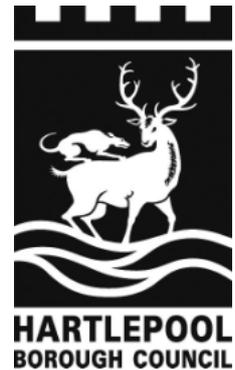


# SCRUTINY COORDINATING COMMITTEE AGENDA



Friday 25<sup>th</sup> March 2011

at 9.00 am

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**

- 3.1 To confirm the minutes of the meeting held on 18<sup>th</sup> February 2011
- 3.2 To confirm the minutes of the meeting held on 25<sup>th</sup> February 2011
- 3.3 To confirm the minutes of the meeting held on 11<sup>th</sup> March 2011 (*to follow*)

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**

No Items

**6. FORWARD PLAN**

No Items

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

7.1 Corporate Plan, Hartlepool Partnership Plan and Departmental Plans 2011/12 – *Assistant Chief Executive, Director of Child and Adult Services and Director of Regeneration and Neighbourhoods*

**8. CONSIDERATION OF FINANCIAL MONITORING/CORPORATE REPORTS**

8.1 Quarter 3 - Corporate Plan and Revenue Financial Management Report 2010/11 – *Chief Finance Officer and Head of Performance and Partnerships*

8.2 Quarter 3 - Capital and Accountable Body Programme Monitoring Report 2010/2011 - *Chief Finance Officer*

**9. ITEMS FOR DISCUSSION**

**The Provision of Face to Face Financial Advice and Information Services in Hartlepool**

9.1 Evidence from the Department:-

- (a) Covering Report – *Scrutiny Manager; and*
- (b) Presentation by Danielle Swainston, Sure Start, Extended Services and Early Years Manager.

9.2 Final Report - Think Family – Preventative and Early Intervention Services - *Children's Services Scrutiny Forum*

9.3 Final Report - Youth Involvement / Participation in the Development and Delivery of Council Services Including the Safeguarding of Young People - *Scrutiny Manager*

9.4 Operation of a 'Directorship' Model in Hartlepool - Guidance on Timetable for Consideration - *Scrutiny Manager*

9.5 Jacksons Landing "Take Off"- *Director of Regeneration and Neighbourhoods*

**10. CALL-IN REQUESTS**

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

- i) **Date of Next Meeting Thursday 7th April 2011, commencing at 1.00 pm in the Council Chamber**

# **SCRUTINY CO-ORDINATING COMMITTEE**

## **MINUTES**

**18 February 2011**

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool

**Present:**

Councillor: James (In the Chair)

Councillors C Akers-Belcher, Cook, Cranney, Griffin, A Marshall, Preece,  
Richardson, Shaw, Simmons, Thomas and Wells

Also Present: The Mayor, Stuart Drummond

Officers: Alyson Caman, Legal Services Manager  
Joan Stevens, Scrutiny Manager  
Denise Wimpenny, Principal Democratic Services Officer

### **180. Apologies for Absence**

Apologies for absence were submitted on behalf of Councillor S Akers-Belcher.

### **181. Declarations of interest by Members**

None.

### **182. Confirmation of the minutes of the meetings held on 5 November 2010, 21 January 2011 and 28 January 2011**

Confirmed subject to the following amendment:-

The duplication of Councillor Griffin's attendance at the meeting of 21 January 2011.

### **183. Responses from the Council, the Executive or Committees of the Council to Reports of the Scrutiny Co-ordinating Committee**

None

**184. Consideration of request for scrutiny reviews from Council, Executive Members and Non Executive Members**

None

**185. Forward Plan**

None

**186. Consideration of progress reports/budget and policy framework documents**

None

**187. Consideration of financial monitoring/corporate reports**

None

**188. Items for Discussion**

None

**189. Call-in Requests**

None

**190. Local Government (Access to Information) (Variation) Order 2006**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the paragraphs below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Minute No. 191 “Directorship or Directly Appointed Chief Executive and Assistant Chief Executive” paragraph 1, namely information relating to an individual.

Minute No. 192 “Cabinet Response to the Call-in of the Cabinet’s Decision Relating to the Senior Management Review” paragraph 2, namely information which is likely to reveal the identity of an individual.

**191. Directorship or Directly Appointed Chief Executive and Assistant Chief Executive** (*Scrutiny Manager*)

Due to the unavailability of the Chief Executive, it was suggested that this item be deferred for consideration at a future meeting.

**Recommended**

That this item be deferred for consideration at a future meeting of this Committee.

**192. Cabinet Response to the Call-in of the Cabinet's Decision Relating to the Senior Management Review** (*Cabinet*)

Details of the Committee's deliberations were set out in the exempt section of the minutes.

**Recommended**

Details of the Committees recommendations were set out in the exempt section of the minutes.

The meeting concluded at 12.25 pm.

CHAIR

# SCRUTINY CO-ORDINATING COMMITTEE

## MINUTES

25 February 2011

The meeting commenced at 2.00 p.m. in the Civic Centre, Hartlepool

### **Present:**

Councillor: James (In the Chair)

Councillors C Akers-Belcher, Cook, Cranney, Griffin, A Marshall, Preece, Richardson, Shaw, Simmons, Thomas and Wells

Resident Representatives:  
Linda Shields

Also Present:  
Councillor Brash

Officers: Andrew Atkin, Assistant Chief Executive  
Joanne Machers, Chief Customer and Workforce Services Officer  
Alastair Smith, Assistant Director, Transport and Engineering  
John Morton, Assistant Chief Finance and Customer Services Officer  
David Hunt, Strategy and Performance Officer  
Patrick Wilson, Employment Development Officer  
Jeff Mason, Head of Support Services, Regeneration and Neighbourhoods  
Mike Blair, Highways Traffic and Transportation Manager  
Joan Stevens, Scrutiny Manager  
Denise Wimpenny, Principal Democratic Services Officer

### **180. Apologies for Absence**

Apologies for absence were submitted on behalf of Councillor Flintoff and Resident Representative, Angie Wilcox.

### **181. Declarations of interest by Members**

Councillors C Akers-Belcher, Cook, Cranney Griffin, James, A Marshall, Richardson, Shaw, Simmons and Thomas declared personal interests in Minutes 186, 188 and 189.

**182. Minutes**

None.

**183. Responses from the Council, the Executive or Committees of the Council to Reports of the Scrutiny Co-ordinating Committee**

None

**184. Consideration of request for scrutiny reviews from Council, Executive Members and Non Executive Members – Referral from Cabinet – Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II** *(Scrutiny Manager)*

The Scrutiny Manager presented the report which informed Members of the Committee of a referral from the Cabinet meeting held on 7 February 2011 and sought clarification of the process/timetable of completion of the referral.

Detailed background information relating to the referral was provided, as set out in the report. The Assistant Chief Executive and Chief Customer and Workforce Services Officer had been invited to the meeting to answer any questions from Members.

Given the tight timescale for consideration of this referral, a separate scoping report had not been produced in this instance. Details of proposals for the conduct of the referral were set out in the report including:-

**Overall Aim of the Referral**

To gain an understanding of the proposals presented to Cabinet on 7 February 2011 in relation to the provision of the Revenues and Benefits Services and formulate a view in relation to each for consideration by Cabinet in March/April.

**Proposed Terms of Reference**

- (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 Services outside those already identified.
- (d) To seek views on the potential proposals from relevant interested bodies (ie 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.

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 Services were attached at Appendix E.

### **Potential Sources of Evidence/Information**

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

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

The following additional evidence/information was requested to assist Members with consideration of this referral :-

- (i) DWP grant allocation for 2011/12 divided between core funding for the administration of Housing Benefit/Council Tax Benefit and additional grant to meet the increase in claims due to the recession. Revenues and Benefits budget to include any payments from Darlington Council in respect of outsourced bailiff function plus income from any other sources.
- (ii) Financial allocation of Revenues and Benefits budget confirming how much of grant allocation transfers into contact centre to cover transfer of Benefits staff and management ( to include any vacant posts). Budget allocation to give precise breakdown of Revenues and Benefits projected expenditure for all elements ie staff costs, IT, training, overtime, conferences, fraud etc.
- (iii) Up to date staff structure itemising roles and responsibilities of all Revenues and Benefits staff below Chief Officer level. Information to include job descriptions itemising statutory functions and additional duties outside those required within the regulations. Separate data for service areas of Revenues, Benefits and Fraud.
- (iv) Benchmarking data covering staff, performance, cost per claim for both similar sized authorities and those within the Tees Valley. Data to identify those who have an in-house service opposed to partnership or external providers.
- (v) Copies of business case to demonstrate quality of service ie IRRV benefits team of the year plus copies of subsequent winners submissions detailing if internal or external providers.

- (vi) Current data on income generated from admin penalties through the fraud function and current statutory obligation to continue with compliment of fraud function which we provide.
- (vii) How the proposal seeks to address national issues/legislation including the implications/consequences (including revenue implications) of dealing with nationally driven change.
- (viii) To examine the various options for future service provision in terms of ICT provision to include benchmarking data as a comparator, how the Revenues and Benefits Service could be outsourced given the current contract arrangements with the current provider and how any changes in ICT provision may impact upon service. It was noted that in the event that the information provided was of a confidential nature, arrangements could be made for this to be considered in a confidential session.
- (ix) The need to explore the potential to work in partnership with other local authorities in relation to future service delivery.

During the course of discussion on the way forward for this referral the following issues were raised:-

- (a) In terms of future service delivery, the need to explore potential private/public sector partnership arrangements, other financial and service delivery drivers including scale of savings that needed to be identified as well as timescales.
- (b) In response to a request for information regarding recent corporate area assessments to assist with the investigation, the Assistant Chief Executive advised that the last assessment had been significantly scaled back resulting in a reduced level of information. However, arrangements would be made to provide details under separate cover following the meeting.
- (c) Members highlighted the tight timescale for completion of the referral, as set out in the report, and emphasised the importance of receiving the information requested, as detailed above, in order to meet the timescales requested.

#### **Recommended**

- (i) That the proposed Overall Aim of the Scrutiny Referral, Terms of Reference and Timetable be agreed.
- (ii) That the potential areas of enquiry/sources of evidence be extended to include those listed above.

## **185. Forward Plan**

None

## **186. Proposals for Inclusion in the Chief Executive's Departmental Plan 2011/12** *(Chief Solicitor and Chief Customer and Workforce Services Officer)*

The report provided detailed information on the proposals for inclusion in the 2011/12 Chief Executive's Departmental Plan, attached at Appendix A, for consideration by the Committee.

Officers from across the Council had been developing the outcomes agreed at Scrutiny Co-ordinating Committee in December and setting out in detail how they would be progressed up to March 2012. This included identifying the performance indicators that would be monitored throughout the year to measure progress and the key actions that were required to achieve success.

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 as detailed in the report. It was therefore proposed that the outcome Maintain the Profile and Reputation of the Council be deleted from the outcome framework and was not included in the Chief Executive's Departmental Plan.

The Assistant Chief Executive, who was in attendance at the meeting, provided a brief presentation detailing the key issues and challenges that the Chief Executive's department faced over the next year and beyond and setting out proposals for how these would be addressed.

Members questioned various detailed parts of the departmental plan, raising a number of points which included:-

- (i) Following discussion in relation to sickness absence and in response to a query regarding the reasons for a reduction in sickness absence figures, Members were advised that a reduction in sickness figures was a result of a combination of factors as set out in the Council's sickness absence prevention strategy, details of which were provided.
- (ii) With regard to a query regarding the reasons for not including previous targets within the plan, the Assistant Chief Executive advised that due to the current financial situation, targets in a number of areas had not changed from the previous year and had therefore not been included in the plan.
- (iii) In relation to the proposal that the outcome "Maintain the Profile and Reputation of the Council" be deleted from the outcome framework and not included in the proposed Chief Executive's Departmental Plan, Members were of the view that this should remain in the Plan.
- (iv) Concerns were expressed as to how a post that had previously

been funded from the working neighbourhoods fund was currently being funded to which the Assistant Chief Finance and Customer Services Officer agreed to further explore and report back to the Committee.

