMING MEASURES

February 2011

SCRUTINY CO-ORDINATING COMMITTEE

25 February 2011



Report of: Neighbourhood Services Scrutiny Forum

Subject: FINAL REPORT INTO 20's PLENTY – TRAFFIC CALMING MEASURES

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Neighbourhood Services Scrutiny Forum following its investigation into '20's Plenty – Traffic Calming Measures'.

2. BACKGROUND INFORMATION

- 2.1 The Council's strategy for the implementation of traffic calming measures focuses on a desire to improve safety on the roads. Currently the Council utilises a variety of methods to calm traffic including speed humps, build outs, pedestrian islands, vehicle activation signs and speed cameras.
- 2.2 In December 2009, the Department for Transport revised the guidance set by the Government Circular 01/06 - Setting Local Speed Limits. It now recommends 20 mph speed limits for all roads which are primarily residential in nature and in town and city streets where pedestrian and cyclist movements are high. For example, around schools, shops, markets, playgrounds and other areas which are not part of any major through route.
- 2.3 A national campaign run by the organisation 20's Plenty for Us supports those communities wishing to implement 20 mph as the default speed limit for all residential and town centre roads.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 To explore the way forward for the provision of traffic calming measures in Hartlepool.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

4.1 The following Terms of Reference for the investigation were agreed by the Neighbourhood Services Scrutiny Forum on 4 August 2010:-

- (a) To gain an understanding of how traffic calming is implemented in Hartlepool and the legislative and policy requirements;
- (b) To gain an understanding of the types and effectiveness of traffic calming measures used nationally and locally;
- (c) To explore how traffic calming could be undertaken in Hartlepool in the future utilising innovative solutions, including 20's Plenty as a possible alternative to physical measures; and
- (d) To gain an understanding of the impact of current and future budget pressures on the way in which traffic calming is provided in Hartlepool;
- (e) To explore how traffic calming could be provided in the future, giving due regard to:-
 - (i) Improving the effectiveness and efficiency of the way in which the service is currently provided; and
 - (ii) If / how the service could be provided at a reduced financial cost (within the resources available in the current economic climate).

5. MEMBERSHIP OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM

5.1 Membership of the Neighbourhood Services Scrutiny Forum for the 2010 / 11 Municipal Year was as outlined below:-

Councillors Barday, Cook, Fleet, Flintoff, Gibbon, Griffin, McKenna, Richardson and Thomas

Resident Representatives:

John Cambridge, Brenda Loynes and Iris Ryder

6. METHODS OF INVESTIGATION

6.1 The Members of the Neighbourhood Services Scrutiny Forum met formally from the 4 August 2010 to 19 January 2011 to discuss and receive evidence directly relating to their investigation into '20's Plenty – Traffic Calming Measures'. A detailed record of these meetings is available from the

Council's Democratic Services or via the Hartlepool Borough Council website.

6.1 A brief summary of the methods of investigation are outlined below:-

- (a) Presentations from the Council's Regeneration and Neighbourhoods Department enhanced with verbal evidence;
- (b) Verbal evidence from the Portfolio Holder for Transport and Neighbourhoods;
- (c) Presentation from the organisation 20's Plenty for us enhanced with verbal evidence;
- (d) Written evidence from Cleveland Police enhanced with verbal evidence;
- (e) Verbal evidence from Cleveland Fire Brigade;
- (f) Written Evidence from Road Safety Great Britain North East;
- (g) Written evidence from the following local authorities:-
 - (i) Warrington Borough Council;
 - (ii) Portsmouth City Council;
 - (iii) Oxford City Council;
 - (iv) Islington Council; and
 - (v) North Lanarkshire Council
- (h) Written evidence from local schools:-
 - (i) St. John Vianney School and Children's Centre;
 - (ii) West View Primary School;
 - (iii) Holy Trinity Church of England Primary School; and
 - (iv) Kingsley Primary School
- (i) Written / verbal evidence from the North, South and Central Neighbourhood Consultative Forums;
- (j) Evidence from the site visit to Newcastle City Council to see their approach to traffic calming;
- (k) Evidence from the site visit to see traffic calming measures used in Hartlepool; and
- (l) Verbal evidence from local schools and local residents

FINDINGS**7. THE IMPLEMENTATION OF TRAFFIC CALMING IN HARTLEPOOL AND THE LEGISLATIVE AND POLICY REQUIREMENTS**

- 7.1 Members of the Forum were keen to explore how traffic calming is implemented in Hartlepool along with the legislative and policy requirements and therefore invited evidence from the Council's Regeneration and Neighbourhoods Department and the Council's Portfolio Holder for Transport and Neighbourhoods.

Evidence from the Regeneration and Neighbourhoods Department

- 7.2 The Forum welcomed evidence from the Highways, Traffic and Transportation Manager outlining the Council's traffic calming policies and procedures.

Legislative Requirements

- 7.3 Members were informed that when implementing traffic calming schemes the following Legislation is required to be followed:-

- (a) Highways Act 1980;
- (b) The Highways (Road Humps) Regulations 1999;
- (c) The Highways (Traffic Calming) Regulations 1999;
- (d) Transport Act 2000; and
- (e) The Traffic Signs Regulations and General Directions 2002

Council Policies

- 7.4 The Neighbourhood Services Scrutiny Forum in 2005/06 carried out an investigation into '20mph Speed Limit Zones Outside of Schools'. One of the recommendations resulting from this investigation was that the Council compiles a 20mph speed limit zones policy. Since the development and implementation of this policy, the Council now introduces 20 mph speed limits and associated traffic calming measures on roads in the vicinity of schools.
- 7.5 The Forum was provided with a list of schools where traffic safety schemes had been implemented. 22 out of the 35 schools had schemes implemented since 2007. Members questioned how 20mph limits were determined around schools. Officers indicated that the list of school sites proposed suitable for 20mph speed limits was chosen following a consultation with the Police and Emergency Services. The implementation of schemes was also very much dependant on the category of road. Catcote Road, for example has a

number of schools located along it, however, as a primary traffic distributor road it would be inappropriate to place a 20mph speed limit on it. However, a number of physical traffic calming measures had been implemented along Catcote Road to slow traffic down. It was emphasised that each school needed to be assessed individually.

- 7.6 Members suggested that in locations where it was not appropriate to implement a 20mph limit, was it possible to use coloured tarmac. Members were informed that coloured tarmac could be used but it was very expensive.

Council Procedures

- 7.7 The Council procedure for the consideration / implementation of traffic calming schemes was outlined to Members, and is shown below:-

- (a) Identify possible scheme (request from public, Councillor, Neighbourhood Forum or identified on Accident Investigation list);
- (b) Investigate possible measures (carry out speed surveys, analyse accident records);
- (c) Consult with residents / business's / Ward Councillors / Neighbourhood Managers / Parish Councils;
- (d) Report proposals and consultation results to Transport and Neighbourhoods Portfolio for approval;
- (e) Carry out detailed design;
- (f) Advertise Traffic Regulation Orders – resolve official objections that may need to go back to Portfolio Holder for consideration; and
- (g) Implement scheme

Evidence from the Portfolio Holder for Transport and Neighbourhoods

- 7.8 The Portfolio Holder for Transport and Neighbourhoods, Councillor Peter Jackson, attended a meeting of the Forum and outlined his views and opinions on 20mph limits. The Portfolio Holder commented that there was a difference between 20's Plenty and traffic calming. Traffic calming is physical measures that are designed to slow traffic down and 20 mph limits are designed to be self enforcing, and where possible, without the use of physical measures.
- 7.9 The Portfolio Holder emphasised that he had gone through a very difficult process earlier in the year to reduce the current Local Transport Plan budget by 11%. All the works that had been identified to date could cost in excess of 25 million, although, there is less than one million in the overall Local Transport Plan.

- 7.10 The Portfolio Holder believed that the Council had a balanced view on traffic calming, highlighting that traffic still needs to move around the town and implementing traffic calming on some roads would create even greater problems than those that are trying to be resolved.
- 7.11 It was emphasised by the Portfolio Holder that he did not believe that a 20mph speed limit should be implemented as the default speed in the town centre area but it could be supported in residential areas. 20mph speed limits did reduce accident injuries and should be implemented where appropriate. An example referred to by the Portfolio Holder was a proposal for a 20mph limit along the sea front in Seaton Carew. Objections had been received to this proposal but the Portfolio Holder commented that he had tested the route and a 20mph speed limit would mean that it would only take 12 seconds longer to travel the extent of the proposed limit.
- 7.12 In terms of budget restrictions, the Portfolio Holder highlighted that there were severe budget restrictions but if the risk was high enough then it was right to spend money to address the problems. Due to the budget situation it was likely that fewer school safety schemes could be addressed but that did not mean that they were being ignored.

8. THE TYPES AND EFFECTIVENESS OF TRAFFIC CALMING MEASURES USED NATIONALLY AND LOCALLY

- 8.1 Members of the Forum were pleased to receive a presentation from the Regeneration and Neighbourhoods Department on the current physical traffic calming measures used in Hartlepool. The following photographs illustrate the methods of physical traffic calming used in Hartlepool:-

Evidence from the Regeneration and Neighbourhoods Department

ROAD HUMPS



SPEED CUSHIONS



RAISED JUNCTION



RAISED ZEBRA CROSSINGS



**PRIORITY BUILD
OUT**



**CENTRAL
HATCHING /
PEDESTRIAN
ISLAND**



**VEHICLE
ACTIVATED SIGNS**



SPEED CAMERAS

8.2 During the presentation the costs of each of the various types of traffic calming measures were outlined and are as follows:-

(a) Road Humps	£2,000
(b) Speed Cushions	£2,500 per pair
(c) Raised Junction	£5,000
(d) Raised Zebra	£15,000
(e) Priority Build Out	£5,000
(f) Central Hatching	£25 per square metre
(g) Pedestrian Island	£7,500
(h) Vehicle Activated Sign	£3,000
(i) Speed Camera	£40,000
(j) 20mph Signage	£1,000 per street

8.3 Members were informed that the costs were approximate and may vary due to circumstances. The measure that is implemented depends very much on the location and what is to be achieved. Although, some of the measures would be the exception rather than the rule due to the cost.

8.4 The Forum was of the opinion that in most cases, the Council did get the right measures implemented at the right location, although concerns by Members

were expressed that some of the existing 20mph limits should have been extended to incorporate a wider area.

Site Visit to look at the Variety of Traffic Calming Measures used in Hartlepool

- 8.5 As part of the investigation, Members of the Forum attended a site visit on 11 October 2010 to look at the variety of traffic calming measures used in Hartlepool including road humps; 20mph pilot schemes and raised junctions.
- 8.6 It was highlighted on the visit that the more successful schemes had involved extensive consultation with local communities.

Written Evidence from Schools in Hartlepool

- 8.7 A number of schools in Hartlepool submitted their views on traffic calming and 20mph limits. The key points from each school are highlighted below:-

St John Vianney School and Children's Centre

- (a) majority of vehicles seem to slow down as they go over the bumps then speed up until next bump – this keeps speed down because of the stop – start process.
- (b) Sure Start Centre opens from 7.30am to 6.00pm, parents / carers come and go at different times to the usual school hours and therefore suspect drivers are not as vigilant about their speed as they don't expect children to be around.
- (c) Single speed limit could mean that drivers become used to the speed and travel at a lower speed unconsciously.
- (d) Although, it would mean that the specialness of the 20mph limit would disappear and drivers would no longer increase their vigilance and care outside of schools and other identified places.

West View Primary School

- (a) Difficult to monitor speed but have not received any complaints from anyone about any problems.
- (b) Yellow lines painted outside of the school to compliment the 20mph speed limit and signs, so enforcement action can be taken.
- (c) Insufficient parking enforcement officers to monitor.
- (d) The signs are showing no effect on speeds.

Holy Trinity Church of England Primary

- (a) Speed humps and zig zag lines are not very effective.
- (b) Fully support the implementation of 20mph as the default speed.
- (c) Feel that barriers should be put up around pavements outside all schools to ensure safety of pedestrians and cars would then be unable to park on pavement
- (d) Main problem not speed but inconsiderable parking.

Kingsley Primary School

- (a) Majority of traffic does slow down because of humps.
- (b) Some people do ignore prohibitions.
- (c) Few problems when a traffic warden does visit.
- (d) Most drivers ignore 20mph limit.
- (e) For safety reasons, a general 20mph limit is a 'sound' one, however, would it be realistically enforceable?

- 8.8 Members noted that one of the main problems outside of schools was parking mainly due to parents dropping off and picking up children, although it was highlighted that congestion did in itself slow traffic down. However, the Forum agreed that education was essential in combating inconsiderate parking.

Written Evidence from Partner Organisations / Members of the Public

- 8.9 The Forum was very keen to hear views from partner organisations and members of the public on existing traffic calming measures and the implementation of town wide 20mph limits. The Forum wrote to partner organisations inviting them along to the Forum meetings and communicated with members of the public through the local press. The Chair of the Forum also gathered views from the local Neighbourhood Consultative Forums. The views are listed below:-

Housing Hartlepool

- (a) Would agree that physical traffic calming measures are effective, if evidence to highlight this.
- (b) In support of 20mph default speed limit if there is evidence to support this.
- (c) In light of budget restrictions, hot spot accident areas need to be prioritised and dealt with first.

Greatham Parish Council

- (a) Traffic calming measures put in place over the last couple of months, although not what was expected.
- (b) Expected flashing signs throughout village and a 20mph limit in the centre.
- (c) Bollards cannot be seen from a distance.

The Faculty of Public Health

- (a) The Faculty of Public Health has a manifesto for 12 steps to improving public health and a 20mph limit is an evidence based recommendation that the Faculty would make.
- (b) It would reduce pedestrian and cycle accidents; encourage people to walk and cycle more because it would be safer; and discourage people from using polluting cars because of the “frustration” of having to drive slowly.

Road Safety Great Britain North East

- (a) Road Safety Great Britain North East is a pro-active education, training and publicity based partnership involving road safety professionals from various organisations. The group meets to manage road safety initiatives across the north east, promote partnership working and share resources.

(b) Effectiveness of physical traffic calming measures:-

- Traffic calming measures are an effective tool for reducing casualties, reducing speeds, encouraging sustainable travel and improving community safety.
- Changing driver behaviour by whatever means is a fundamental role of road safety. This change can be forced through engineering measures, encouraged through promotional means or achieved through education, training and enforcement.
- Having permanently installed traffic calming features which force drivers to behave in a particular manner are generally supported.
- Traffic calming measures are a 24 hour a day feature which offer a favourable cost benefit and rate of return greater than most other interventions.
- Traffic calming measures should only be used on those roads where speeds, driver behaviour and road casualties are a measured concern through collision statistics or through a community need corroborated by robust evaluation.
- Traffic calming should blend into a community theme and be aesthetically pleasing in order to be accepted.

- Appropriately designed calming measures should meet the basic Traffic Sign Regulations and General Directions manual and at the same time address the need to reduce highway clutter and make drivers aware of the measure installed.
- Measures are supported that promote sustainability, reduce congestion, maintain safe traffic flows and prevent drivers from becoming stressed/fatigued.
- Where neighbourhoods are involved in all stages of a scheme from the design to implementation through consultation it is felt that these become more effective in yielding the greater results.
- Traffic calming should not impact on any surrounding roads by encouraging rat running.
- There is support for those measures that offer protection for all road users with particular reference to children and the elderly.
- Where measures are placed on bus and emergency routes it is important that their effectiveness does not compromise bus journeys and emergency response times.

(c) Default 20 mph Zones in residential areas and town centres:-

- There is strong support for default 20 mph zones/limits in all residential areas which are self enforcing i.e. traffic calmed whereby through physical engineering measures drivers are forced to travel at or below 20 mph.
- 20 mph zones will promote neighbourhood safety, encourage more residents and children to walk and cycle and prevent community severance.
- If town centres are heavily populated with cars, buses, delivery vehicles with a high percentage of pedestrian footfall then a 20 mph zone can be useful. However, not all town centre roads would warrant the implementation of such a limit. There are areas around the central business core which do not have the same issues as that of a busy town centre.
- Not always appropriate to make all roads 20 mph – issues such as congestion, pollution, keeping traffic moving must also be considered. Roads that have little or no pedestrian footfall or are main distributor roads should remain 30 mph. There are requirements under that Traffic Management Act to maintain safe traffic movements which may not justify having 20 mph limits implemented.
- An issue with all 20 mph zones/limits where there are no physical calming measures is that of enforcement.
- It is the responsibility of the Police to enforce speed limits. There is technology available to enforce speeds in all limits with the exception of 20 mph zones. Therefore, areas without physical engineering measures would require Police resources to undertake enforcement of drivers exceeding the speed limit.
- It is easier to educate drivers and residents in a neighbourhood/community subject to a 20 mph zone through public relations and targeted marketing.

(d) How to approach traffic calming in a climate of reducing budgets:-

- In the absence of traffic calming, enforcement, education and encouragement are the available options to improve safety through changing driver attitudes and behaviour.
- A solution to achieve safety improvements could be through community initiatives aimed at educating members of neighbourhoods in safer road user behaviour.
- Already a significant amount of road safety education delivered across Hartlepool targeted at schools and communities. An option would be to engage with neighbourhoods and identify key staff to assist in the delivery of schemes aimed at reducing road danger and improving safety.
- There are a number of driver psychologists who consistently inform road safety professionals that if they wish to change driver behaviour and attitudes then drivers must be regularly informed of a particular message. The message in most cases tends to be adhering to speed limits and being aware of road hazards. Therefore, education and encouragement may be the best solution to improving safety and reducing casualties in the absence of funding to implement traffic calming schemes.

Members of the Public

- (a) Speed humps, which are designed to make roads safer, actually do the opposite.
- (b) Many drivers treat them as a challenge to be approached at the fastest speed possible.
- (c) Noise pollution is a consequence of the speed humps. Many commercial vehicles use the road and go over the humps at a high speed resulting in the truck's cargo crashing onto the vehicles base six consecutive times.
- (d) Damage is caused to vehicles to the suspension and exhausts.
- (e) On school starting / finishing times the sheer number of cars parked roadside actually slows traffic to the required limit (King Oswy Drive).
- (f) Remove humps and make the whole street a 20mph area with illuminated signage and constant road markings. Drivers could then develop a culture of 'taking it easy' or even avoid this short cut road (King Oswy Drive).

Neighbourhood Consultative Forums**North Neighbourhood Consultative Forum – 20 October 2010**

- (a) 10 years ago Glasgow implemented 20's Plenty in residential areas, which is adhered to and is very successful. Would suggest that all residential streets be 20mph and outside of schools to improve road safety;
- (b) Is not about enforcement but more a change of mindset; and
- (c) The most successful traffic calming measures are the ones which have the biggest involvement of the local community in putting it together

Central Neighbourhood Consultative Forum – 21 October 2010

- (a) The Council is currently consulting about extending 20mph zones. Would ask that signage is improved to clearly define an area that is 20mph and make start and finish clear. The pilot signage is not right but you make mistakes in pilot exercises;
- (b) As a resident 20mph limits are a good thing. Will cause problems because might slow traffic down, although don't think it will slow it down that much;
- (c) Always advocate for 20mph around schools, need to look at this as some of the previous schemes have been wrong (speed humps etc);
- (d) Would urge Forum to look at the implementation of 20mph from a geographical perspective, for example, York Road or other major roads should not be 20mph. Geography is a big part of it. 20mph signage reduces speed but there will be areas where the only way to do it is with physical traffic calming measures. Need to be brave enough to say that to residents. Have got away from the fact that these are residential streets, residents have lost their streets to motorists. Should come from the perspective of what makes this better for residents. Don't want to remove signs and write on road.
- (e) What if you live in a long street and vehicles move up and down. In the past the Council would meet the emergency services who would say that there should not be physical traffic calming in a particular area because of the amount of traffic. Residents might not want physical traffic calming measures;
- (f) If you put signage up it will make people think and not go over 30mph and is the cheapest option to implement. Ambulances use certain routes all the time and they can't keep going over humps and chicanes;

- (g) Each area will have different remedies, can't put some restrictions on some roads;
- (h) Really good if the Forum could look at practice around the country to physical prevention which doesn't stop emergency vehicles. There must be a type of speed hump that wouldn't impact on emergency vehicles;
- (i) Will the 20mph signage be LED? This will have more impact than a sign that just says 20mph. When it is an LED sign everyone breaks. Is more expensive but could be one method. Physical measures cause damage;
- (j) Main problems are plastering area with signs. Need to alter entrance and narrow down so people realise that it is a different scheme; and
- (k) Different methods need looking at. In the USA they put grit or paving on the road and it really slows traffic down.