- (v) Indicator CEDFIP002 - In response to a Member query as to why the future targets in respect of the percentage of Council Tax collected had not increased, it was reported that targets in a number of areas had not increased due to a reduction in financial and staffing resources available to undertake the work. It was in fact an achievement for the Council to stand still with fewer resources.
- (vi) In relation to the average time to process new benefit claims, a Member queried how current performance compared to previous years and other local authorities to which the Assistant Chief Finance and Customer Services Officer agreed to report back to the Committee.
- (vii) Indicator CEDFIP001 - A Member queried whether the 30 day indicator in respect of invoices paid was 30 days after the month end to which it was confirmed that clarification would be reported back to the meeting.
- (viii) In relation to Appendix A, page 10, outcome, 31, a Member pointed out an error in this regard which was noted by officers.

### **Recommended**

1. That the proposed outcome templates for inclusion in the 2010/11 Chief Executives Departmental Plan, be noted.
2. That the outcome "Maintain the Profile and Reputation of the Council" as detailed in paragraph 3.4 of the report, be retained in the plan.
3. That the Committee's comments and observations be included in the scrutiny forum feedback to be considered separately at this meeting.
4. That the queries and information requested by Members, as outlined above, be explored by officers, the outcome of which to be reported to a future meeting of this Committee.

## **187. Draft Departmental Plans 2011/12 – Feedback from the Overview and Scrutiny Committees** *(Chairs of the Overview and Scrutiny Committees)*

The Chair introduced the report which included the collective responses of the Scrutiny Co-ordinating Committee and the four standing Scrutiny Forums following their recent consideration of the Authority's Draft Departmental Plans for 2011/12. Each of the forums and committees comments was set out in detail within the report and were moved by the respective Chair where present.

### **Recommended**

That feedback of the Overview and Scrutiny Committees in relation to the

Draft Departmental Plans for 2011/12 be noted and be utilised to formulate a formal response for inclusion in the report to Cabinet on 4 April 2011.

### **188. Corporate Plan 2011/12 and Hartlepool Partnership Plan 2011/12** *(Assistant Chief Executive)*

The Assistant Chief Executive presented the proposed Corporate Plan and Hartlepool Partnership Plan for 2011/12 for the Committee's consideration and comment. Following consideration by overview and scrutiny the proposed Corporate Plan and Hartlepool Partnership Plan and the three Council Departmental Plans would be considered by Cabinet on 4 April 2011, with final approval of the Corporate Plan considered by Council.

During the discussion that followed, Members raised a number of issues and questions which included:-

- (i) Outcome JE02 – People have greater access to employment and skills opportunities. The Chair commented that due to the limited information provided in relation to this outcome, she was uncertain whether a personal interest should be declared or whether to support this proposal to which it was agreed that clarification would be reported back to the Committee.
- (ii) Outcome 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. A Member commented on the need to amend this action to reflect the achievement of the new standard of English Baccalaurate.
- (iii) Outcome JE02 PI Ref NI 117 - 16 to 18 year olds who are not in education, employment or training (NEET). In response to a query as to how this target would be achieved, Members were advised that this was a key priority in order to prevent long term unemployment. Members went on to discuss the methods of identifying these individuals, the role of Connexions, the need to extend the opening hours of Connexions, the need to identify alternative methods of engaging with young people and commented that this was an ambitious target given the recent decision to withdraw the education and maintenance allowance. In terms of effective engagement with young people, publicising the service, advice and guidance issues and configuration of services, the Assistant Chief Executive indicated that these issues had been highlighted as part of feedback on the budget consultation process and were currently being considered by the department. The Employment Development Officer added that consultation with young people was undertaken in relation to work focussed training and employment opportunities to ensure their needs were being met. Further discussion ensued on the implications of removal of the education and maintenance allowance, the need to identify funding to deal with the

consequences of removal, the duty of care for young people and the importance of reflecting these issues in the plan. The benefits of issuing a press release to highlight the Committee's concerns in this regard was highlighted.

**At this point in the meeting Councillor Cranney declared a personal interest in this item of business in accordance with his earlier declaration at the commencement of the meeting.**

In response to concerns regarding the number of 16 to 18 year olds that were not in education, employment or training and had not been identified, Members were advised that this issue had been identified as an area for improvement in a recent ofsted inspection. A number of improvement measures had been introduced including extending joint working arrangements between Economic Development, Children's Services as well as external agencies.

- (iv) A Member suggested that in view of the new Health Bill the Corporate Plan should include outcomes in relation to health and wellbeing as reflected in the Partnership Plan. The Assistant Chief Executive advised that the Departmental and Corporate Plans could be revisited once the changes in legislation were clearer.
- (v) Outcome CL 22 – Overall average attendance at Mill House, Brierton and Headland Leisure Centres. A query was raised in relation to how this target of £405,000 would be achieved in the current climate. It was reported that this query would be referred to the relevant officer who would report back to the Committee.
- (vi) Outcome CS13 – Ensure the development of the PREVENT agenda as guided by the local Silver Group against an accurate and updated action plan. The Assistant Director provided clarification on the role and remit of the Silver Group.
- (vii) Members were of the view that some of the performance indicators, actions and targets required greater clarity and further detail which the Assistant Chief Executive agreed to address.
- (viii) Outcome HW - Health and Wellbeing – Performance Indicator reference Numbers NI39, NI123, NI123(NRA) – In response to concerns that these targets could not be confirmed until after discussion with the PCT and Members reluctance to accept the targets as a result, Members were advised that the targets could not be set until clarification of any funding to the local authority was received.
- (ix) Outcome JE – 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. Some concerns were expressed that the plans did not include sufficient emphasis on sustaining and creating employment, employment rates, encouraging people into self employment and did not adequately reflect the outcomes of the

recent scrutiny investigation into the Working Neighbourhoods Fund.

- (x) Outcome Ho – Housing - Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live. Members went on to discuss the impact the budget cuts would place on provision of services generally including housing issues. Members were of the view that the plan did not reflect the real housing needs of the town. The need to provide affordable rented accommodation in addition to affordable homes for those who were not in a position to buy was emphasised.
- (xi) Partnership Plan – Outcome - Quality local environments where public and community open spaces are clean, green and safe. A Member suggested that assistance be provided to Rossmere Park to achieve green flag status and that this be reflected in the plan.

**At this point in the meeting Councillor Thomas declared a personal interest in this item of business in accordance with his earlier declaration at the commencement of the meeting.**

- (xii) Partnership Plan – Outcome 24 – to seek replacement funding for volunteer centre. Members were of the view that this action should be refocused to include all of the voluntary sector.

#### **Recommended**

That Members comments on the draft Corporate Plan be noted and incorporated as appropriate and the Committee be provided with a written response to the queries as outlined above.

### **189. Final Report – Working Neighbourhoods Fund** (*Regeneration and Planning Services Scrutiny Forum*)

The Chair of the Regeneration and Planning Services Scrutiny Forum moved the final report setting out the findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into the 'Working Neighbourhoods Fund'.

In relation to the proposed timescale for submission of this report to Cabinet, the Chair requested that an earlier date be sought.

#### **Recommended**

That the recommendations of the Regeneration and Planning Services Scrutiny Forum following its investigation into the Working Neighbourhoods Fund, as set out below, be approved and forwarded to the Executive.

- (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.

## **190. Members Attendances Working Group – Update Report** *(Chair of the Member Attendances Working Group)*

The Chair provided Members with an update of the outcome of the work undertaken by the Members Attendances Working Group and sought the Committee's approval of the Group's following recommendations:-

- (i) Option 1 (ie 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 serviced by the Democratic Services Team
  - 'Others'

The Chair provided clarification on a number of queries raised by Members

in relation to this issue.

### **Recommended**

- (i) That the work undertaken by the Members Attendances Working Group, be noted and the Group's recommendations as outlined above, be approved.
- (ii) That the recommendations be referred to Council for approval.

## **191. Final Report into 20s Plenty – Traffic Calming Measures** *(Neighbourhood Services Scrutiny Forum)*

The Chair of the Neighbourhood Services Scrutiny Forum moved the final report setting out the findings of the Neighbourhood Services Scrutiny Forum following its investigation into '20s Plenty Traffic Calming Measures.'

It was pointed out that residents should be made aware that there was no provision in the recommendations to remove speed cushions in the areas identified.

A Member highlighted his appreciation to the Chair for his attendance at a recent residents meeting to provide an update on the investigation.

In order to promote the 20s plenty approach, it was suggested that a song along rhyme be promoted in schools.

### **Recommended**

That the recommendations of the Neighbourhood Services Scrutiny Forum following its investigation into 20s Plenty Traffic Calming Measures, as set out below, be approved and forwarded to the Executive.

- (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.

## **192. Request for Funding to Support the Scrutiny Co-ordinating Committee's Current Scrutiny Investigation** *(Scrutiny Manager)*

The Chair sought retrospective approval from the Scrutiny Coordinating Committee for a request for funding for the Scrutiny Co-ordinating Committee, from within the Overview and Scrutiny Function's dedicated

scrutiny budget. The request related to transport costs of £65.34 for a visit to Stockton CAB as part of the Committee's investigation into the provision of face to face financial advice and information services in Hartlepool.

**Recommended**

That the retrospective request for funding of £65.34 from the Dedicated Overview and Scrutiny Budget, be approved.

**193. Call-in Requests**

None

**194. Date and Time of Next Meeting**

It was reported that the next meeting would be held on Friday 11 March 2011 at 10.00 am.

The meeting concluded at 5.00 pm

CHAIR

# SCRUTINY CO-ORDINATING COMMITTEE

## MINUTES

11 March 2011

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool

### **Present:**

Councillor: Marjorie James (In the Chair)

Councillors: Christopher Akers-Belcher, Stephen Akers-Belcher, Rob W Cook, Sheila Griffin, Ann Marshall, Arthur Preece, Carl Richardson, Jane Shaw, Chris Simmons and Ray Wells.

Resident Representatives:

Linda Shields and Angie Wilcox

Also Present::

Joe Michna, Hartlepool Citizens Advice Bureau  
Linda Evans, Regional Financial Inclusion Champion  
David Roberts, Leeds City Council  
Katherine Urwin, Alison Thompson, Val Evens, West View Advice Service and Resource Centre  
Service Users from West View Advice Service and Resource Centre and Hartlepool Citizens Advice Bureau

Officers: Danielle Swainston, Sure Start Extended Services and Early Years Manager  
Sarah Tudor, Families Information Services Manager  
Joan Stevens, Scrutiny Manager  
Denise Wimpenny, Principal Democratic Services Officer

### **195. Apologies for Absence**

Apologies for absence were submitted on behalf of Councillors Flintoff, London and Thomas.

### **196. Declarations of interest by Members**

Councillors A Marshall, Richardson, Cook, James, Griffin and Shaw declared personal interests in minute numbers 202, 203 and 204.

**197. Responses from the Council, the Executive or Committees of the Council to Reports of the Scrutiny Co-ordinating Committee**

None.

**198. Consideration of request for scrutiny reviews from Council, Executive Members and Non Executive Members**

None.

**199. Forward Plan – March to June 2011** (*Scrutiny Manager*)

The Executive's Forward Plan for March to June 2011 was provided to give Members of the Scrutiny Co-ordinating Committee the opportunity to consider whether any items within the Plan should be considered or referred to a particular scrutiny forum.

In looking at the Forward Plan in detail, discussions ensued on the following items.

1) Ref: RN 13/09 – Disposal of Surplus Assets

The Committee requested clarification as to whether this proposal included the Registry Office. Members had been under the impression that it had been declared surplus to requirements. However, there was a view that it was now to be used for another purpose. The Scrutiny Manager advised that that this issue would be referred to the relevant officer who would provide a response to the Committee under separate cover.