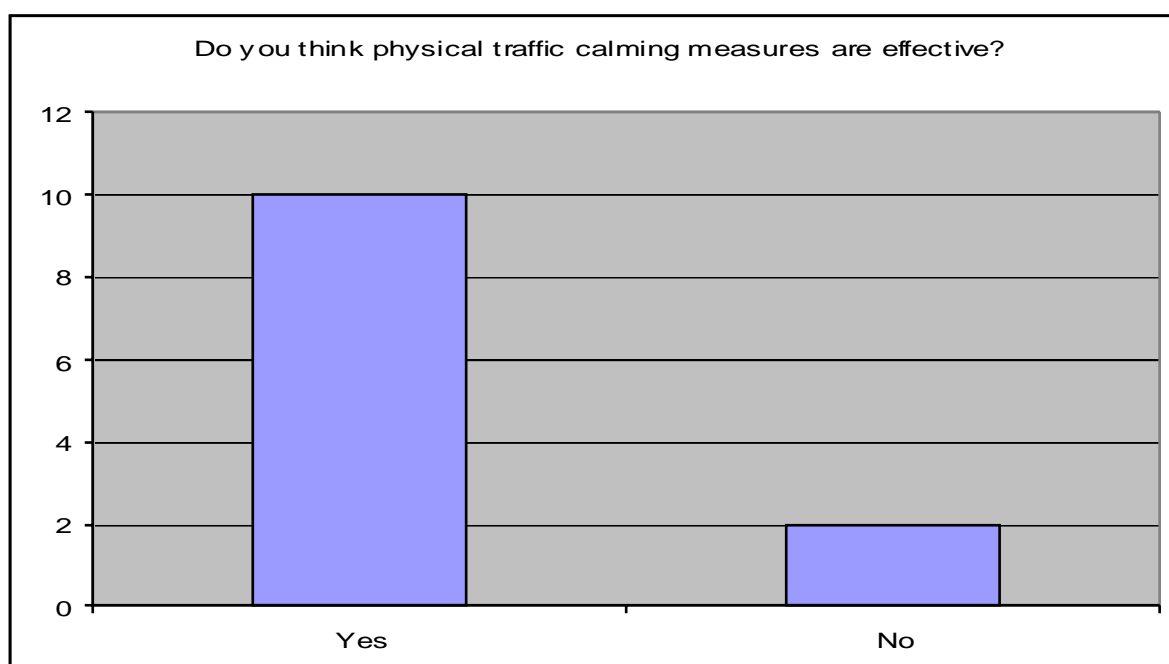
South Neighbourhood Consultative Forum – 22 October 2010

- (a) Concerns raised about how you enforce 20mph limits;
- (b) Some traffic calming restrictions do not make any difference including 30mph limits;
- (c) Look at how Scotland has introduced 20mph zones / limits. In some places in Scotland 20mph zones / limits have been implemented for at least 10 years without physical traffic calming measures being involved; and
- (d) In some places where traffic calming is proposed, it would result in a loss of parking for houses.

Questionnaire

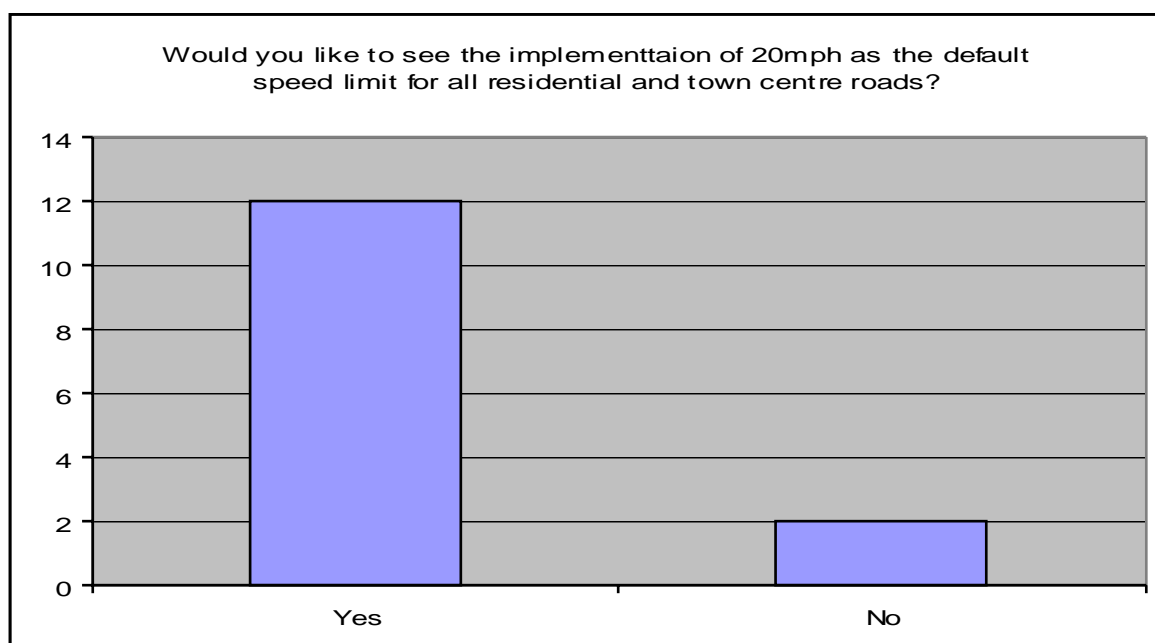
A short questionnaire was distributed at each of the meetings and people were asked to complete the questionnaire. 14 questionnaires were completed and returned. The graphs below show the responses to each question:-

Question 1



(Two people said some physical traffic calming measures are effective. Out of these two people, one said humps are effective but not unenforced restrictions)

Question 2



(one person who answered yes to the above question said if enforced and only on appropriate residential and town centre roads; and one person who answered no said only in residential streets not all town centre roads)

Question 3

How do you think the Council should be approaching traffic calming issues in light of the budgetary restrictions:-

- (a) 20mph outside schools only;
- (b) Priority streets first including high volume usage streets and taxi 'rat runs';
- (c) Any signage, good value, if enforced – waste of money if not;
- (d) 20's plenty a good idea in certain areas. Will always need some physical calming measures on long, straight roads etc.
- (e) As I am part of Scrutiny I would rather comment on this after the Newcastle visit to see their traffic calming measures;
- (f) More signage rather than physical calming;
- (g) As a safety issue this needs to be a priority. Anything done needs to be things that do not require resourcing and a large amount of policing;
- (h) Make it priority, life is more important than money;
- (i) To install the best they can afford;
- (j) As soon as possible before the funds run out (e.g. 20 mph) (remember speed kills);
- (k) Tarnston Road could do with a censor on the passing vehicles. There are school children walking along this road on their way to and back from High Tunstall School. Residents also have difficulty crossing this road. Also getting cars out of their driveways. The traffic lights at the end of Tarnston Road have turned this road into a rat run, cars travel along this road from as far as Catcote Road onto A179; and
- (l) With a 20 mph limit if possible. Remember speed kills. We would like if possible to have a 20 mph in Tarnston Road due to the increase of traffic and there is also children walking to and from High Tunstall School and residents have a problem coming and going from minor roads into Tarnston Road. 20mph signs would be cheapest.

9. HOW TRAFFIC CALMING COULD BE UNDERTAKEN IN HARTLEPOOL IN THE FUTURE UTILISING INNOVATIVE SOLUTIONS, INCLUDING 20'S PLENTY AS A POSSIBLE ALTERNATIVE TO PHYSICAL MEASURES

- 9.1 As part of the evidence gathering process for the undertaking of this investigation, Members of the Forum attended a site visit on 28 October 2010

to look at and discuss how Newcastle City Council approached traffic calming. Members agreed to visit Newcastle because the Council are into their second year of delivering 20mph zones as part of a three year rolling city wide programme.

Site Visit to Newcastle City Council

- 9.2 Newcastle started with a pilot of 88 roads, which resulted in a decrease in speed and proved popular with residents. Following on from this pilot, Newcastle started to roll out the 20mph scheme to all appropriate neighbourhood streets over a three year period. The scheme is due to be completed in November 2011.
- 9.3 Members were interested to find out about the costs of the scheme and how the scheme was funded. Members were informed that the overall cost of the scheme was 1.4 million, which included 3000 streets rolled out over six phases. The funding had been secured from the Corporate Resource Pool.
- 9.4 In order to keep costs down Newcastle used the minimum amount of signs possible, which were smaller in diameter than the standard 600mm. Existing street furniture was used wherever possible and no signs were illuminated.
- 9.5 Members questioned whether 20mph markings on the road were an option that Newcastle Council had considered. Due to the maintenance costs of road markings Newcastle did not use 20pmh markings on roads.
- 9.6 In order for a 20mph city / town wide limit to be successful, Newcastle was strongly of the opinion that it was about changing people's mindset and the culture of driving, using the phrase 'Education, then engineering, then enforcement'.
- 9.7 Newcastle publicise their 20mph scheme through their Council magazine, in local newspapers, through schools, on Television. Members indicated that one of the good ideas they had taken from the Newcastle visit was the 'accident map' that the authority produced. This was also complimented by ward based accident information which the Forum saw as being a potential source of information that councillors would welcome.
- 9.8 In terms of physical traffic calming measures, Newcastle have not introduced any further physical measures while rolling out their 20mph scheme. Speed surveys / reviews are to be carried out to assess whether there is an additional need for physical measures. If a serious accident occurs and physical measures were required then these would be installed.
- 9.9 Members were interested to hear that Newcastle are also looking to review the speed limits on their rural roads with the aim of reducing the speed to 50mph.

- 9.10 Newcastle was of the opinion that it would be a good idea for local authorities in the region to work together on road safety, for example share ideas and promote road safety on a regional as well as local basis.

Written Evidence from Other Local Authorities

- 9.11 Members of the Forum thought that it would be really beneficial to their investigation if they could gain an idea of how other Local Authorities across the country approached the implementation of 20mph on all of their residential streets. Members were particularly interested in the cost of each scheme and how the police enforce the 20mph limit.
- 9.12 The information received from the other Local Authorities is outlined below:-

(a) Warrington Borough Council

ENFORCEMENT: The Police report that the nature and usage of these routes does not indicate a logical 20 mph limit to road users, which leads to confusion and driver frustration, with associated incidents of aggressive overtaking and tailgating. For these reasons the Police have stated that they could not justify enforcement of a 20mph limit on these roads.

COSTS: If an Authority wide 20mph blanket were to be introduced on all of the current urban 30mph limit roads the total cost for signage provision with legal and advertising costs would be approximately £740,000 for 510.7km of Warrington's urban roads, not including advertising and legal costs to make associated Traffic Regulation Orders.

(b) Islington Council

COSTS: 1.6 million, which is higher than intended. Majority of the cost is through illuminating the signs, as is recommended by guidance. There is also the on going cost of maintenance and electricity.

ENFORCEMENT: Police will enforce

(c) Portsmouth City Council

COSTS: The overall cost of the scheme was £572,988. This was broken down into 4 sections:

- Consultation - £20,626
- Preparation and Supervision - £117,089
- Traffic Surveys - £14,535
- Implementation - £420,738

The scheme covers over 1,200 roads within Portsmouth which is 94% of the total road length. The scheme covers 410km of the 438km road length.

ENFORCEMENT: The Police do not enforce the speed limit on a day to day basis although they would stop anyone who is driving in an inconsiderate manor. However the Police work alongside ourselves and Hampshire Fire & Rescue in Education & Enforcement days where they enforce roads that have a speed issue and give the driver the choice of accepting the fixed penalty notice and 3 points or attend an education event that shows the motorist the potential harm dangerous driving can cause through videos, talks, and demonstrations.

(d) Oxford Council

COSTS: Overall around £330,000. Around £200,000 was for the signing works, with the balance being design etc. and consultation costs.

ENFORCEMENT: With limited police resources the speed limit is expected to be self enforcing although enforcement will be carried out where there are exceptional problems. Main concern of the police is that without the widespread use of physical calming measures, compliance with a 20mph limit will be low, which not only will reduce the safety and wider benefits but also lead to demands for enforcement which could place a severe strain on police resources.

(e) North Lanarkshire Council

Information on cost was not received

ENFORCEMENT: Predominantly self enforcing but some police activity taking place due to Scottish Police forces not being subject to Association of Chief Police Officers guidance.

Evidence from the organisation 20's Plenty For Us

- 9.13 The Forum was very pleased to receive evidence from the organisation 20's Plenty for Us which is a national voluntary organisation supporting communities who want to lower speeds for residential streets, which was established in 2007.
- 9.14 To set the scene, the 20's Plenty for Us campaign works with many other Road Danger Reduction organisations including Roadpeace and Living Streets, and is also a member of the Parliamentary Advisory Committee on Road Safety and the European Transport Safety Council. The organisation provided evidence to the UK Transport Select Committee, London Assembly,

National Audit Office, and recently Roads Service on their consultation on setting Local Speed Limits for Northern Ireland.

- 9.15 Members of the Forum were informed that the UK has a good overall safety record and when the number of road deaths per 100,000 population was measured, the UK was the second lowest behind the Netherlands. However, the same statistic for the number of child deaths per 100,000 population in the UK was way behind many countries. The Health Development Agency estimated that the reduction in children's deaths and injuries if 20 mph was the speed limit on residential roads could be as high as 67%.
- 9.16 Based on the EU CARE database figures from 2005, pedestrian fatalities as a percentage of total road fatalities was 20% for the British Isles against an average of 11.7% for Northern Europe and 14.2% for southern Europe. The percentage of pedestrian deaths was also increasing in the UK.
- 9.17 Members were interested to hear about the Sunflower report which compared Road Safety in Sweden, the UK and the Netherlands. This was done by comparing the fatalities per 10 billion kilometres travelled which measured the exposure to risk of fatality for various transport modes. This showed that while car fatalities per 10 billion kilometres was lower in the UK (2.9) than Sweden (4.27) and the Netherlands (3.35), the figures for cyclist fatalities were double in the UK (31.75) when compared to Sweden (15.67) and the Netherlands (13.11).
- 9.18 In summary, the views of the 20's Plenty organisation were that:-
- (a) the UK maintains speed limits on residential and urban roads which are 60% higher than countries in Northern Europe; and
 - (b) the UK has failed to engineer roads for cyclists and pedestrians
- 9.19 Following the presentation from 20's Plenty, Members questioned whether there were statistics showing the benefits of 20mph zones? It was reported that Portsmouth had implemented 20mph zones over a very large area and had recorded a 20% reduction in casualties. On narrower roads there had been little reduction in overall speeds, though average speeds on larger roads had shown a 6.5mph reduction.
- 9.20 Members were interested to hear that other Local Authorities had met the costs of implementation through their existing transport budgets. Members also considered the money that would be saved by the emergency services, NHS etc by reducing the number and severity of road accident casualties in residential areas.
- 9.21 Members expressed concern to the representative from the 20's Plenty organisation about using 20mph in isolation without physical traffic calming measures. Members were informed that in isolation 20mph limits did frequently need accompanying by physical measure but when done over a large residential area they did tend to be self enforcing. Members commented

that perhaps 20mph speed limits should be applied across the country as the smoking ban had worked effectively this way.

Evidence from Cleveland Police Force

- 9.22 The Forum invited a representative from Cleveland Police Force to share his views on the implementation of 20mph limits. The police representative indicated that he had supported the traffic calming initiatives that had been implemented in Hartlepool to date in the interests of road safety and speed reduction. On the issue of blanket 20mph speed limits, the representative indicated that he probably on balance did not support their implementation due to the difficulties in enforcement. It was acknowledged that the roads in Cleveland were now the safest that they had ever been. The collision and casualty data for Hartlepool was shared with the Forum:-

	Collisions			Casualties		
	Fatal	Serious	Slight	Fatal	Serious	Slight
Whole of 2008	4	20	121	5	24	209
Whole of 2009	4	19	127	5	20	191
Up to 30/9/2010	0	21	82	0	22	116

Contributory Factor 306 “Exceeding the speed limit” involved in the above collisions:

Whole of 2008	= 6
Whole of 2009	= 5
Up to 30/9/2010	= 3

- 9.23 In terms of the contributory factor 306, Members were informed that when an officer submits a collision report (a report is required for every injury collision ranging from slight to fatal) the officer is asked to give the main causation factor for the collision along with other factors that may be relevant. As you can see from the low number above in comparison to the total number of collisions it is very difficult for an officer to attribute excess speed as the main causation factor.

Speeding offences detected by the Safety Camera Team on Hartlepool only sites:

Whole of 2008	= 2020
Whole of 2009	= 1494
Up to 30/9/2010	= 1277

- 9.24 All of the above offences have been detected on 30mph speed restricted roads, these figures would be greatly reduced if the 20mph limit was introduced across a high percentage of roads, (excluding main arterial and distributor routes).

- 9.25 Cleveland Police also discussed enforcement issues with the following 4 police forces who have towns/cities within their area where a Local Authority has introduced 20mph speed limits.

(a) *Thames Valley Police/Oxford L.A.*

The view from Thames Valley Police is that the 20mph speed limits are self enforcing only, this is due to two reasons. Firstly the enforcement of 20mph limits is contrary to the Association of Chief Police Officers (ACPO) advice and secondly that they seem to have a big problem with the speed restriction signs not being installed correctly therefore making them illegal.

(b) *Hampshire Police/Portsmouth L.A.*

Self enforcing and additional road calming measures put in place in problematic areas, i.e. speed humps, chicanes and other physical measures.

(c) *Cheshire Police/Warrington L.A.*

Self enforcing in the main but see attached report.

(d) *Strathclyde Police/North Lanarkshire L.A.*

Predominantly self enforcing but some police activity taking place due to Scottish Police forces not being subject to ACPO guidance.

- 9.26 In conclusion with the exception of the Scottish Force it would appear that police enforcement of the 20mph speed limits does not take place in the other Local Authority areas canvassed. The reliance in these areas is that the 20mph speed limits are self enforcing and are often accompanied by additional road calming/physical measures. The Department of Transport guidance is as follows –

“Successful 20mph speed limits should generally be self enforcing. 20mph speed limits are unlikely to be complied with on roads where vehicle speeds are substantially higher, (than an average of 24mph), and, unless such limits are accompanied by the introduction of traffic calming measures, police forces may find it difficult to routinely enforce the 20mph limit.”

- 9.27 The guidance specifically states that 20mph speed limits should be used for individual roads, or for a small number of roads, and that they are only suitable where:

(a) Vehicle speeds are already low (average 24mph or below); or

(b) Where additional traffic calming measures are planned as part of a strategy.

- 9.28 What needs to be considered by the Local Authority is not only the cost of signing all of the roads but also the additional cost of traffic calming measures that will be needed on some of the more problematic roads. The police representative also felt that full public consultation needed to take place.
- 9.29 Despite the problems around enforcement, (technical and ACPO guidance), the police representative is fully supportive of any measures that will reduce the number of road casualties. Statistics show that a 1% drop in average speed limits will bring about a 6% drop in road casualties which can only be positive.

Evidence from Cleveland Fire Authority

- 9.30 Cleveland Fire Authority commented that the brigade would welcome any future consultation on traffic calming measures in the town, as response times were the brigade's main concern. Any measures that reduced the number of serious accidents would be welcomed.

10. CURRENT AND FUTURE BUDGET PRESSURES AND HOW TRAFFIC CALMING COULD BE PROVIDED IN THE FUTURE

- 10.1 The Forum explored the impact of current and future budget pressures on the way in which traffic calming is provided in Hartlepool, along with how traffic calming could be provided in the future, giving due regard to improving the effectiveness and efficiency of the service and how the service could be provided at a reduced financial cost (within the resources available in the current economic climate).

Evidence from the Regeneration and Neighbourhoods Department

- 10.2 Members received a presentation outlining the current budget situation from the Regeneration and Neighbourhoods Department. Accident statistics in Hartlepool had shown a significant improvement over the past twelve years. The majority of accidents were on main roads with the top three sites being A689 (Burn Road to Brenda Road), A179 (A19 to Hart roundabout) and Tees Road (Brenda Road to Elizabeth Way). Only six of the top 20 sites for accidents in the borough would be eligible to be in a 20mph zone. If 20mph limits were to be introduced in the town, then it was suggested that these should be concentrated on the residential estates, busy pedestrian areas and parts of the town centre. 20mph limits would also be used to maintain the effectiveness of the current schemes around schools. A map was circulated in the meeting highlighting the current and proposed 20mph zones including those routes that should maintain at their current speed limits (attached as **Appendix A**).
- 10.3 Members questioned how such a scheme would be funded. Currently the Council received around £100,000 a year for Local Transport Plan Safety Schemes with an average local contribution from the Neighbourhood Consultative Forums and Neighbourhood Action Plans of £60,000 a year, dependant on the type of scheme. However, due to cuts in local government

funding, it was expected that this funding would be reduced. This would mean that a large number of safety schemes already listed, could not be delivered. The Council was expecting the Local Transport Plan to be significantly cut, so unless there was some other funding available, 20mph would have to be phased and probably over longer than three years. The Government has recently announced a Sustainable Transport Fund, which Councils can apply to for funding to implement community schemes.

- 10.4 In light of this Members asked for a cost to implement 20mph limits on all the residential streets in Hartlepool. Members were informed that it would cost around £150,000. This would obviously need to be phased over a number of years and some areas would be easier to implement than others depending on the geographical area and the number of signs needed. Officers indicated that there was a general approach within the authority to 'de-clutter' highways by reducing the amount of signs used. 20mph zones may only need signage at the entrance to areas rather than on every street and at every junction, which would bring costs down significantly. The department would endeavour to meet the costs from existing budgets and apply to all appropriate funding streams.

- 10.5 20mph limits had been piloted in certain areas of the town and Members were presented with the speed survey results before and after implementation.

	Before	After	Change
Newlands Ave	27mph	29.5mph	+2.5mph
Claremont Drive	28.5mph	29.5mph	+1mph
Eamont Gardens	24.5mph	25.5mph	+1mph
Eldon Grove	33mph	27.5mph	-5.5mph

- 10.6 Members noted that all but one pilot area had increased in speed after implementation. Members did feel that some of the issues in the Elwick Road 20mph zone were to do with it not including the whole of the residential area and it was considered that to work, the zones needed to apply to the whole community area.
- 10.7 Members questioned traffic calming measures on new housing developments and whether there was a requirement for the developer to install physical traffic calming measures. Members were informed that there was a requirement and Members suggested that this be reviewed as it is contradictory to the roll out of 20 mph limits. The Forum also discussed roads

which had not yet been adopted by the Council and thought that it was important to work with developers to implement 20mph limits.