2) Ref: CAS86/11 – Child Poverty Needs Assessment and Updated Child Poverty Strategy

Members were of the view that the Child Poverty Needs Assessment and updated Child Poverty Strategy affected all wards and that consultation through the Child Poverty Work Group would not involve all Members. To facilitate full Member consultation, and avoid duplication, the Committee requested that the Child Poverty Needs Assessment and Updated Child Poverty Strategy be referred to the Council Working Group (for discussion as soon as possible, given the March deadline for the decision).

3) Ref: RN 46/10 – Review of Concessionary Fares Payment to Bus Operators for 2001/12

Concern was expressed regarding a potential 30p min charge for the use of bus passes before 9.30am and its impact on pensioners. The Committee requested that this be referred to the Council Working Group.

Reference was also made regarding the public reaction to the removal of bus routes. It was recognised that the removal of subsidies had been approved unanimously as part of this year's budget process. The Chair emphasised that the decision had not been taken lightly and the budget could not be 'unpicked' to reinstate services when there were many other similarly unpopular areas of cuts. Reference was also made to ongoing work by the department to identify other means of providing services at no cost to the Council.

4) Ref: RN 29/10 – Hartlepool Domestic Violence Strategy

The Committee felt that the decision in relation to the strategy, and the wide ranging issues attached to it, should be a Council decision (rather than a Cabinet decision).

5) Ref RN27/10 – Hartlepool Alcohol Harm Reduction Strategy

The Committee was of the view that the strategy required wider debate within Council, ultimately bringing the decision maker to Full Council, and allowing public discussion in relation to the issues raised through Members seminars. Members expressed concerns in relation to:-

- The public pricing campaign (concerns that people would go out of town to buy alcohol, resulting in more disruption to town and loss of income to local shops);
- The lack of involvement of the voluntary youth sector.
- Proposal within the strategy and their legal enforceability on a European law basis (it was felt that it would be foolish to progress it could then be open to challenge).

6) Ref RN50/10 – Changes to the Tees Valley Choice Based Lettings Policy

Concern was expressed that residents find the choice based letting policy confusing and that this had been pointed out at the Members seminar. A number of people do not have access to computers or the internet. It was considered that insufficient guidance/clarification was provided by Housing Hartlepool. Members felt that the definition of 'local connections' needed greater definition / clarity to ensure that people could live close to their families. Concern was expressed that this was not always seen as a priority and should attract a greater number of points as part of the scoring mechanism.

The Committee suggested that these issues should be referred to Housing Hartlepool and a response reported back to this Committee for subsequent referral, if necessary, to the appropriate Scrutiny Forum for discussion.

6) Ref RN47/10 – 5 Year Highway Maintenance Programme 2011-16

Emphasis was placed upon the importance of taking local members and residents views into consideration in the formulation of the plan. Attention was also drawn to the impact of severe weather on the level of pot holes and the need as part of the 5 year plan to consult as early as possible on the prioritisation of needs and use of available resources. There was an indication that £100,000 of ring fenced funding may be available from Central Government, to deal with potholes. Members recommended that the prioritisation and allocation of this funding be identified through each of the Neighbourhood Consultative Forums and that final approval of its allocation be through full Council.

### **Recommended**

- (i) The Child Poverty Needs Assessment and Updated Child Poverty Strategy be referred to the Council Working Group.
- (ii) That the Review of Concessionary Fares and the potential introduction of a 30p minimum charge for the use of bus passes before 9.30am and its impact on pensioners be referred to the Council Working Group.
- (iii) That the decision in relation to the Hartlepool Domestic Violence Strategy, and the wide ranging issues attached to it, should be a Council decision.
- (iv) That the Hartlepool Alcohol Harm Reduction Strategy required wider debate within Council, ultimately bringing the decision maker to Full Council.
- (v) That the issues raised above in relation to the choice based lettings policy be referred to Housing Hartlepool and a response reported back to this Committee for subsequent referral, if necessary, to the appropriate Scrutiny Forum for discussion.

## **200. Consideration of progress reports/budget and policy framework documents**

None.

## **201. Consideration of Financial Monitoring/Corporate Reports**

None

## **202. Provision of Face to Face Financial Advice and Information Services in Hartlepool – Evidence from Leeds City Council - Covering Report** *(Scrutiny Manager)*

As part of the Forum's investigation into the provision of face to face advice and information services in Hartlepool, Leeds City Council had been

identified as an example of good practice. As part of the evidence gathering process, a representative from Leeds City Council was in attendance at the meeting and provided a detailed and comprehensive presentation which focussed on the following:-

- Background to the development of the Financial Inclusion Initiative in Leeds
- Details of research undertaken – included 410 households surveyed
- Findings
  - Cash based economy
  - Higher dependency on door step lending
  - Serious debt problems
- Strategic Significance
  - Financial inclusion not in isolation
  - Embedding in Strategies – Local Area Agreement, Regeneration Plan, Leeds Council Corporate Debt Policy
  - Engage all Council Departments and political parties
- Partnership arrangements
  - 50 partner organisations including debt advice agencies, credit union, landlords
  - Network of Debt Advice Agencies
  - Credit Union Affordable Credit Scheme
  - Expansion CU Branch Network
- Corporate Debt Policy
  - Residents with three years Council Tax debts
  - Debt Prioritisation and Advice
  - Partnership Working:- Advice agencies, ALMO's, welfare rights and benefits teams
  - Credit Union
  - Joint referral mechanisms
- Partner Involvement in Drafting Policy
- Economic Impact and Regeneration
- Results of Economic Impact Research undertaken by Salford University
  - key survey results
  - borrowing decisions
  - changes since intervention
  - stress levels
- Annual Report of the Chief Medical Officer
- Strategy for Implementation
- Impact of Banking Crisis

Following the conclusion of the presentation, the Committee raised a number of comments/views/queries which included the following:-

- (i) In response to a request for clarification regarding the links between an increase in household income and collection rates, Members were advised that the aim of the strategy was to maintain the same levels of collection.
- (ii) Some concern was expressed regarding the impact the number of

- providers placed on service delivery in terms of consistency and training issues.
- (iii) A query was raised as to whether specific areas were targeted and how those areas were identified to which the representative advised that a number of deprivation factors were examined and the national index of deprivation was utilised to determine the most appropriate areas to locate Credit Unions.
  - (iv) The Regional Financial Inclusion Champion explained the process undertaken to identify the most appropriate locations for Credit Unions and indicated that in some other areas levels of unemployment and other indices of deprivation had been utilised to determine credit union take up and this information had been shared with the financial inclusion partnership.
  - (v) In relation to eviction costs incurred by local authorities, a Member queried if any contribution had been sought from Housing providers to assist with operational costs in view of the benefits to providers as a result. The representative advised that housing providers were encouraged to set up in-house advice services and officers were employed to provide debt and financial support advice. It was highlighted that the previous year funding support had been provided by social landlords to support tenants with financial difficulties and the importance of all social landlords providing a financial inclusion service was emphasised.

The Chair thanked the representative for his presentation and valuable contribution to the investigation.

### **Recommended**

That the information given, be noted and discussions be used to assist the Forum in completing the scrutiny investigation

## **203. Provision of Face to Face Financial Advice and Information Services in Hartlepool – The Views of Residents/Service Users – Covering Report** *(Scrutiny Manager)*

The Scrutiny Manager reported that the views of residents had been sought in the following ways to feed into the Committee's ongoing investigation:-

- (i) Circulation of a press release, encouraging attendance at today's meeting;
- (ii) Circulation of a questionnaire through the provider groups (Hartlepool CAB, West View Advice and Resource Centre and Connected Care, and
- (iii) Invitations to 'provider groups to bring along individuals who had utilised face to face advice and information services in Hartlepool to enable the Committee to gain a first hand view of

provision/effectiveness of services.

A copy of the questionnaire circulated was provided at Appendix A, an evaluation of which was tabled at the meeting. When asked if the service received could be improved, 69% felt that the service they received could not have been improved, 23% felt the service could be improved and 8% had no view. The evaluation included the various sources of advice, waiting times between initial assessment and formal advice appointment, how easy/difficult it was to find the financial advice, how helpful was the financial advice received as well as details of the advice received by type.

A number of service users from West View Advice and Resource Centre and Hartlepool Citizens Advice Bureau, who had utilised face to face advice and information services, were in attendance at the meeting and provided the Committee with details of personal experiences of the service provided including how they accessed the service, the benefits of the support provided.

IN the discussion that followed a number of queries were raised which included the following:-

- (i) A Member noted a request for funding to extend/improve the services available and queried what else in addition to funding could be done to improve the service provided. The importance of retaining/extending the current services to meet the increase in demand and provide financial advice to young people was highlighted.
- (ii) The Financial Inclusion Champion referred to the potential to apply for lottery funding, the importance of effective signposting of individuals and a Financial Inclusion Initiative operated in the North East, further details of which could be provided following the meeting.
- (iii) Members commented on the need to develop partnership working, explore the benefits of pooling and sharing resources and the most effective methods of publicising the services available.

The Chair thanked the representatives for their attendance and valuable contribution to the investigation.

### **Recommended**

That the information given, be noted and discussions be used to assist the Forum in completing the scrutiny investigation

## **204. Provision of Face to Face Financial Advice and Information Services in Hartlepool – Evidence from the Regional Financial Inclusion Champion - Covering Report** (*Scrutiny Manager*)

As part of the Forum's investigation into the provision of face to face advice and information services in Hartlepool, the Regional Financial Inclusion Champion was in attendance at the meeting and outlined the benefits and importance of face to face advice and information services, areas of best practice and the potential way forward for the provision of face to face advice and information services in the future.

Members were advised of the background to the development of the North East Financial Inclusion Partnership, the benefits of utilising Leeds City Council and Stockton Citizens Advice Bureau as examples of good practice on financial inclusion. It was highlighted that Stockton CAB had been successful in accessing various external funding sources to support financial inclusion, details of which were provided. The importance of educating/training front line staff delivering the service was emphasised, the need to establish a co-ordinated approach between providers as well as the need to explore various funding opportunities including combined and external funding. It was noted that over 60% of families in Hartlepool had incomes of £15,000 per annum or less which indicated the importance of credit unions and face to face financial advice and information services for the town.

The Committee went on to discuss various examples of good and bad practice and the types of issues contributing to financial problems including excessive bank charges, inaccurate advertising of services and advice.

A Member referred to the registered social landlords forum and expressed concerns that whilst the group may be satisfying statutory requirements the survey results suggested that the targets in relation to effective community engagement were not been demonstrated. The representative reported on the background to and aim of the group and acknowledged that further work was needed in this regard.

The Chair thanked the Regional Financial Inclusion Champion for her attendance and contribution to the investigation.

### **Recommended**

That the information given, be noted and discussions be used to assist the Forum in completing the scrutiny investigation

**205. Provision of Face to Face Financial Advice and Information Services in Hartlepool – Evidence from the Department - Covering Report** *(Scrutiny Manager)*

The Chair suggested that this item would be deferred to a future meeting.

**Recommended**

That this item be deferred to a future meeting of this Committee.

**206. Feedback from Visit to Stockton Citizens Advice Bureau (CAB)** *(Scrutiny Manager)*

The Chair referred to a recent site visit to Stockton Citizens Advice Bureau undertaken by Councillors James, Griffin, Fleet, Simmons, A Marshall and Wells, the findings of which were tabled at the meeting. The summary of findings of the visit included, structure of the financial advice services provided, details of outreach work, partnership working, uncertainty around changes to funding both nationally and locally, level of financial advice given, performance statistics and future issues.

**Recommended**

That the findings of the site visit be noted.

**207. Call-In Requests**

None.

**208. Any Other Items which the Chair Considers are Urgent**

The Chair ruled that the following items of business should be considered by the Committee as a matter of urgency in accordance with the provisions of Section 100(B) (4)(b) of the Local Government Act 1972 in order that the matter could be dealt with without delay.