11. CONCLUSIONS

11.1 The Neighbourhood Services Scrutiny Forum concluded:-

- (a) That implementing 20mph speed limits on all appropriate residential streets is in the interest of safety for pedestrians and cyclists. 20's Plenty is about the pedestrian / cyclists / residents taking back the ownership of their streets;
- (b) That a 20's Plenty approach on all appropriate residential streets in Hartlepool is the way forward as funding for physical measures is reducing meaning less physical measures can be delivered;
- (c) That the 20's Plenty approach is about changing people's mindset rather than implementing physical traffic calming measures;
- (d) That there is consistent feedback from the public in support of a 20's Plenty approach in residential areas;
- (e) That engaging with the public and educating communities is key to the success of a 20's Plenty approach. The message to the public has to be centred on safety for residents and their families;
- (f) That in order for 20mph speed limits to work across all residential areas, it needs to be looked at from a geographical perspective, for example, major roads and distributor road should not be 20mph;
- (g) That the implementation of the 20mph limits on all appropriate residential streets in Hartlepool may take several years but would find wide public support;
- (h) That streets with parked cars tended to act as a natural traffic calming measure to slow motorists down. However, inconsiderate parking especially outside of schools is a problem;
- (i) That 20mph speed limits in isolated locations do not decrease speed as some people do not adhere to the speed as it is only over a small area;
- (j) That speeds do reduce if a 20mph speed limit is implemented over a large residential area;
- (k) That accidents have continued to reduce over recent years and Councillors / officers should be congratulated on their approach to physical traffic calming measures. However, funding for physical traffic calming schemes is reducing;

- (l) That Cleveland Police and Cleveland Fire Authority are fully supportive of any measures that will reduce the number of road casualties and would welcome consultation on any new traffic calming proposals;
- (m) That 20mph speed limits would not be a priority for the police and are unlikely to be enforced. However, dialogue will continue with the local force, which will be determined by future trends and legislation; and
- (n) That implementation costs can be kept to a minimum by installing smaller signs at the entrance to residential streets which are not illuminated.

12. RECOMMENDATIONS

12.1 The Neighbourhood Services Scrutiny Forum has taken evidence from a wide variety of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below:-

- (a) That the Council implements 20mph speed limits on all appropriate residential streets in Hartlepool, and in doing so:-
 - (i) undertakes a full public consultation (before the scheme is rolled out) with Councillors, residents, the emergency services; schools; businesses and all other relevant bodies;
 - (ii) discusses and shares information with regional local authorities to develop the best way possible for Hartlepool to roll out 20mph speed limits;
 - (iii) does not install any new physical traffic calming measures in residential areas, unless, following speed surveys or accidents it is thought necessary in order to slow traffic down further;
 - (iv) when it becomes necessary to replace speed humps, the most appropriate cost effective solution be used;
 - (v) continues to deliver school safety schemes;
 - (vi) develops a set of criteria (including accident statistics, schools in the area, local street patterns and existing traffic calming provision) to assess how the scheme will be rolled out;
 - (vii) publicises the roll out of 20mph limits in the Council's magazine, Hartbeat; through the local press, radio and schools; and on the Council's website to encourage a change in driver behaviour and attitude; and

- (viii) reviews the planning requirements relating to the installation of physical traffic calming measures on new housing developments with a view to implementing 20mph speed limits as opposed to physical traffic calming and works with developers to implement 20mph limits on new housing estates where the roads have not yet been adopted by the Council.
- (b) That the costs for the 20mph scheme be funded through the Local Transport Plan and appropriate funding streams and be phased over a number of years with the aim of full implementation by March 2014;
- (c) That the Council explore all possible options to try and secure further funding for the delivery of the 20mph scheme, such as the Sustainable Transport Fund; the Neighbourhood Consultative Forums; the Neighbourhood Action Plans and partnership working with other organisations;
- (d) That the Council work with local schools to stop inconsiderate parking and raise awareness of road safety in conjunction with the Council's Parking Strategy, given the strength of public opinion in this area; and
- (e) That the Council circulate an accident map and ward based accident information to all Councillors as a means of communicating this information to residents.

15. ACKNOWLEDGEMENTS

- 15.1 The Forum is grateful to all those who have presented evidence during the course of the scrutiny review. We would like to place on record our appreciation for all those witnesses who attended the Forum. In particular the Forum would like to thank the following for their co-operation during the scrutiny review:-

Hartlepool Borough Council:

Councillor Peter Jackson – Portfolio Holder for Transport and Neighbourhoods

Alastair Smith - Assistant Director, Transportation and Engineering

Mike Blair - Highways, Traffic and Transportation Manager

Peter Frost – Traffic Team Leader

External Representatives

Rod King - 20's Plenty for Us

Inspector Mick Little – Cleveland Police Force

Gordon Goodison – RTC Reduction Manager, Cleveland Fire Brigade

Road Safety Great Britain North East

Newcastle City Council

Warrington Borough Council

Portsmouth City Council

Oxford City Council

Islington Council

North Lanarkshire Council

St. John Vianney School and Children's Centre

West View Primary School

Holy Trinity Church of England Primary School

Kingsley Primary School

Local residents

**COUNCILLOR STEPHEN THOMAS
CHAIR OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM**

FEBRUARY 2011

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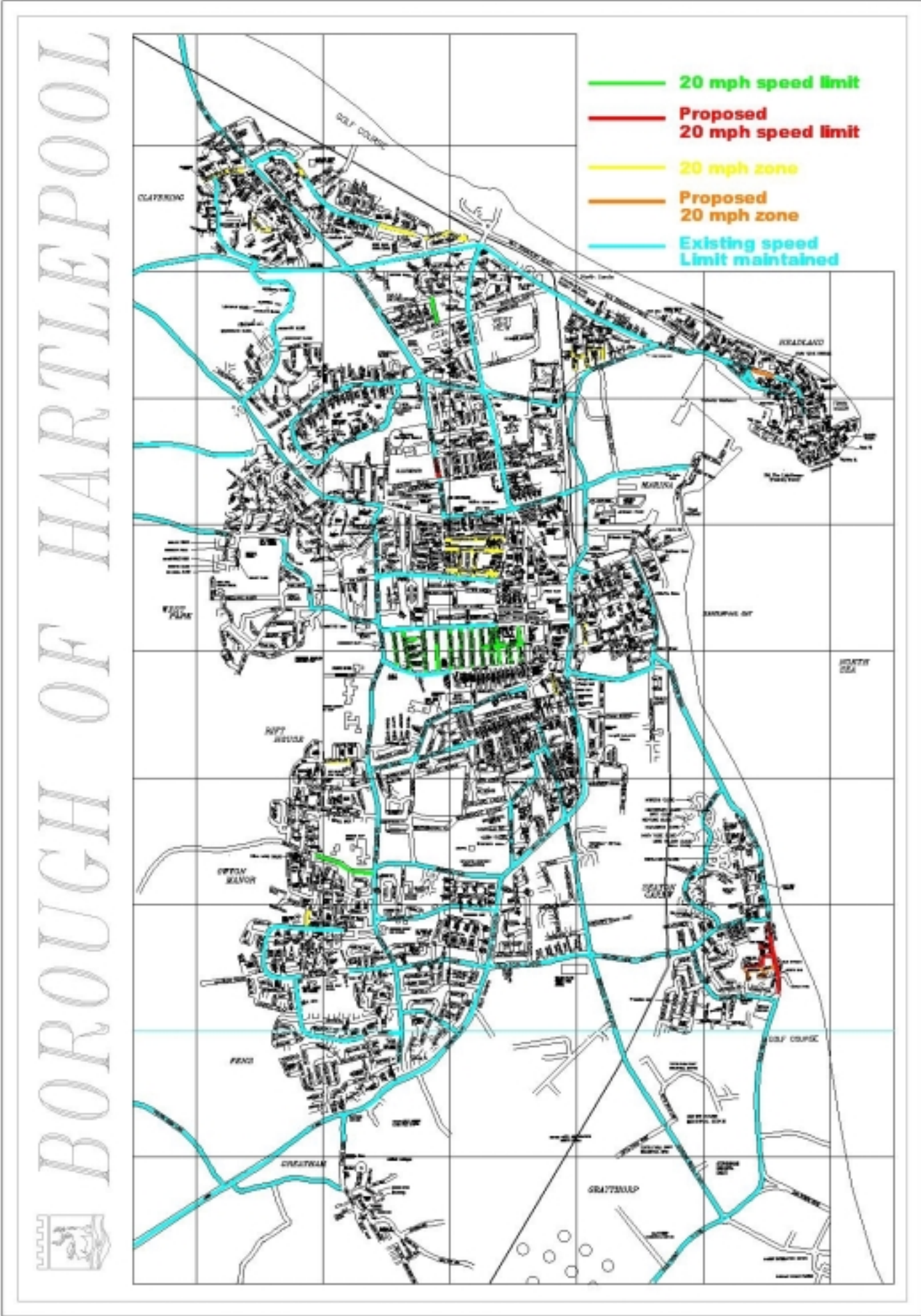
BACKGROUND PAPERS

The following background papers were used in preparation of this report:-

- (i) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into 20's Plenty – Traffic Calming Measures – Scoping Report' presented to the Neighbourhood Services Scrutiny Forum of 4 August 2010.
- (ii) Report of the Scrutiny Support Officer entitled '20's Plenty – Traffic Calming Measures – Setting The Scene Presentation: Covering Report' presented to the Neighbourhood Services Scrutiny Forum of 15 September 2010.
- (iii) Report of the Scrutiny Support Officer entitled '20's Plenty – Traffic Calming Measures - Evidence from the Member of Parliament for Hartlepool and the Authority's Portfolio Holder for Transport and Neighbourhoods - Covering Report' presented to the Neighbourhood Services Scrutiny Forum of 15 September 2010.
- (iv) Presentation from Officers from the Regeneration and Neighbourhoods Department entitled 'Traffic Calming Policies and Procedures' presented to the Neighbourhood Services Scrutiny Forum Services Scrutiny Forum of 15 September 2010.
- (v) Report of the Scrutiny Support Officer entitled '20's Plenty – Traffic Calming Measures – Types and Effectiveness of Traffic Calming Measures used Locally: Covering Report' presented to the Neighbourhood Services Scrutiny Forum of 27 October 2010.
- (vi) Report of the Scrutiny Support Officer entitled 'Traffic Calming Measures – Types and Effectiveness of Traffic Calming Measures used Nationally and how Traffic Calming could be undertaken in the Future Utilising Innovative Solutions, such as 20's plenty: Covering Report' presented to the Neighbourhood Services Scrutiny Forum Services Scrutiny Forum of 27 October 2010.
- (vii) Presentation from the Regeneration and Neighbourhoods Department entitled '20mph... and other Traffic Calming Measures' presented to the Neighbourhood Services Scrutiny Forum Services Scrutiny Forum of 27 October 2010.
- (viii) Presentation from Rod King, 20's Plenty entitled '20's Plenty – How Everyone Wins' presented to the Neighbourhood Services Scrutiny Forum Services Scrutiny Forum of 27 October 2010.
- (ix) Feedback from the site visit around Hartlepool presented to the Neighbourhood Services Scrutiny Forum Services Scrutiny Forum of 27 October 2010.
- (x) Report of the Scrutiny Support Officer entitled '20's Plenty – Traffic Calming

Measures – Feedback from the Neighbourhood Consultative Forums and Site Visit to Newcastle City Council: Covering Report' presented to the Neighbourhood Services Scrutiny Forum of 10 November 2010.