**209. Any Other Business - Call in of Decision – Appointment of Local Authority Representatives to Serve on School Governing Bodies – Briefing Note** *(Scrutiny Manager)*

The Scrutiny Manager reported that a call-in notice had been received in relation to a recent decision taken by the Children's Services Portfolio Holder. The purpose of today's discussion was to consider whether the call-

in should be accepted for the reasons set out in the Notice. Officers who had been involved in the preparation of the report and Cabinet Members were in attendance at the meeting to answer any questions in relation to the decision.

Members were referred to the report of the Director of Child and Adult Services and extract of the decision record of the meeting of the Children's Services Portfolio held on 22 February 2011 relating to the appointment of local authority representatives to serve on school governing bodies together with the call-in notice, copies of which were attached as appendices to the report. Details of the next steps in the process were included in the report.

The Chair briefed Members on the background to the call-in decision and Members raised a number of queries to which the Chair provided clarification.

The Committee expressed their disappointment that the recommendations of the General Purposes Committee in relation to this appointment had been disregarded and indicated that the decision to overturn decisions of the General Purposes Committee was against previous practice. Members were of the view that the decision taken disregarded the right of an Elected Member to represent their constituents and that the decision was politically motivated.

- (i) That the Call-in notice be formally accepted and additional meetings of the Committee be undertaken in order to complete the process.
- (ii) That a report be submitted to the next Call-in meeting to address the concerns of Members, as outlined above.

## **210. Confirmation of the minutes of the meeting held on 18 February 2011**

Due to time constraints, it was suggested that the minutes be deferred for consideration at the next meeting.

### **Recommended**

That the minutes be deferred for consideration at the next meeting.

## **211. Confirmation of the minutes of the meeting held on 25 February 2011**

Due to time constraints, it was suggested that the minutes be deferred for consideration at the next meeting.

In relation to Minute 184 – Consideration of Request for Scrutiny Reviews from Council, Executive Members and Non-Executive Members – Referral from Cabinet – Strategy for Bridging the Budget Deficit 2012/13 – Business

Transformation Programme, a Member raised concerns that the paperwork provided in relation to this issue, for consideration at the meeting of this Committee on 25 March, did not include the additional evidence/information requested in relation to mobile benefits, the original business case, budget information, job descriptions. The Chair advised that arrangements would be made for this information to be provided in advance of Friday's meeting.

**Recommended**

- (i) That the minutes be deferred for consideration at the next meeting.
- (ii) That the outstanding information requested be provided under separate cover in advance of the next meeting.

The meeting concluded at 12.45 pm.

CHAIR

# SCRUTINY CO-ORDINATING COMMITTEE

25<sup>th</sup> March 2011



**Report of:** Assistant Chief Executive, Director of Child and Adult Services and Director of Regeneration and Neighbourhoods

**Subject:** Corporate Plan, Hartlepool Partnership Plan and Departmental Plans 2011/12

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## **1 PURPOSE OF REPORT**

- 1.1 To enable the Scrutiny Co-ordinating Committee to consider and comment on the proposed Corporate Plan, Hartlepool Partnership Plan and three Departmental Plans 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 immediate 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. Reviews to make recommendations for how the Council and Hartlepool Partnership service planning arrangements will operate after 2011/12 are underway. These will take account of Coalition Government policy and the level of resources available to the Council in future years.
- 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 in December and Cabinet in January.

- 2.4 As in previous years detailed Departmental Plan proposals have been considered by each of the Scrutiny Forums and Scrutiny Coordinating Committee. Specifically a number of issues were raised at Scrutiny Coordinating Committee at its meeting on 25 February 2011, and **Appendix A**, details the issues raised and a response to each issue.

### **3 TIMETABLE FOR APPROVING THE PLANS**

- 3.1 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 rests with Cabinet.
- 3.2 Following this meeting the proposed Corporate Plan, Hartlepool Partnership Plan and the three Council Departmental Plans, will be considered by Cabinet at their meeting on 4 April 2011.
- 3.3 Final approval of the Corporate Plan will be by Council at their meeting on 14 April 2011.
- 3.4 The Hartlepool Partnership Plan will be endorsed by the Hartlepool Partnership at their meeting on 18 May 2011.

### **4 2011/12 CORPORATE PLAN**

- 4.1 The proposed Corporate Plan is attached at **Appendix B**, setting 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.
- 4.2 All of the actions and key performance indicators included in the Corporate Plan have been drawn from the relevant Departmental Plan. 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.

- 4.3 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.

## **5 2011/12 HARTLEPOOL PARTNERSHIP PLAN**

- 5.1 The proposed Hartlepool Partnership Plan, attached at **Appendix C**, 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.
- 5.2 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 and Cabinet following quarters 2 and 4.

## **6 2011/12 DEPARTMENTAL PLANS**

- 6.1 Attached to this report are the three Departmental Plans for 2011/12 as below: -
- **Appendix D** - Chief Executives Departmental Plan 2011/12
  - **Appendix E** - Child and Adult Services Departmental Plan 2011/12
  - **Appendix F** – Regeneration and Neighbourhoods Departmental Plan 2011/12
- 6.2 Scrutiny Coordinating Committee and the relevant Scrutiny Forums have had the opportunity to consider the proposals contained within the Departmental Plans at meetings in January and February and, where appropriate, comments have been incorporated into the relevant plans.
- 6.3 As previously stated, in para 4.2, a small number of key actions and performance indicators have been drawn from each of the three departmental plans to form the Corporate Plan for 2011/12. The actions and indicators that are also included in the Corporate Plan have been clearly marked within the action plan for information.

- 6.4 Officers will monitor progress against the key actions and performance indicators included in the Departmental Plans and progress on these will be reported throughout the year to the relevant Portfolio Holder(s).

**7 RECOMMENDATION**

- 7.1 The Scrutiny Coordinating Committee is asked to consider and comment on the proposed Corporate Plan, proposed Hartlepool Partnership Plan and the three proposed Departmental Plans.

## APPENDIX A

### Responses to comments raised at Scrutiny Coordinating Committee Meeting on 25<sup>th</sup> February 2011

| Issue Raised  | Response  |
|---|---|
| Members suggested the action “Refresh the Public Health Strategy in the light of the Health White Paper” be included in the Corporate Plan.   | The action has been added to Corporate Plan in Health and Wellbeing Theme (Outcome 7: Improve health by reducing inequalities and improving access to services). It was already part of the Child and Adult Services Departmental Plan.   |
| Members raised a query regarding the action “To seek replacement funding for volunteer centre” – thought this was too narrow a focus (Outcome 24 – Partnership Plan)  | Action has been refocused to “To seek funding to continue supporting volunteering in Hartlepool”  |
| Members raised a query regarding the action “Achieve green Flag Award for Ward Jackson Park, Summerhill and Quality Coast award for Seaton beach” that is included in Outcome 16 in the Partnership Plan and the Regeneration and Neighbourhoods Departmental Plan. Should this also include Rossmere Park? | There are some elements that need to be put in place before Rossmere Park will meet the qualification criteria required for the Green Flag award. The Council has been working with Friends of Rossmere Park in developing a master plan for the Park, which will go towards meeting the necessary qualification criteria for the Council to be able to apply for the Green Flag in future years.                                   |
| The wording of a number of Performance Indicators required greater clarity  | Performance Indicators in all plans have been reviewed and wherever possible amended so that it is more descriptive of what is being measured.  |
| Members requested that an indicator was included in the Corporate Plan to measure pupils achieving the new baccalaureate  | This was already included in the Child and Adult Services Departmental Plan in the Lifelong Learning and Skills Theme (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). This has now been added into the Corporate Plan. |

| Issue Raised  | Response   |
|---|--|
| <p>Members were keen to reinstate the Organisational Development outcome “Maintain the profile and reputation of the Council”</p>   | <p>The outcome has been added to the Chief Executives Departmental Plan and the Corporate Plan within the Organisational Development theme.</p>  |
| <p>Members suggested that the Jobs and Economy section of the Corporate Plan could be strengthened with more focus on employment opportunities and measures around employment within the town.</p>  | <p>An additional two performance indicators, that had already been included in the Regeneration and Neighbourhoods Departmental Plan, have been added to the Corporate Plan: - “Overall Employment Rate” and “Employment Rate (16-24)”. In addition, an extra action from the RND Plan, “Achieve sub contracting arrangements under the Department for Work and Pensions (DWP) Work Programme with prime providers”, which aims to assist individuals getting back into work, has been included in the Corporate Plan.</p> |
| <p>Members were of the view that the Housing theme did not reflect the real housing needs of the town – the need to provide affordable rented accommodation in addition to affordable homes for those who were not in a position to buy was emphasised.</p> | <p>An additional Performance Indicator, “Number of affordable homes delivered” has been added to the Corporate Plan, having previously only been included in the Regeneration and Neighbourhoods Departmental Plan. This indicator provides for an 80/20 split on houses delivered, specifically that 80% of houses built will be for rental and the remaining 20% will be for shared ownership/equity type schemes.</p>   |



# **Hartlepool Borough Council**

## **Corporate Plan 2011/12**

## Contents

|   | <b>Page</b> |
|---|-------------|
| Introduction                                | 3           |
| Organisational Structure                    | 4           |
| Performance Management                      | 5           |
| Priorities                                  | 6           |
| Actions, Performance Indicators and Targets | 9           |

## Introduction

This document is Hartlepool Council's Corporate Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the Council, and includes an action plan that draws the key actions and performance indicators from the Council's three Departmental Plans.

The Plan has been prepared in parallel with development of the Council's 2011/12 budget. The Coalition Governments Spending review included a 28% reduction in Council grants over 4 years with most reductions to be achieved in the first 2 years. The key points from the Council's budget include:

- An 8.8% reduction in the Council's spending power for 2011/12, the highest level of any council in England
- £10 million of efficiencies and service cuts implanted to produce a balanced budget for 2011/12
- Approximately 90 redundancies

The detail of the Council's budget decision is available in Cabinet and Council reports:

<http://www.hartlepool.gov.uk/meetings/meeting/2054/council>

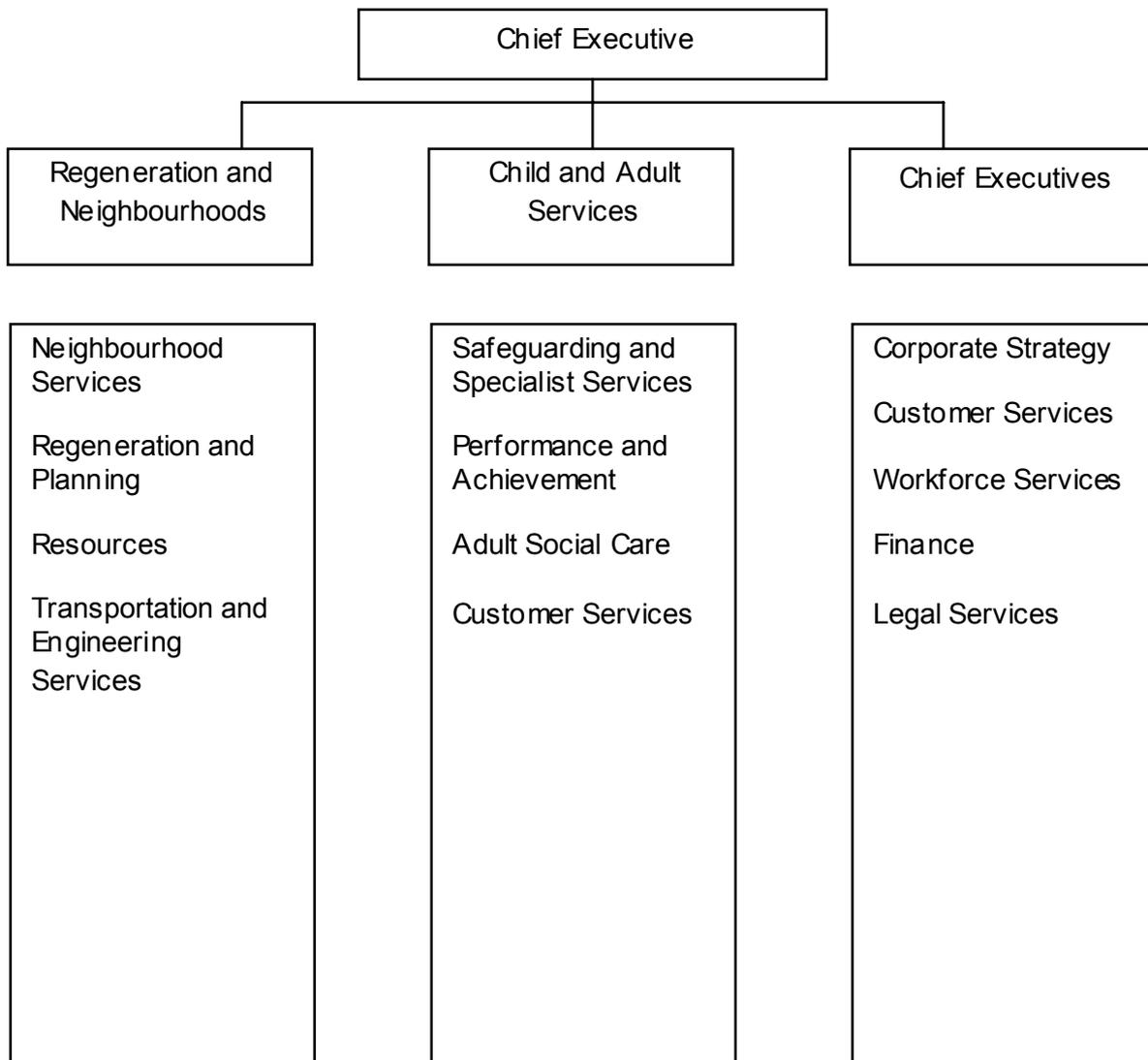
This plan should be looked at in conjunction with the Council's three Departmental Plans, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as additional key actions from the Council's Departmental Plans.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

## Organisational Structure



## **Performance and Risk Monitoring and Reporting**

- **Monitoring and Reporting**

The action plan detailing how the Council will meet its main priorities for the forthcoming year will be monitored constantly, and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Corporate Management Team and relevant Portfolio holders.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

## Priorities

- **Overall Aim/Vision**

The Council's overall aim remains: -

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

The Council's aim is based on the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead is: -

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

The Council has adopted the eight themes that the Partnership has agreed forms part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future:

- Organisational Development

- **Council Priorities**

The Council has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

| Theme                        | Outcome   |
|------------------------------|---|
| Jobs and the Economy         | 1. Hartlepool has increased levels of investment and is globally competitive<br>2. People have greater access to employment and skills opportunities<br>3. Fewer Hartlepool children experience the effects of poverty<br>4. People have greater access to financial information, advice and support particularly those currently excluded<br>25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels<br>26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition. |
| Lifelong Learning and Skills | 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<br>6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice   |
| Health and Wellbeing         | 7. Improve health by reducing inequalities and improving access to services<br>8. Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle<br>9. Children & young people are safe<br>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  |
| Community Safety             | 11. Hartlepool has reduced crime and repeat victimisation<br>12. There is reduced harm caused by drugs and alcohol misuse<br>13. Communities have improved confidence and feel more cohesive and safe<br>14. Offending and re-offending has reduced   |

| Theme                                      | Outcome  |
|--|--|
| Environment                                | 15. Hartlepool has an improved natural and built environment<br>16. Quality local environments where public and community open spaces are clean, green and safe<br>17. Provide a sustainable, safe, efficient, effective and accessible transport system<br>18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects  |
| Housing                                    | 19. Hartlepool has a more balanced housing provision<br>20. The quality of existing housing has been improved<br>21. Vulnerable people have improved access to accommodation which meets their need  |
| Culture and Leisure and Community Learning | 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  |
| Strengthening Communities                  | 23. Local people have a greater voice and influence over local decision making and the delivery of services<br>24. Make a positive contribution – people are involved with the community and society   |
| Organisational Development                 | 27. Improve the efficiency and effectiveness of the organisation<br>28. Deliver effective customer focussed services, meeting need of diverse groups and maintaining customer satisfaction<br>29. Maintain effective governance arrangements for core business and key partnerships<br>30. Maintain effective Performance, Finance and Risk Management Arrangements<br>31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function<br>32. Maintain the profile and reputation of the Council |

- **Annual Action Plan**

The Council's Corporate Plan annual action plan is attached below, providing details on how the Council will be working towards achieving the outcomes set out above, using the key actions and performance indicators identified from within the Council's three departmental plans.

## 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   |
|-------------|---|
| <b>JE01</b> | Hartlepool has increased levels of investment and is globally competitive                                     |
| <b>JE02</b> | People have greater access to employment and skills opportunities   |
| <b>JE03</b> | Fewer children in Hartlepool experience the effects of poverty  |
| <b>JE04</b> | 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    |
|-------------|---|----------------------|------------------------|
| <b>JE01</b> | Deliver a new marketing plan for economic development to promote Hartlepool as a place to work, live and visit  | Jul 2011             | Antony Steinberg       |
| <b>JE02</b> | Achieve sub contracting arrangements under the Department for Work and Pensions (DWP) Work Programme with Prime providers   | Sept 2011            | Antony Steinberg       |
| <b>JE02</b> | Implement the Hartlepool 14-19 Strategy   | Mar 2013             | Tom Argument           |
| <b>JE02</b> | 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           |
| <b>JE02</b> | 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           |
| <b>JE02</b> | 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       |
| <b>JE03</b> | Implement the Child Poverty Strategy and Action Plan  | Mar 2012             | Danielle Swainston     |
| <b>JE04</b> | Deliver Money Matters engagement programme in prioritised neighbourhoods  | Mar 2012             | Carol Jones            |
| <b>JE04</b> | Develop financial capability / awareness amongst Hartlepool College students  | Mar 2012             | Carol Jones            |
| <b>JE04</b> | Support the development of outreach services via the Children's Centre Network to engage with children and their extended families  | Mar 2012             | Carol Jones            |
| <b>JE04</b> | 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       |

| <b>Outcome No.</b> | <b>PI Ref. No.</b> | <b>Performance Indicator</b>   | <b>2011/12 Target</b> |
|--------------------|--------------------|--|-----------------------|
| <b>JE02</b>        | NI 151             | Overall Employment rate (proportion of people of working age population (16 to 60/65) who are in employment)           | Not Required          |
| <b>JE02</b>        | RPD P045           | Employment Rate (16-24) - proportion of 16 to 24 year olds who are in employment                                       | Not Required          |
| <b>JE02</b>        | NI 171             | New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+) | Not Required          |
| <b>JE02</b>        | NI 117             | Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)                               | 6.9%                  |
| <b>JE02</b>        | NI 79              | Percentage of young people achieving a Level 2 qualification by the age of 19  | 74.7                  |
| <b>JE03</b>        | CSD 116            | Proportion of children in poverty – the gap between Hartlepool and the North East Region                               | -4.8%                 |
| <b>JE04</b>        | CEDFI P025         | Number of Credit Union Current Accounts / Saving Accounts opened by adults   | 400                   |
| <b>JE04</b>        | CEDFI P026         | Number of Credit Union savings accounts opened by school age / college age individuals                                 | 300                   |
| <b>JE04</b>        | CEDFI P027         | Number of successful applications for 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   | 2010/11 Target |
|-------------|-------------|---|----------------|
| LL05        | NI 72       | Percentage of children achieving 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 | 53.5%          |
| LL05        | NI 73       | Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2  | 82%            |
| LL05        | NI 75       | Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths   | 57.1%          |
| LL05        | NI 93       | Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2   | 94.0%          |
| LL05        | NI 94       | Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2   | 92.0%          |
| LL05        | New         | Percentage of pupils achieving the English Baccalaureate  | Not Required   |
| LL06        | ACS P053    | Number of learners participating in Adult Education Programmes  | Not Required   |

### 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 Prevention 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            |
| HW07        | Refresh the Public Health Strategy in the light of the Health White Paper  | 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 Homsby / John Lovatt |

| Outcome No. | PI Ref. No.  | Performance Indicator   | 2011/12 Target                            |
|-------------|--------------|---|---|
| HW07        | NI 39        | Rate of Hospital Admissions per 100,000 for Alcohol Related Harm  | To be confirmed after discussion with PCT |
| HW07        | NI 123       | Stopping smoking - rate of self-reported 4-week smoking quitters per 100,000 population aged 16 or over           |   |
| HW07        | NI 123 (NRA) | Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator) - number of 4 week quitters             |   |
| HW08        | LAA HW P001  | Percentage of women smoking during pregnancy  | 22%                                       |
| HW08        | NI 112       | The change in the rate of under 18 conceptions per 1,000 girls aged 15-17, as compared with the 1998 rate         | -55%                                      |
| HW08        | NI 52a       | Percentage uptake of school meals - primary schools   | 61%                                       |
| HW08        | NI 52b       | Percentage uptake of school meals - secondary schools   | 53%                                       |
| HW09        | CSD P035     | Children who became the subject of a Child Protection plan, or who were registered per 10,000 population under 18 | 36  |
| HW09        | NI 62        | Percentage of children looked after at 31 March with three or more placements during the year                     | 10%                                       |
| HW09        | NI 64        | Percentage of children who had been the subject of a Child Protection Plan continuously for two years or longer   | 8%  |
| HW10        | NI 136       | Number of people supported to live independently through social services (all adults) per 100,000 population      | 4700                                      |
| HW10        | NI 132       | Percentage of adults where time from first contact to   | 85%                                       |

| <b>Outcome No.</b> | <b>PI Ref. No.</b> | <b>Performance Indicator</b>  | <b>2011/12 Target</b> |
|--------------------|--------------------|---|-----------------------|
|                    |                    | completion of assessment is less than or equal to four weeks  |                       |
| <b>HW10</b>        | NI 135             | Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service | 23%                   |
| <b>HW10</b>        | 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         |

| Outcome No. | PI Ref. No. | Performance Indicator   | 2011/12 Target |
|-------------|-------------|---|----------------|
| CS11        | RPD P028a   | All Crime   | To be agreed   |
| CS12        | NI 30       | Percentage reduction in reoffending rate of prolific and other priority offenders | To be agreed   |

## 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  | 2011/12 Target |
|-------------|-------------|--|----------------|
| EN16        | NI 191      | Number of kilograms of residual household waste (not reused, recycled or composted) collected per household. | 712            |
| EN16        | NI 192      | Percentage of household waste sent for reuse, recycling and composting                                       | 45%            |
| EN16        | NI 193      | Percentage of municipal waste land filled  | 5%             |
| EN17        | NI 168      | The percentage of Principal roads where maintenance should be considered                                     | 3%             |
| EN18        | NI 185      | Percentage CO2 reduction from local authority operations   | -7%            |

## 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  | 2011/12 Target                        |
|-------------|-------------|--|---------------------------------------|
| HO19        | NI 155      | Number of affordable homes delivered (gross)   | 80                                    |
| HO19        | LAA H P001  | Number of private dwellings empty for over 6 months and brought back into use                            | 10% of empty properties as at 1 April |
| HO20        | RPD P042    | The proportion of vulnerable households occupying decent homes standard in private sector housing sector | Not Required                          |
| HO21        | RPD P011    | Number of households where homelessness has been prevented through Local Authority action.               | Not Required                          |

## 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        | 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 No. | Actions  | Date to be completed | Responsible officer |
|-------------|--|----------------------|---------------------|
| CL22        | Achieve Service Accreditation as required across community services  | Mar 2012             | John Mennear        |
| 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   | Mar 2012             | David Worthington   |
| CL22        | Enhance partnership working by creating a community hub via the 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 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  | 2011/12 Target |
|-------------|-------------|--|----------------|
| SC24        | NI 111      | Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population (aged 10-17) | 1966           |