- (xi) Report of the Scrutiny Support Officer entitled '20's Plenty – Traffic Calming Measures – Current and Future Budgetary Restrictions: Covering Report' presented to the Neighbourhood Services Scrutiny Forum of 10 November 2010.
- (xii) Presentation from the Regeneration and Neighbourhoods Department entitled '20mph...The Way Forward' presented to the Neighbourhood Services Scrutiny Forum of 10 November 2010.
- (xiii) Feedback from the site visit to Newcastle City Council presented to the Neighbourhood Services Scrutiny Forum of 10 November 2010.
- (xiv) Minutes of the Neighbourhood Services Scrutiny Forum held on 4 August 2010, 15 September 2010, 27 October 2010 and 10 November 2010.
- (xv) Written evidence from schools, other local authorities and partner organisations presented to the Neighbourhood Services Scrutiny Forum of 11 November 2010.
- (xvi) Department for Transport – A Safer Way – Consultation on Making Britain's Roads the Safest in the World.
- (xvii) Department for Transport - Government Circular 01/06 - Setting Local Speed Limits.
- (xviii) 20's Plenty for Us – The case for 20 mph as the default speed limit for residential roads – March 2009.
- (xix) 20's Plenty for Us – Information for Local Authorities regarding the Implications of 20 mph speed limits / zones – June 2010.





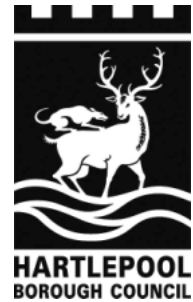
REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

**FINAL REPORT
WORKING NEIGHBOURHOODS FUND**

MARCH 2011

SCRUTINY CO-ORDINATING COMMITTEE

25 FEBRUARY 2011



Report of: Regeneration and Planning Services Scrutiny Forum

Subject: FINAL REPORT – WORKING NEIGHBOURHOODS FUND

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into the 'Working Neighbourhoods Fund'.

2. SETTING THE SCENE

- 2.1 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 8 July 2010, Members determined their work programme for the 2010/11 Municipal Year. The issue of 'Working Neighbourhoods Fund' was selected as the first Scrutiny topic for consideration during the current Municipal Year.
- 2.2 The Working Neighbourhoods Fund (WNF) was introduced in April 2008 to support local authorities' efforts to promote enterprise, tackle worklessness and reduce levels of deprivation in the most deprived areas of the country. The fund replaced the Neighbourhood Renewal Fund (NRF) and incorporated the Deprived Areas Fund (DAF) to create a single discretionary fund for local authorities to work with their partners at a local level. The withdrawal of the WNF will have a major impact on the worklessness agenda in Hartlepool.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 The overall aim of the scrutiny investigation was to assess the reduction and potential withdrawal of the Working Neighbourhoods Fund, its impact on the worklessness agenda and giving consideration to any potential future funding streams available to maintain service provision and to support how such funds may be utilised.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

4.1 The Terms of Reference for the Scrutiny investigation were as outlined below:-

- (a) To gain an understanding of the overall aim of the services the WNF provides and what positive outcomes look like;
- (b) To examine how WNF services are currently provided in Hartlepool (including the input of partner organisations) and explore their effectiveness, particularly with regard to the worklessness agenda;
- (c) To determine the impact of the reduction and potential withdrawal of the Working Neighbourhood Fund;
- (d) To consider the options for the continuation of WNF service provision giving due regard to:
 - (i) How services could continue to be provided (within the resources available in the current economic climate);
 - (ii) How services can be delivered more efficiently and effectively, particularly in relation to the worklessness agenda.

5. MEMBERSHIP OF THE REGENERATION AND PLANNING SCRUTINY FORUM

5.1 The membership of the Scrutiny Forum was as detailed below:-

Councillors Barclay, Cranney, Cook, Gibbon, James, A E Lilley, London, Rogan and Wells.

Resident Representatives:

Ted Jackson, John Maxwell and Angie Wilcox.

6. METHODS OF INVESTIGATION

6.1 Members of the Regeneration and Planning Services Scrutiny Forum met formally from 12 August 2010 to 20 January 2011 to discuss and receive evidence relating to this investigation. A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.

6.2 A brief summary of the methods of investigation are outlined below:-

- (a) Detailed Officer presentations and reports supplemented by verbal evidence;

- (b) Evidence from the Authority's Portfolio Holder for Regeneration and Economic Development;
- (c) Presentation and verbal evidence from a representative from the Hartlepool Voluntary Development Agency; and
- (d) Verbal and written evidence received from representatives of jobs and the economy themed WNF programmes.

FINDINGS

7 OVERALL AIM OF THE SERVICES THE WNF PROVIDES AND WHAT POSITIVE OUTCOMES LOOK LIKE

- 7.1 The Regeneration and Planning Services Scrutiny Forum met on 9 September 2010 where Members received detailed evidence from the Economic Development Manager and the Employment Development Officer regarding the historical development of the Working Neighbourhoods Fund (WNF), the areas of the town covered by the fund and details of jobs and the economy themed programmes. As part of the evidence, the Employment Development Officer highlighted priority groups the fund targets and the level of funds allocated to the Voluntary and Community Sector (VCS) in Hartlepool.
- 7.2 During the presentation by the Employment Development Officer Members of the Forum were informed that the aim of the WNF was to turn around long term unemployment in the most disadvantaged communities and that the fund was dedicated to local councils and community organisations to address worklessness, skills and enterprise and reduce levels of deprivation in the most deprived areas of the country.
- 7.3 The Forum learned that the total WNF allocated to Hartlepool in 2010/11 was over £5 million and that since 2008 approximately 60 projects per year had been approved by the Local Strategic Partnership (LSP) to deliver bespoke initiatives which had considerably improved economic growth and narrowed the gap within local areas.
- 7.4 The Forum was informed that the WNF links into other initiatives and funding streams including the Regional Employability Framework (REF). This was designed to provide a framework through which partners are able to connect and deliver national priorities for economic development, employment, skills and neighbourhood renewal both at regional, sub-regional and local level.
- 7.5 Members learned that the Department for Work and Pensions (DWP) and Skills Funding Agency (SFA) commissioning and tendering processes are increasingly requiring that all partners deliver employment and training activities in line with the REF. Alongside this, Hartlepool has reconfigured WNF to ensure that it follows the REF and compliments other external funding opportunities. Through creation of the REF model, jobs and the

economy themed projects are provided with the ability to deliver all elements of the journey from initial engagement through to sustained employment. The WNF programmes have been commissioned to add value to existing mainstream service available from agencies including Job Centre Plus and Connexions.

7.6 The Forum noted that the benefits of WNF are that it can be matched with a wide variety of funding streams including:-

- Third Sector funding including Northern Rock, Comic Relief and Lottery Funding
- European Social Fund (ESF)
- European Regional Development Fund (ERDF)
- Future Jobs Fund (FJF)
- SFA, i.e. Train2Gain
- Single Programme Funding

7.7 Members were pleased to note that Hartlepool has fully maximised the matching of WNF with other funding streams and partners have been able to offer enhanced services to clients.

7.8 The Forum acknowledged that positive outcomes have been achieved through the use of the WNF where individuals have been supported back into work, to live independently and run their own affairs. Members were also encouraged to note that opportunities for young people to gain employment through programmes such as the Future Jobs Fund, with the appropriate support in place, had proven successful.

7.9 Members were particularly interested in gaining an insight into the business assistance programmes offered by the Council. At the meeting of the Regeneration and Planning Services Scrutiny Forum on the 14 October 2010 the Economic Development Manager indicated that this business assistance programme included advice on HR and current legislation. Financial assistance was also given on a case by case basis including business rate relief and possible rate holiday periods for small to medium enterprises facing financial hardship; individual applications for this assistance were considered by the Portfolio Holder for Finance and Procurement.

8 HOW WNF SERVICES ARE CURRENTLY PROVIDED IN HARTLEPOOL AND THEIR EFFECTIVENESS

8.1 The Members of the Regeneration and Planning Services Scrutiny Forum gathered evidence from a number of different sources in relation to the delivery and effectiveness of WNF services in Hartlepool. Information considered by Members is detailed overleaf:-

Evidence from the Economic Development Team

- 8.2 The Regeneration and Planning Services Scrutiny Forum met on 9 September 2010 and received evidence from the Economic Development Manager and the Employment Development Officer on the jobs and the economy themed services provided through the WNF by Hartlepool Borough Council and the Community and Voluntary Sector within the town.
- 8.3 Members learned that there were 66 WNF programmes being delivered in 2010/11, of which 27 were of the jobs and the economy theme. Members were asked to note that other worklessness programmes also exist under the lifelong learning and health & social care themes. The services provided by the 27 jobs and the economy themed projects included the following:
- Engagement with hard to reach groups
 - Information, Advice and Guidance (IAG) Interviews
 - Regular Jobsearch facilities
 - Self-employment and new business start up advice
 - Pre-employment programmes (including preparing for interviews)
 - Volunteering opportunities
 - Links to sector specific training
 - Grants and subsidies for residents to enter into employment and training
 - Intermediate Labour Market (ILM) placements
 - In-work mentoring and aftercare support
 - Pastoral support
 - Specialist support including mental health provision and benefits advice
- 8.4 The Forum was informed that there are key priority groups living within the WNF areas that have been identified as being disadvantaged within the labour market. The jobs and economy themed WNF is particularly targeted at the groups shown below:
- Young people who are at risk of/or who are not in employment, education or training (NEET)
 - Young unemployed/Long term unemployed
 - Adults on incapacity or other sickness related benefits
 - Lone parents
 - Adults with caring responsibilities
 - Adults with no or low level skills
 - Adults with mental health issues or learning disabilities
 - People with disabilities and long term limiting illnesses
 - Ex Offenders
 - Adults at risk of becoming /or who are homeless
 - Adults with drug and alcohol misuse problems

- 8.5 Members of the Forum were advised that the Voluntary and Community Sector (VCS) receives approximately 40% of the overall WNF jobs and the economy themed budget.
- 8.6 Table 1 highlights the VCS contribution to WNF outputs for 2008/09 and 2009/10 relating to residents entering employment, training and volunteering as shown below:-

Table 1 VCS Contribution to WNF outputs.