## 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.    |
| OD32        | Maintain the profile and reputation of the Council.   |

| 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 Maders               |
| 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               |
| 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 |
| 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 Maders               |
| OD31        | Continue to apply and develop the Single Status Agreement  | Mar 2012             | Wally Stagg                 |
| OD32        | Compile and deliver the Scrutiny Work Programme for 2011/12  | May 2012             | Joan Wilkins/ James Walsh   |
| OD32        | Implement the Corporate Communications Strategy Action Plan  | Mar 2012             | Alastair Rae                |

| <b>Outcome No.</b> | <b>PI Ref. No.</b> | <b>Performance Indicator</b>  | <b>2011/12 Target</b> |
|--------------------|--------------------|---|-----------------------|
| OD27               | CEDCS P042         | Actual savings from Business Transformation Programme   | £2.9m                 |
| OD28               | New                | Average wait for telephone calls to be answered   | 30 secs               |
| OD28               | New                | Percentage 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 Housing Benefit/Council Tax Benefit claims  | 20 days               |
| OD28               | CEDFI P005         | Average time to process Housing Benefit/Council Tax Benefit changes of circumstances                          | 9 days                |



# **Chief Executive's Department**

## **Departmental Plan 2011/12**

## Contents

|   | <b>Page</b> |
|---|-------------|
| Introduction                            | 3           |
| Departmental Structure                  | 4           |
| Performance Management                  | 6           |
| Priorities                              | 7           |
| Departmental Annual Action Plan 2011/12 | 9           |
| Appendix 1 – Risks by Theme             | 20          |

## Introduction

This document is the Chief Executive's Departmental Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

This plan should be looked at in conjunction with the Council's Corporate Plan, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

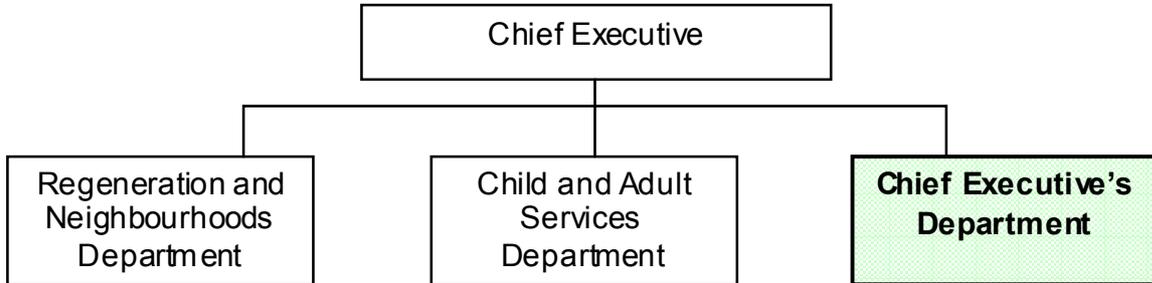
Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

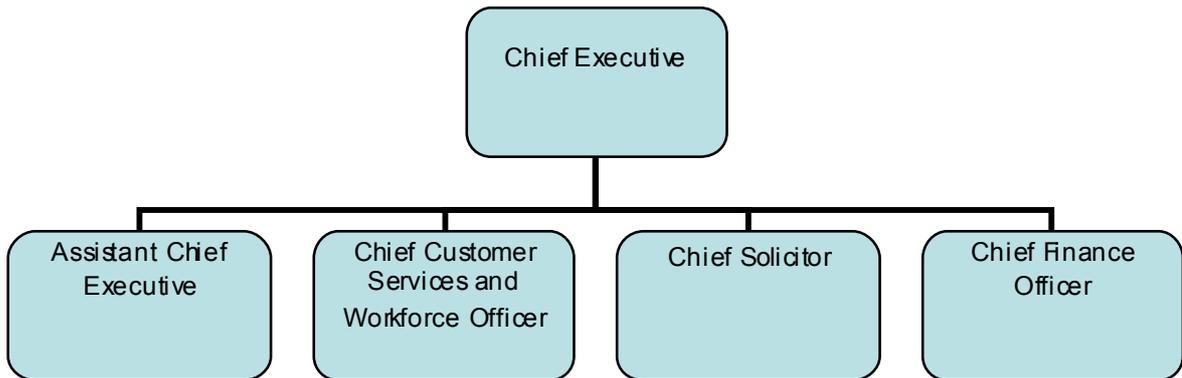
- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

## Departmental Structure

### Hartlepool Borough Council Structure



### Chief Executive's Departmental Structure



The table below list the service areas that fall within the remit of each chief officer.

| Assistant Chief Executive    | Chief Customer Services and Workforce Officer        | Chief Solicitor | Chief Finance Officer   |
|------------------------------|--|-----------------|-------------------------|
| Corporate Strategy Division  | Customer Services and Workforce Development Division | Legal Division  | Finance Division        |
| Business Transformation      | Benefits   | Elections       | (Corporate) Accountancy |
| Democratic Services          | Contact Centre                                       | Land Charges    | Audit                   |
| E-Government / ICT           | Customer Services                                    | Legal           | Financial Management    |
| Partnership                  | Diversity<br>Fraud                                   | Member services |                         |
| Performance and Consultation | Health, Safety & Wellbeing                           |                 |                         |
| Public Relations             | Human Resources Advisors                             |                 |                         |
| Scrutiny                     | Human Resources Operations                           |                 |                         |
|                              | Means Tested Services                                |                 |                         |
|                              | Organisational Development                           |                 |                         |
|                              | Payments   |                 |                         |
|                              | Revenues   |                 |                         |
|                              | Revenues<br>Transactional Service                    |                 |                         |

## **Performance and Risk Monitoring and Reporting**

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main priorities for the forthcoming year will be monitored constantly, and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Departmental Management Team and relevant Portfolio holders.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Appendix 1 summarises the risks currently being managed and that relate to this plan.

## Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:-

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

The Council's aim is based on the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead is:-

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

The Council has adopted the eight themes that the Partnership has agreed forms part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future: -

- Organisational Development

- **Departmental Priorities**

The department has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

| Theme                      | Outcome  |
|----------------------------|--|
| Jobs and the Economy       | 4. People have greater access to financial information, advice and support particularly those currently excluded   |
| Organisational Development | 27. Improve the efficiency and effectiveness of the organisation<br>28. Deliver effective customer focussed services, meeting need of diverse groups and maintaining customer satisfaction<br>29. Maintain effective governance arrangements for core business and key partnerships<br>30. Maintain effective Performance, Finance and Risk Management Arrangements<br>31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function<br>32. Maintain the profile and reputation of the Council |

- **Annual Action Plan**

The Chief Executive's Department's annual action plan is attached below, providing details on how the department will be working towards achieving the outcomes set out above.

## Chief Executive's Departmental Action Plan 2011/12

### SECTION 1 OUTCOME DETAILS

|                 |   |  |  |     |
|-----------------|---|--|--|-----|
| <b>Outcome:</b> | 4. People have greater access to financial information, advice and support particularly those currently excluded. |  | <b>Hartlepool Partnership Outcome?</b> | Yes |
|-----------------|---|--|--|-----|

|              |             |
|--------------|-------------|
| <b>Owner</b> | John Morton |
|--------------|-------------|

|                   |                   |
|-------------------|-------------------|
| <b>Lead Dept:</b> | Chief Executive's |
|-------------------|-------------------|

|               |                      |
|---------------|----------------------|
| <b>Theme:</b> | Jobs and the Economy |
|---------------|----------------------|

|                            |  |
|----------------------------|--|
| <b>Other Contributors:</b> |  |
|----------------------------|--|

### 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 | Number of Credit Union Current Accounts / Saving Accounts opened by adults             | John Morton | Targeted            | Yes            | Financial Year    | 250                      | 400            | 600   |
| CEDFI P026 | Number of Credit Union savings accounts opened by school age / college age individuals | John Morton | Targeted            | Yes            | Financial Year    | 200                      | 300            | 400   |
| CEDFI P027 | Number of successful applications for 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 Wrigglesworth |

**SECTION 1 OUTCOME DETAILS**

|                 |  |  |    |
|-----------------|--|--|----|
| <b>Outcome:</b> | 27. Improve the efficiency and effectiveness of the organisation | <b>Hartlepool Partnership Outcome?</b> | No |
|-----------------|--|--|----|

|               |                             |
|---------------|-----------------------------|
| <b>Owner:</b> | Andrew Atkin / Chris Little |
|---------------|-----------------------------|

|                   |                   |
|-------------------|-------------------|
| <b>Lead Dept:</b> | Chief Executive's |
|-------------------|-------------------|

|               |                            |
|---------------|----------------------------|
| <b>Theme:</b> | Organisational Development |
|---------------|----------------------------|

|                            |  |
|----------------------------|--|
| <b>Other Contributors:</b> |  |
|----------------------------|--|

**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 Business Transformation Programme             | 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                          | Paul Diaz    | Targeted            |                | Financial Year    | 297,000                  | 310,000        | 325,000 |
| CEDCS P018 | Number of online transactions                                     | Paul Diaz    | Targeted            |                | Financial Year    | 5,500                    | 6,000          | 6,500   |
| CEDCS P019 | Number of available on-line services                              | Paul Diaz    | Targeted            |                | Financial Year    | 65                       | 71             | 78      |
| CEDFI P002 | Percentage of Council Tax Collected                               | Roy Horseman | Targeted            |                | Financial Year    | 97.2%                    | 97.2%          | 97.2%   |
| CEDFI P003 | Percentage of Non-Domestic Rating Collected                       | Roy Horseman | Targeted            |                | Financial Year    | 97.8%                    | 97.8%          | 97.8%   |
| CEDFI P001 | Percentage 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**

|                 |   |  |    |
|-----------------|---|--|----|
| <b>Outcome:</b> | 28. Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction | <b>Hartlepool Partnership Outcome?</b> | No |
|-----------------|---|--|----|

|               |                |
|---------------|----------------|
| <b>Owner:</b> | Joanne Machers |
|---------------|----------------|

|                   |                   |
|-------------------|-------------------|
| <b>Lead Dept:</b> | Chief Executive's |
|-------------------|-------------------|

|               |                            |
|---------------|----------------------------|
| <b>Theme:</b> | Organisational Development |
|---------------|----------------------------|

|                            |  |
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| <b>Other Contributors:</b> |  |
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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   |
| New        | Average wait for telephone calls to be answered   | Julie Howard  | Targeted            | Yes            | Financial Year    | 30 secs                  | 30 secs        | 30 secs |
| New        | Average wait for face to face visitors without appointment  | Julie Howard  | Targeted            |                | Financial Year    | 8 mins                   | 8 mins         | 8 mins  |
| New        | Percentage of e-mails responded to the same day   | Julie Howard  | Targeted            |                | Financial Year    | 90%                      | 90%            | 90%     |
| New        | Percentage 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%     |
| CEDFI P004 | Average time to process new Housing Benefit/Council Tax Benefit claims  | Julie Pullman | Targeted            | Yes            | Financial Year    | 20 days                  | 20 days        | 20 days |
| CEDFI P005 | Average time to process Housing Benefit/Council Tax Benefit changes of circumstances                          | Julie Pullman | Targeted            | Yes            | Financial Year    | 9 days                   | 9 days         | 9 days  |
| CEDCS PO04 | Council formal complaints - percentage 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 | Number of formal complaints received by the Council   | 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  | Percentage of residents agreeing that HBC regularly asks local people about views and opinions  | Peter Turner | Monitor             |                | Every 3 years     | n/a                      | Not Required   |       |
| CEDCS P001  | Percentage of citizens satisfied with the overall service provided by the local authority       | Peter Turner | 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        |
| 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       |

**SECTION 1 OUTCOME DETAILS**

|                 |   |  |                              |
|-----------------|---|--|------------------------------|
| <b>Outcome:</b> | 29. Maintain effective governance arrangements for core business and key partnerships | <b>Hartlepool Partnership Outcome?</b> | No                           |
| <b>Owner:</b>   | Peter Devlin  | <b>Lead Dept:</b>                      | Chief Executive's Department |
| <b>Theme:</b>   | Organisational Development  | <b>Other Contributors:</b>             |                              |