WNF Outputs	VCS 08/09	Total WNF 08/09	VCS 09/10	Total WNF 09/10
Residents into Employment	303	640	334	874
Residents into Training	305	935	443	1260
Residents into Volunteering	195	195	309	309
Residents Referred	146	146	130	130
Voluntary Sector Contribution to Employment Outcomes for 2008/09		47%		
Voluntary Sector Contribution to Employment Outcomes for 2009/10		38%		

- 8.7 Members were encouraged to note that WNF projects had overachieved in a number of areas despite the significant impact that the global economic downturn had at a local level over the past three years. Figure for projected and actual outputs for jobs and the economy themed projects in 2009/10 overall are as follows:-

	Actual	Projected
New businesses assisted	898	474
New businesses created	77	63
Clients engaged	2,451	1,869
Clients entering into training	1,394	932
Clients achieving a qualification	651	607

- 8.8 Members of the Forum were please to see that projects have over-achieved in a period when there has been fewer live vacancies and more people were losing their job/being made redundant.
- 8.9 The Forum recognised that there may be duplication in the services provided in relation to the worklessness agenda, which could potentially be eliminated by partnership working. Members were told of plans by the Economic Development Team to examine a range of programmes especially in relation

to duplication with a suggestion of organisations coming together to reduce overheads, possibly through the merging of back office functions or simply sharing a building. As part of this review, organisations were being asked to show what they had done to ensure that the future of their organisation was sustainable.

Evidence from the Portfolio Holder for Regeneration and Economic Development

- 8.10 When the Regeneration and Planning Services Scrutiny Forum met on 14 October 2010, Members welcomed the Portfolio Holder for Regeneration and Economic Development, to provide evidence in relation to the current provision of services funded by the WNF in Hartlepool.
- 8.11 The Portfolio Holder indicated that it would be worthwhile examining how services were currently provided, how they were structured and how different organisations work together. One option that may be considered would be the provision of one uniform service across the town as there appeared to be several across different areas in the town but providing the same service. The Portfolio Holder felt that this may result in cost efficiencies and possible streamlining of service provision for the user. It was noted that the Economic Development Team were currently undertaking a review of projects funded through the WNF although it may be necessary for a more radical approach to ensure services were provided by the most appropriate and effective providers.
- 8.12 The Portfolio Holder commented that the level of debate should be raised and co-ordinated in relation to the effective and efficient delivery of these services and that the information gathered as part of the inquiry would inform Members to deal with the bigger crisis' ahead, it was also noted that all organisations need to work together and look at sustainable ways of working to ensure that any relevant grant funding was secured.

ERS Independent Evaluation of WNF

- 8.13 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 9 September 2010 Members received details of an independent evaluation of WNF programmes was conducted by ERS in 2008/09 – with the final report being published in April 2009.
- 8.14 Members were interested to learn that overall the evaluation noted that the majority of projects provided good value for money. The report recognised that due to the complexity of the client group that WNF providers worked with it was important not to judge initiatives solely on their 'cost per job rate'. Members were advised that it was difficult to quantify value for money across WNF programmes due to the differing circumstances faced by each individual. The report emphasised the significant barriers that many clients faced in entering into work and their distance from the job market. It

recognised that many of the projects provided a first point of contact and engagement with hard to reach groups including people who were long-term unemployed and young people who are NEET.

- 8.15 The report acknowledged that the services were easily accessible to local residents' and that there was good spatial coverage of employment and training programmes across the WNF geographical areas. There was recognition that WNF providers had improved partnership working with key stakeholders across the town and that the WNF plugged gaps in mainstream Job Centre Plus (JCP) provision by offering day one eligibility for clients (some JCP provision is currently only available after a client is unemployed for six months).
- 8.16 There were high levels of satisfaction recorded with WNF clients who were interviewed and positive feedback on the services offered. There was acknowledgement that projects 'went the extra mile' for the client and provided very good pastoral support. There were areas for improvement identified including a need for some projects who worked with specific priority groups to work closer with statutory agencies including the Youth Offending Service and Connexions. Due to the economic climate, there was also a demand for projects to be reconfigured to ensure that increased levels of support for incapacity benefit claimants was made available to prevent them moving further away from the job market (including intensive mental health support services).

Evidence from Hartlepool Voluntary Development Agency

- 8.17 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 14 October 2010, Members were delighted to hear evidence from the Manager of the Hartlepool Voluntary Development Agency (HVDA).
- 8.18 The Manager of the HVDA provided Members with an insight into the range of programmes currently funded through the WNF in Hartlepool and the success of these programmes in assisting people in their search for work.
- 8.19 The Forum was informed of the work carried out by the HVDA and that in 2009/10 759 volunteers were supported and 375 were recruited, of which 255 were unemployed and 173 were long term unemployed. The Forum was delighted to learn that 32 obtained verifiable sustainable paid employment.
- 8.20 The Forum recognised that in addition to securing employment there were benefits that could not be measured, such as the changes this made to peoples lives and the positive impact having a working role model in the household had on 2nd and 3rd generation families suffering unemployment.
- 8.21 Members of the Forum were particularly interested in the Community Campus programme highlighted in the evidence presented by the Manager of the HVDA. The Forum learned that this was a scheme aimed at getting young people job ready and in a good position to progress through the

recruitment process, by gaining places on entry to employment programmes with local employers. Following participation on the Community Campus scheme it was noted that a number of other schemes were in place which offer 26 to 52 weeks paid employment with the Council or private sector employers. Members were concerned to hear that over 400 applications had recently been received for 4 apprenticeship posts within the Council.

9 IMPACT OF THE REDUCTION AND POTENTIAL WITHDRAWAL OF THE WORKING NEIGHBOURHOODS FUND

- 9.1 Members of the Regeneration and Planning Services Scrutiny Forum were keen to gain an understanding of the impact the reduction and potential withdrawal of the WNF would have on the worklessness agenda in Hartlepool. Evidence gathered on the impact of the reduction or withdrawal of the fund is detailed below:-

Evidence from the Economic Development Team

- 9.2 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 9 September 2010 Members were advised by the Employment Development Officer that the reduction or removal of the WNF would have a significantly adverse effect on the worklessness, skills and enterprise agenda in Hartlepool (and particularly for those residents and businesses from the most deprived wards). The Forum also noted (with concern), that the loss of the WNF would damage the organisations that deliver the employment, training and business support programmes, as some are wholly dependent on the fund.
- 9.3 The Forum learned that as of 2008 there were 8 priority neighbourhoods established within the town which had been identified as part of the Neighbourhood Renewal Strategy (as shown below):-
- Burbank
 - Dyke House/Stranton/Grange
 - Hartlepool NDC
 - North Hartlepool (Central Estate, Headland & West View/King Oswy)
 - Owton
 - Rift House/Burn Valley
 - Rossmere
 - Throston
- 9.4 The Forum was informed that 55% of Hartlepool's population currently live in these eight priority neighbourhoods and the town has 17 wards of which 11 fall within the Neighbourhood Renewal area. Members were provided with a copy of the current employment and key worklessness rates within each of the neighbourhood areas as an indication of the ongoing challenges that are still faced and the impact a removal of the WNF may have on these areas, attached as **Appendix A**.

- 9.5 At the meeting of the Forum on 25 November 2010 Members were advised that the loss of the WNF would result in a loss of the structure and skills that currently were in place to assist with the worklessness agenda and that this would happen at a time when these services would be in the most demand.
- 9.6 Members noted that the Economic Development Team were providing support to the VCS regarding exit strategies and redundancy issues.

Evidence from the Portfolio Holder for Regeneration and Economic Development

- 9.7 At the meeting of the Forum on 14 October 2010, the Portfolio Holder for Regeneration and Economic Development expressed concerns that the withdrawal of the Working Neighbourhood Fund would have a profound effect on the town, including the withdrawal of service provision by the local authority and community and voluntary sectors. It was noted that whilst job losses would be a factor in the short term, the longer term effects on the community had yet to be identified.
- 9.8 The Portfolio Holder commented that some local authority services may be mainstreamed but with local authorities also facing dramatic cuts in funding this was questionable. In addition, the reductions in the regional partnerships would also result in less funding available for the North East area.

Evidence from the Voluntary and Community Sector

- 9.9 At the meeting of the Forum on 25 November 2010, following the Comprehensive Spending Review (CSR), Members were advised by the Employment Development Officer that there would be no funding to replace the WNF when it came to an end on 31 March 2011.
- 9.10 Voluntary and Community Groups, along with representatives from Hartlepool Borough Council jobs and the economy themed WNF programmes gave evidence to the Forum in relation to the numbers of posts which were fully funded by the WNF and the numbers of redundancies their programmes were likely to need to make. Some of the organisations felt that their services would not be of interest to the new agencies likely to take over provision of services (known as prime providers) as they did not directly get people back into employment, but assisted them with the life skills they needed to consider becoming active in the employment market.

10 CURRENT AND FUTURE BUDGET PRESURES AND OPTIONS FOR THE CONTINUATION OF SERVICES CURRENTLY FUNDED BY WORKING NEIGHBOURHOODS FUND

- 10.1 Members of the Regeneration and Planning Services Scrutiny Forum were keen to explore the impact of current and future budgetary pressures and to

examine any options available to continue the services currently funded by the WNF. The Forum considered evidence as follows:-

Evidence from the Economic Development Team

- 10.2 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 9 September 2010 Members agreed that the Economic Development Team had an excellent track record of securing external funding on behalf of the Council and third sector groups in Hartlepool and that whilst future funding would be restricted there may still be opportunities. The Emerging Works Programme and Local Enterprise Partnerships (LEPs) could provide opportunities for local providers to tender for employment, training and business investment funding. The Forum was informed that the Economic Development Team were working closely with Tees Valley Unlimited to ensure the town can capitalise on funding.
- 10.3 The Forum were also asked to note that as part of the LEPs, the Government announced a £1 billion Regional Growth Fund to help areas and communities at risk of being particularly affected by public spending cuts, the fund will be available in 2011/2012 and 2012/2013 and will help areas most dependent on public sector employment. Private sector and public-private partnerships will be able to bid for funding by demonstrating that their proposal will bring in private investment and support sustainable increases in private sector jobs and growth in their area.
- 10.4 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 25 November 2010 the Employment Development Officer gave a presentation to highlight the CSR announcement would result in a loss of £5 million per annum to contribute to the worklessness, skills and enterprise agenda, a loss of specialist services, strong partnerships and established structures that provided a unique service to vulnerable groups, the potential loss of highly skilled workers and all at a time when there would be increased pressures to access provision by residents and their families.
- 10.5 The Employment Development Officer detailed the work which had been carried out with WNF programmes in preparation for the potential withdrawal of the fund completely. Members questioned whether more should have been done to prepare groups at an earlier stage for no further funding streams to be available, especially given that the WNF had a completion date of 31 March 2011 from the outset. However, the Employment Development Officer confirmed that as part of annual WNF verification visits, all WNF providers were advised by the department from the outset that funding would cease within the above timescale. Within these verification visits, WNF providers were also encouraged to consider how they would sustain their activity beyond March 2011. Therefore, WNF providers had up to three years in which to prepare for the eventual ceasing of this funding stream which is sufficient planning time.

- 10.6 The Forum were encouraged to note that Voluntary and Community Groups may have access to apply for funding that would not be available to the public sector, but were advised that that each organisation would need to explore this independently of the Council and that the VCS needed to be in a position to maximise their specialism's and promote and sell their services. Members noted that the VCS could not rely on the Council to source funding and needed to be as pro-active as possible however, Members were please to learn that advice on this was available from the Economic Development Team.

Evidence from Jobs and the Economy Theme WNF Programmes

- 10.7 The Forum was very keen to hear the views of internal and external jobs and the economy themed service providers who received WNF funding. An invitation was extended to all jobs and the economy themed programmes to attend the meeting of the Forum on 25 November 2010 to express their views or to submit written evidence. Representatives expressed the following views:-
- 10.8 Some groups were confident that a number of opportunities exist to exploit their expertise and sell some aspects of their services to the new service providers or businesses; they also felt that there were potential funding opportunities to sub contract services. A number of VCS groups raised concerns that the clients they engaged with needed intensive one to one support which may not be attractive to prime providers and some had been unsuccessful in securing alternative funding to date.
- 10.9 Organisations requested assistance from the Economic Development Team in the future to complete large Government grant applications.
- 10.10 Some groups are developing strategies to look at new ways of working with partners to influence local delivery and also diversifying delivery to meet current and future economic development needs, others are strengthening their business model, revising the target client group and making course more attractive at full cost to ensure sustainability in the future.
- 10.11 Collectively 34 staff are at risk of redundancy from the groups who submitted written evidence to the Forum. No support was required with redundancies other than that already available through HBC internally or provided by the Economic Development Team.
- 10.12 All organisations who submitted written evidence were satisfied with the support received from Hartlepool Borough Council.
- 10.13 Additional comments received requested that the VCS look to include projects currently funded through HBC, such as Hartlepool Working Solutions, in bidding and funding opportunities the public sector are unable apply for, or the potential to sub contract out work should VCS applications be successful. Hartlepool Mind also raised concerns regarding access to

services for people with mental health problems once WNF funding is removed as this service was unique and not attractive to prime providers.

- 10.14 VCS representatives recognised the need to work together and support each other and that where possible resources should be shared and programmes developed in conjunction with other organisations. It was also recognised that there was a need to look at organisations collective resources and utilise these in the best way possible to attract more finance, to ensure expertise was shared and funding was targeted more selectively.
- 10.15 Members were encouraged to note the VCS had recognised the need to work collectively and reduce duplication in order to continue in the provision of worthwhile services.

11 CONCLUSIONS

11.1 The Regeneration and Planning Scrutiny Forum concluded:-

- (a) That the WNF had contributed significantly to the positive outcome of the long term unemployed in Hartlepool and engaged people who would be outside of the reach of normal routes into employment;
- (b) That Hartlepool Borough Council and Voluntary and Community Sectors work well together to secure funding and deliver vital employment services to those most in need;
- (c) That the HBC Economic Development Team have an excellent track record of securing external funding on behalf of the Council and third sector groups in Hartlepool;
- (d) That the withdrawal of the WNF will have a major impact on the ability of organisations to deliver jobs and the economy themed services within Hartlepool;
- (e) That there has been a steep decline in the ability of organisations to provide services due to the in year cuts of WNF from September 2010;
- (f) That there is a greater need for Voluntary and Community organisations to work together to ensure survival and sustainability in the future and to remove duplication and silo working practices;
- (g) That services supporting hard to reach client groups which require intensive one to one support may not be attractive to prime service providers;
- (h) That some organisations may have skills that are of interest to prime providers and these organisations should look to promote and sell on their unique skills where feasible;

- (i) That there may be opportunities for VCS organisations to apply directly for funding in the future;
- (j) That a support arrangements had been put in place to by the Economic Development Team to provide advice on issues such as redundancy rights with the VCS;
- (k) That assistance was available from HBC for businesses in times of hardship.

12 RECOMMENDATIONS

12.1 The Regeneration and Planning Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below:-

- (a) That where organisations can independently apply for funding that Hartlepool Borough Council should provide assistance with this process;
- (b) That promotion of support and assistance available for local businesses is undertaken including:-
 - (i) Increasing the awareness of hardship assistance available to businesses from Hartlepool Borough Council, for example through the prominent inclusion of information with business rates demands; and
 - (ii) Ensuring Hartlepool Borough Council staff who deal with local businesses can signpost people to appropriate sources of information and advice at the first point of contact.
- (c) That to encourage and support local businesses in Hartlepool:-
 - (i) The use of local providers to supply goods and services to Hartlepool Borough Council, where economically sensible, is explored; and
 - (ii) The e-quotations system is prominently highlighted to all relevant local businesses.
- (d) That the development of a 10 year jobs and the economy strategy for Hartlepool be explored and that at the outset of this, a working group of voluntary and private sector organisations is established;
- (e) That work is undertaken to establish a jobs and the economy themed social enterprise building on the work of Hartlepool Works, encompassing a partnership between the local authority, private

enterprises and the voluntary sector, to bid for and commission services to support people into employment.

ACKNOWLEDGEMENTS

The Committee is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

Hartlepool Borough Council:

Councillor Pamela Hargreaves - Portfolio Holder for Regeneration and Economic Development

Dave Stubbs - Director of Regeneration and Neighbourhoods

Damien Wilson – Assistant Director of Regeneration and Planning

Antony Steinberg – Economic Development Manager

Mick Emerson – Principal Economic Development Officer (Business)

Patrick Wilson – Employment Development Officer

Jackie McGarry - Economic Development Officer

External Representatives:

Keith Bayley – Hartlepool Voluntary Development Agency

Ilse Bray – Wharton Trust

Carl Crossman – Wharton Trust

Jan Hollis – Hartlepool Carers

Tracy Jefferies – Hartlepool Carers

Julie Marshall – Owton Manor West

Jimmy McKenna – Hartlepool Voluntary Development Agency

Dave Thompson – DISC – STEP Project

David Simpson – Owton Manor West

Catherine Wakeling – Hartlepool MIND

Chris Wise – West View Project

Dave Wise – West View Project

**COUNCILLOR KEVIN CRANNEY
CHAIR OF THE REGENERATION AND PLANNING SCRUTINY FORUM**

FEBRUARY 2011

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BACKGROUND PAPERS

The following background papers were consulted or referred to in the preparation of this report:-

- (i) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Working Neighbourhoods Fund – Scoping Report' presented to the Regeneration and Planning Services Scrutiny Forum of 12 August 2010.
- (ii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Working Neighbourhoods Fund – Setting the Scene – Covering Report' Presented to the Regeneration and Planning Services Scrutiny Forum of 9 September 2010.
- (iii) Report and Presentation of the Economic Development Manager entitled 'Working Neighbourhood Fund' presented to the Regeneration and Planning Service Scrutiny Forum of 9 September 2010.
- (iv) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Working Neighbourhood Fund – Evidence from the Portfolio Holder for Regeneration and Economic Development – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum 14 October 2010.
- (v) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Working Neighbourhoods Fund – Evidence from Voluntary Organisations – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum on 14 October 2010.

- (vi) Report and Presentation of the Manager of the Hartlepool Voluntary Development Agency presented to the Regeneration and Planning Services Scrutiny Forum of 14 October 2010.
- (vii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Working Neighbourhoods Fund – Evidence from the Regeneration and Planning Department – Covering Report presented to the Regeneration and Planning Services Scrutiny Forum on 25 November 2010.
- (viii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation onto the Working Neighbourhoods Fund' – Evidence from WNF Providers – Covering Report presented to the Regeneration and Planning Services Scrutiny Forum on 25 November 2010.
- (ix) Presentation of the Employment Development Officer entitled 'Working Neighbourhood Funding' delivered to the Regeneration and Planning Services Scrutiny Forum on 25 November 2010.
- (x) Northumberland County Council WNF 2009 – 2011 Guidance for Applicants.
- (xi) Minutes of the Regeneration and Planning Services Scrutiny Forum of 12 August 2010, 9 September 2010, 14 October 2010, 25 November and 20 January 2011.

Appendix A – Neighbourhood Renewal Areas (Key Economic Statistical Data)

The table below shows the latest key statistics for the Hartlepool Neighbourhood Renewal Areas (NRA) and is measured against the performance of Great Britain, regional, sub-regional and local rates. Unless otherwise stated, the data below relates to working-age adults and is sourced from the Office of National Statistics (ONS), mid-year estimates from 2009 with Tees Valley Unlimited providing an estimation for the neighbourhood figures.

Area	No of Working Age Pop.	% Employed Status	% Self Employed Status (2001 Census % of 16-74s)	% Worklessness	% Unemployed	% on IB	% on IS	% Children in Poverty (HMRC Data)
Burbank	795	42.8	2.6	57.2	14.5	22.6	21.0	61
Dyke House / Stranton / Grange	4350	57.4	3.1	42.6	11.1	14.2	19.3	50
Hartlepool NDC	6185	55.1	3.4	44.9	12.8	14.1	18.7	53
North Hartlepool	7420	58.2	3.2	41.8	8.5	14.7	17.3	41
Owton	4115	55.3	2.8	44.7	10.3	14.3	21.6	50
Rift House / Burn Valley	3190	60.0	2.7	40.0	9.5	13.4	13.4	35
Rossmere	3215	63.8	3.1	36.2	8.0	11.5	12.1	31
Throston	1115	61.9	2.6	38.1	6.8	15.9	11.2	20
Hartlepool	55200	66.8	4.3	33.2	7.1	10.0	11.3	30
Tees Valley	404200	68.3	4.8	31.7	6.3	8.0	10.0	26
Northeast	1601600	-	5.3	-	-	-	-	24
GB	33882200	74.0	8.3	26.0	4.1	6.5	7.3	22

SCRUTINY CO-ORDINATING COMMITTEE

25 February 2011



Report of: Scrutiny Manager

Subject: REQUEST FOR FUNDING TO SUPPORT THE
SCRUTINY CO-ORDINATING COMMITTEE'S CURRENT
SCRUTINY INVESTIGATION

1. PURPOSE OF REPORT

- 1.1 To seek approval from the Scrutiny Co-ordinating Committee for a request for funding for the Scrutiny Co-ordinating Committee, from within the Overview and Scrutiny Function's dedicated scrutiny budget.

2. FUNDING PROPOSAL

- 2.1 In line with Council procedures, the agreed pro-forma has been completed and is attached as **Appendix A**. The purpose of the completed pro-forma is to assist this Committee in determining whether retrospective approval should be given to fund the additional support requested by the Scrutiny Co-ordinating Committee, as part of their current investigation.

3. THE COUNCIL'S FINANCIAL PROCEDURE RULES

- 3.1 The Financial Procedure Rules are those rules that the Council must have to govern its financial affairs. These rules are required by law to ensure that large sums of public money are spent properly and wisely.
- 3.2 The Financial Procedure Rules together with Standing Orders apply to all parts of the Council, to Elected Members and employees and form an integral part of the Council's Constitution.
- 3.3 Consequently, whilst this Committee is requested to make a decision on the merits of the request for funding, the Committee must also adhere to the Council's Financial Procedure Rules.

4. RECOMMENDATIONS

4.1 It is recommended that the Scrutiny Co-ordinating Committee:-

- (a) determines whether the proposal is justified on the basis of information provided in **Appendix A**; and
- (b) agrees in principal that any funding allocated, is in accordance with the Council's Financial Procedure Rules.

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BACKGROUND PAPERS

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