**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 |

### SECTION 1 OUTCOME DETAILS

|                 |  |  |                   |
|-----------------|--|--|-------------------|
| <b>Outcome:</b> | 30. Maintain effective Performance, Finance and Risk Management Arrangements | <b>Hartlepool Partnership Outcome?</b> | No                |
| <b>Owner:</b>   | Andrew Atkin / Chris Little  | <b>Lead Dept:</b>                      | Chief Executive's |
| <b>Theme:</b>   | Organisational Development   | <b>Other Contributors:</b>             |                   |

### 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 (IIFRS)   |                | 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 |

### SECTION 1 OUTCOME DETAILS

|                 |   |  |    |
|-----------------|---|--|----|
| <b>Outcome:</b> | 31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function | <b>Hartlepool Partnership Outcome?</b> | No |
|-----------------|---|--|----|

|               |  |
|---------------|--|
| <b>Owner:</b> | Andrew Atkin / Peter Devlin / Joanne Machers |
|---------------|--|

|                   |                   |
|-------------------|-------------------|
| <b>Lead Dept:</b> | Chief Executive's |
|-------------------|-------------------|

|               |                            |
|---------------|----------------------------|
| <b>Theme:</b> | Organisational Development |
|---------------|----------------------------|

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| <b>Other Contributors:</b> |  |
|----------------------------|--|

### 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      | Percentage of draft Minutes of Non executive meetings produced within 10 days of the meeting | Amanda Whitaker | Targeted            |                | Financial Year    | 98%                      | 98%            | 98%   |
| CEDCS P013      | Percentage of draft Minutes of Executive meetings produced within 3 days of the 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      | Percentage of Minutes of Executive meetings published within 4 days of the meeting           | 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 |

| <b>SECTION 3 ACTIONS</b>  |                       |                 |  |
|---|-----------------------|-----------------|--|
| <b>Action</b>   | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b>                                    |
| 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/<br>Amanda Whitaker/<br>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                                       |

### SECTION 1 OUTCOME DETAILS

|                 |  |  |                   |
|-----------------|--|--|-------------------|
| <b>Outcome:</b> | 32. Maintain the profile and reputation of the Council | <b>Hartlepool Partnership Outcome?</b> | No                |
| <b>Owner:</b>   | Andrew Atkin   | <b>Lead Dept:</b>                      | Chief Executive's |
| <b>Theme:</b>   | Organisational Development                             | <b>Other Contributors:</b>             |                   |

### 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 P026 | Percentage of residents feeling they are fairly well or very well informed       | Alastair Rae | Monitor             |                | Every 2 years     | n/a                      | Not Required   |       |
| CEDCS P027 | Percentage of residents who read some or most of Hartbeat                        | Alastair Rae | Monitor             |                | Every 2 years     | n/a                      | Not Required   |       |
| CEDCS P028 | Percentage of residents who are fairly satisfied or very satisfied with Hartbeat | Alastair Rae | Monitor             |                | Every 2 years     | n/a                      | Not Required   |       |

### SECTION 3 ACTIONS

| Action   | Corporate Plan | Due Date  | Assignee                       |
|--|----------------|-----------|--------------------------------|
| Implement the Corporate Communications Strategy Action Plan  | Yes            | Mar 2012  | Alastair Rae                   |
| Maintain the Overview and Scrutiny Function  |                | June 2012 | Joan Stevens                   |
| Maintain the profile of the work of the Overview and Scrutiny Function   |                | June 2012 | Joan Stevens /<br>Laura Stones |
| Compile and deliver the Scrutiny Work Programme for 2011/12  | Yes            | May 2012  | Joan Stevens/<br>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                    |

**Appendix 1 Risks by theme**

**Jobs and the Economy**

**Outcomes**

4 | People have greater access to financial information, advice and support particularly those currently excluded

| <b>Code</b> | <b>Risk</b>  | <b>Assignee</b> | <b>Outcome</b> |
|-------------|--|-----------------|----------------|
| CEDNEW001   | Community hard to reach groups fail to engage with initiatives | John Morton     | 4              |

**Organisational Development**

**Outcomes**

27 | Improve the efficiency and effectiveness of the organisation

28 | Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction

29 | Maintain effective governance arrangements for core business and key partnerships

30 | Maintain effective Performance, Finance and Risk Management Arrangements

31 | Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function

32 | Maintain the profile and reputation of the Council

| <b>Code</b> | <b>Risk</b>  | <b>Assignee</b> | <b>Outcome</b> |
|-------------|--|-----------------|----------------|
| CED R001    | Failure to publish Hartbeat magazine   | Alastair Rae    | 27             |
| CED R005    | Poor perception of the Council's profile regionally and nationally.                | Alastair Rae    | 32             |
| CED R009    | Retention of key staff   | Andrew Atkin    | 31             |
| CED R011    | Failure to deliver the content of the Overview and Scrutiny Work Programme 2010/11 | Joan Stevens    | 32             |
| CED R013    | Failure to Monitor Agreed Scrutiny Recommendations                                 | Joan Stevens    | 32             |

| Code      | Risk  | Assignee            | Outcome   |
|-----------|---|---------------------|-----------|
| CED R016  | Failure to raise the profile of the work of the Authority's Overview and Scrutiny Committees  | Joan Stevens        | 32        |
| CED R018  | Loss of ICT service due to contract problems with Northgate   | Joan Chapman        | 27 and 29 |
| CED R021  | Failure of ICT to support corporate objectives  | Joan Chapman        | 27        |
| CED R036  | Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs   | Peter Turner        | 30        |
| CED R037  | Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss   | Peter Turner        | 30 and 32 |
| CED R052  | Failure of Contact Centre to improve service delivery   | Christine Armstrong | 28        |
| CED R059  | Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims  | Joanne Machers      | 28        |
| CED R060  | Delivery of an effective Corporate Service  | Alyson Caman        | 31        |
| CED R063  | Lack of data quality for performance information results in poor decision making and worsening performance  | Peter Turner        | 30        |
| CED R073  | Maintain skill and knowledge of appropriate employees across the Council in relation to PM, risk and data quality through the Business transformation Process   | Andrew Atkin        | 27        |
| CED R075  | Failure to successfully manage ICT projects leading to slippage   | Joan Chapman        | 27        |
| CED R076  | Poor recruitment/training/development/retention resulting in a failure to maintain a suitably skilled/experienced/procedure compliant workforce leading to inadequate/inappropriate service delivery/behaviour by employees | Joanne Machers      | 31        |
| CEDNEW002 | Budget decisions not taken in line with timetable.  | Chris Little        | 27        |
| CEDNEW003 | Insufficient savings identifies and agreed.   | Chris Little        | 27        |
| CEDNEW004 | Full opinion on governance arrangements not provided.   | Noel Adamson        | 29        |
| CEDNEW005 | Statutory deadlines for the production of the Councils accounts may not be met  | Chris Little        | 30        |
| STR R007  | Experiencing failure or lack of access to Critical ICT systems  | Andrew Atkin        | 27        |
| STR R008  | Loss of Council reputation due to both internal and external factors  | Andrew Atkin        | 32        |
| STR R025  | Absence of robust documentation that sets out the roles and responsibilities of each partner could lead to HBC bearing unnecessary responsibility should the partnership fail   | Chris Little        | 29        |

| <b>Code</b> | <b>Risk</b>   | <b>Assignee</b> | <b>Outcome</b> |
|-------------|---|-----------------|----------------|
|             | to deliver  |                 |                |
| STR R043    | Fail to maximise benefits of implementing the Business Transformation Programme | Andrew Atkin    | 27             |



# **Child and Adult Services Department**

## **Departmental Plan 2011/12**

## Contents

|   | <b>Page</b> |
|---|-------------|
| Introduction                                  | 3           |
| Departmental Structure                        | 4           |
| Performance and Risk Monitoring and Reporting | 5           |
| Priorities                                    | 6           |
| Departmental Annual Action Plan 2011/12       | 8           |
| Appendix 1: Risks by Theme                    | 29          |

## Introduction

This document is the Child and Adult Services Departmental Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

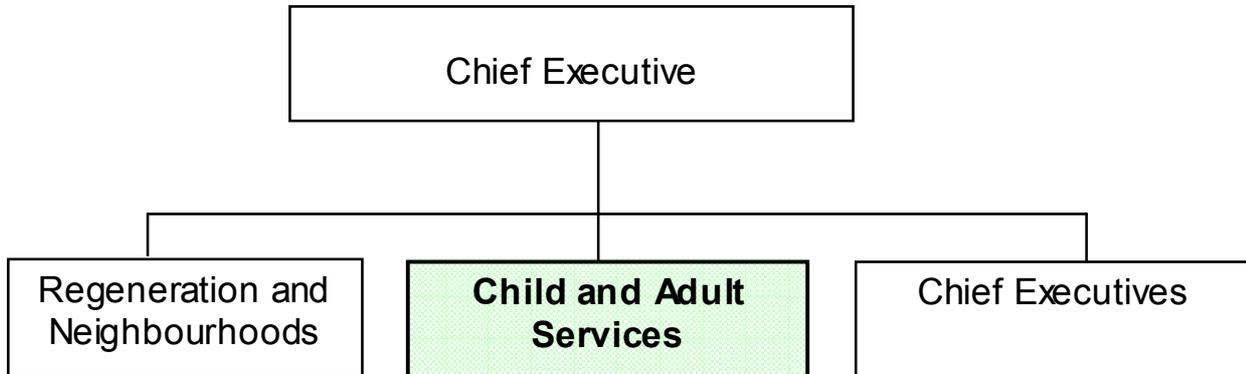
This plan should be looked at in conjunction with the Council's Corporate Plan, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

# Hartlepool Borough Council Structure



## Department of Child and Adult Services Departmental Structure

**Nicola Bailey**  
 Director of Child & Adult Services

**Sally Robinson**  
 Assistant Director  
 Safeguarding &  
 Specialist Services

**Caroline O'Neill**  
 Assistant Director  
 Performance & Achievement

**Jill Harrison**  
 Assistant Director  
 Adult Social Care

**John Mennear**  
 Assistant Director  
 Community Services

**Louise Wallace**  
 Assistant Director  
 Health Improvement

|   |  |   |   |  |
|---|--|---|---|--|
| <p>Services to children in need, particularly children who are in need of protection or care or have a disability.</p> <p>Family Support Services - children under 11 years and of all ages with a disability.</p> <p>Young People's Service - family support services, children and young people over 11 years - children looked after, leaving care, fostering and adoption</p> <p>Safeguarding and Review- Local Safeguarding Children Board and Independent Reviewing Officers</p> <p>Parenting, Children's Fund and preventative services</p> <p>Acorn Team</p> <p>Youth Offending Service</p> | <p>School improvement monitoring, challenge and support</p> <p>Curriculum development &amp; enrichment</p> <p>National Primary &amp; Secondary Strategies</p> <p>Schools Performance management and self-evaluation</p> <p>Pupil Referral Unit</p> <p>ICT in schools</p> <p>Transformation of Learning</p> <p>Primary Capital Programme</p> <p>Building Schools for the Future</p> <p>Social &amp; Educational Inclusion</p> <p>School Transformation</p> <p>Extended School and Children's Centre development</p> <p>Sure Start Early Years Team (including Play)</p> <p>Special Educational Needs, Educational Psychology</p> <p>Integrated Youth Support Services</p> <p>Schools Admission and School Place Planning</p> <p>Departmental Performance Management and Management Information</p> <p>Departmental Administration</p> | <p>Older Peoples Commissioning</p> <p>Mental Health Commissioning</p> <p>Commissioning for Working Age adults</p> <p>Social Care Transformation</p> <p>Adult Social Work Teams</p> <p>Safeguarding Vulnerable Adults</p> <p>Integrated Mental Health Services</p> <p>Occupational Therapy</p> <p>Assistive Technology</p> <p>Carers</p> <p>Direct Care and Support Services</p> <p>Day Services</p> <p>Commissioned Services Team</p> | <p>Sports and Recreation, including school swimming pools/tuition and youth facilities</p> <p>Museum, heritage, strategic arts and events</p> <p>Libraries</p> <p>Adult Education</p> <p>Grayfields / Summerhill</p> <p>Tall Ships</p> <p>Workforce Planning and Development</p> <p>Departmental issues, e.g., complaints, including social care, diversity, communications</p> | <p>Public health responsibilities including:</p> <p>The production of the Joint Strategic Needs Assessment</p> <p>Smoking cessation &amp; Tobacco control</p> <p>Alcohol</p> <p>Fuel Poverty</p> <p>Teenage Pregnancy</p> <p>Obesity</p> <p>CVD programme</p> <p>early detection of cancer</p> |
|---|--|---|---|--|

## **Performance and Risk Monitoring and Reporting**

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main priorities for the forthcoming year will be monitored and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Departmental Management Team and relevant Portfolio Holders.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Appendix 1 summarises the risks currently being managed and that relate to this plan.

## Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:-

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

The Council's aim is based on, and virtually identical to, the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 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.”**

The Council has adopted the eight themes that the Partnership has agreed form part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future: -

- Organisational Development

- **Departmental Priorities**

The department has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

| Theme   | Outcome  |
|---|--|
| Jobs and the Economy  | 2. People have greater access to employment and skills opportunities<br>3. Fewer Hartlepool children experience the effects of poverty   |
| Lifelong Learning and Skills  | 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<br>6. Provision of high quality learning and skills opportunities that drive economic competitiveness, which increases participation and builds social justice     |
| Health and Wellbeing  | 7. Increase health by reducing social inequalities and improving access to services.<br>8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle<br>9. Children & young people are safe<br>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. |
| Community Safety  | 12. There is reduced harm caused by drugs and alcohol misuse   |
| Culture and Leisure and Community Learning<br>Strengthening Communities | 22. People enjoy equal access to leisure, culture, sport, libraries & community learning which enrich their lives, improve the places they live & strengthen communities.<br>24. Make a positive contribution – people are involved with the community and society   |

- **Annual Action Plan**

The Child and Adult Services Department's annual action plan is attached below, providing details on how the department will be working towards achieving the outcomes set out above.

## Child and Adult Services Departmental Action Plan 2011/12

### SECTION 1 OUTCOME DETAILS

|                 |   |  |     |
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| <b>Outcome:</b> | 2. People have greater access to employment and skills opportunities. | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner</b> | Antony Steinberg |
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| <b>Lead Dept:</b> | Regeneration & Neighbourhoods |
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| <b>Theme:</b> | Jobs and the Economy |
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| <b>Other Contributors:</b> | Child and Adult Services |
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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 |
| NI 117 | Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)   | James Sinclair  | Targeted            | Yes            | Financial Year    | 7.2%                     | 6.9%           | 6.6%  |
| NI 79  | Percentage of young people achieving a Level 2 qualification by the age of 19  | Tom Argument    | Targeted            | Yes            | Financial Year    | 72.9                     | 74.7           | 76.5  |
| NI 80  | Percentage of young people achieving a Level 3 qualification by the age of 19  | Tom Argument    | Targeted            |                | Financial Year    | 44.2                     | 45.6           | 47.0  |
| NI 81  | Percentage gap in the achievement of a Level 3 qualification by the age of 19 between those claiming free schools meals and those that are not | Tom Argument    | Targeted            |                | Financial Year    | 23.3                     | 22.9           | 22.5  |
| NI 82  | Percentage gap in the achievement of a Level 2 qualification by the age of 19 between those claiming free schools meals and those that are not | Tom Argument    | Targeted            |                | Financial Year    | 59.6                     | 62.5           | 65.4  |
| NI 91  | Percentage of 17 year-olds in education or training  | Tom Argument    | Targeted            |                | Financial Year    | 82%                      | 83.6%          | 85%   |
| NI 106 | Percentage gap between those young people from low income backgrounds and those that are not progressing to higher education                   | Kelly Armstrong | Targeted            |                | Financial Year    | 21.0                     | 22.0           | 23.0  |

**SECTION 3 ACTIONS**

| <b>Action</b>  | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b> |
|--|-----------------------|-----------------|-----------------|
| Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.  |                       | March 2012      | James Sinclair  |
| Implement the Hartlepool 14-19 Strategy  | Yes                   | March 2013      | Tom Argument    |
| Provision of high quality independent careers advice and guidance to enable young people to make informed choices as to their future learning and training.  | Yes                   | March 2012      | Tom Argument    |
| 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. | Yes                   | March 2012      | Tom Argument    |

**SECTION 1 OUTCOME DETAILS**

|                 |  |  |                          |
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| <b>Outcome:</b> | 3. Fewer Hartlepool children experience the effects of poverty | <b>Hartlepool Partnership Outcome?</b> | Yes                      |
| <b>Owner:</b>   | Danielle Swainston   | <b>Lead Dept:</b>                      | Child and Adult Services |
| <b>Theme:</b>   | Jobs and the Economy   | <b>Other Contributors:</b>             |                          |

**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 |
| CSD 116  | Proportion of children in poverty – the gap between Hartlepool and the North East Region                       | Danielle Swainston | Targeted            | Yes            | Financial Year    | -4.8%                    | -4.8%          | -4.8% |
| CSD 116b | Proportion of children in poverty – the gap between Hartlepool and the North East Region (aspirational target) | Danielle Swainston | Monitor             |                | Financial Year    | -4.3%                    | Not Required   |       |

**SECTION 3 ACTIONS**

| Action   | Corporate Plan | Due Date   | Assignee           |
|--|----------------|------------|--------------------|
| Implement the Child Poverty Strategy and Action Plan   | Yes            | March 2012 | Danielle Swainston |
| Enhance working between local services to ensure child poverty is central to organisational planning and commissioning of services |                | March 2012 | Danielle Swainston |

### SECTION 1 OUTCOME DETAILS

|                 |   |  |  |     |
|-----------------|---|--|--|-----|
| <b>Outcome:</b> | 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 |  | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner:</b> | Caroline O'Neil |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Lifelong Learning and Skills |
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| <b>Other Contributors:</b> |  |
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\*Future targets are currently being agreed as part of the statutory target setting process and will be available in early 2011.

### 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        |
| NI 72 | Percentage of children achieving 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 | Lynne Pawley     | Targeted            | Yes            | Academic year     | 45.9% (09/10)            | 53.5% (10/11)  | n/a* (11/12) |
| NI 73 | Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2  | Lynne Pawley     | Targeted            | Yes            | Academic year     | 82.0% (09/10)            | 82% (10/11)    | n/a* (11/12) |
| NI 75 | Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths   | Caroline O'Neill | Targeted            | Yes            | Academic year     | 51.7% (09/10)            | 57.1% (10/11)  | n/a*         |
| NI 92 | Percentage gap between the lowest achieving 20% of children in the Early Years Foundation Stage Profile and all children  | Lynne Pawley     | Targeted            |                | Academic year     | 38.1% (09/10)            | 34.1% (10/11)  | n/a*         |
| NI 93 | Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2   | Lynne Pawley     | Targeted            | Yes            | Academic year     | 94.0% (09/10)            | 94.0% (10/11)  | n/a*         |
| NI 94 | Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2   | Lynne Pawley     | Targeted            | Yes            | Academic year     | 95.0% (09/10)            | 92.0% (10/11)  | n/a*         |
| NI 99 | Percentage of looked after children reaching level 4 in English at Key Stage 2  | Zoe Westley      | Monitor             |                | Academic year     | 37.5% (09/10)            | 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 |
| NI 100  | Percentage of looked after children reaching level 4 in mathematics at Key Stage 2  | Zoe Westley      | Monitor             |                | Academic year     | 25.0% (09/10)            | Not Required   |       |
| NI 101  | Percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)   | Zoe Westley      | Monitor             |                | Academic year     | 12.5% (09/10)            | Not Required   |       |
| NI 102a | Percentage gap between pupils eligible for free school meals and their peers achieving at least level 4 in English and Maths at Key Stage 2   | Lynne Pawley     | Monitor             |                | Academic year     | 16% (09/10)              | Not Required   |       |
| NI 102b | Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4 | Caroline O'Neill | Monitor             |                | Academic year     | 17% (09/10)              | Not Required   |       |
| NI 104  | Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving level 4 or above in both English and Maths at Key Stage 2              | Lynne Pawley     | Monitor             |                | Academic year     | 42% (09/10)              | Not Required   |       |
| NI 105  | Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving 5 A*-C grades or equivalent including English and Maths at Key Stage 4 | Caroline O'Neill | Monitor             |                | Academic year     | 34% (09/10)              | Not Required   |       |
| New     | Percentage of pupils achieving the English Baccalaureate  | Caroline O'Neill | Monitor             | Yes            | Academic year     | New                      | Not Required   |       |
| NI 87   | Percentage of Secondary school pupils who are persistently absent   | Jackie Webb      | Monitor             |                | Academic year     | 5.4% (09/10)             | Not Required   |       |
| NEW     | Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent  | Caroline O'Neill | Monitor             |                | Academic Year     | New                      | Not Required   |       |

**SECTION 3 ACTIONS**

| <b>Action</b>  | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b>  |
|--|-----------------------|-----------------|------------------|
| 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. | Yes                   | September 2012  | Lynne Pawley     |
| 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.  | Yes                   | March 2012      | Lynne Pawley     |
| 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.   | Yes                   | March 2012      | Caroline O'Neill |

**SECTION 1 OUTCOME DETAILS**

|                 |   |  |     |
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| <b>Outcome:</b> | 6. Provision of high quality learning and skills opportunities that drive economic competitiveness, which increases participation and builds social justice | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner:</b> | Diane Martin |
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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods |
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| <b>Theme:</b> | Lifelong Learning and Skills |
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| <b>Other Contributors:</b> | Child and Adult Services |
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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 |
| ACS P053 | Number of learners participating in Adult Education Programmes | Maggie Heaps | Monitor             | Yes            | Academic Year     | 3500 (09/10)             | Not Required   |       |

**SECTION 3 ACTIONS**

| Action   | Corporate Plan | Due Date | Assignee     |
|--|----------------|----------|--------------|
| Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan | Yes            | Jul 2012 | Maggie Heaps |

### SECTION 1 OUTCOME DETAILS

|                 |   |  |     |
|-----------------|---|--|-----|
| <b>Outcome:</b> | 7. Improve health by reducing inequalities and improving access to services | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner:</b> | Louise Wallace |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Health and Wellbeing |
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| <b>Other Contributors:</b> |  |
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\*External targets have not yet been set

### 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 |
| NI 39        | Rate of Hospital Admissions per 100,000 for Alcohol Related Harm  | Louise Wallace | Targeted            | Yes            | Financial Year    | 2596                     | Tbc*           | Tbc*  |
| NI 123       | Stopping smoking - rate of self-reported 4-week smoking quitters per 100,000 population aged 16 or over                       | Carole Johnson | Targeted            | Yes            | Financial Year    | 1769                     | Tbc*           | Tbc*  |
| NI 123 (NRA) | Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator) - number of 4 week quitters                         | Carole Johnson | Targeted            | Yes            | Financial Year    | 550                      | Tbc*           | Tbc*  |
| NI 131       | Average weekly rate of delayed transfers of care from all NHS hospitals, acute and non-acute, per 100,000 population aged 18+ | John Lovatt    | Targeted            |                | Financial Year    | 0                        | 0              | 0     |
| New          | GP Referrals - The number of participants completing a 10 week programme of referred activity                                 | Pat Usher      | Targeted            |                | Financial Year    | 300                      | 325            | 325   |
| P035         | GP Referrals – of those participants completing a 10-week programme for the percentage going onto mainstream activity         | Pat Usher      | Targeted            |                | Financial Year    | 50%                      | 50%            | 50%   |
| P080         | Vascular Risk Register (Vital Signs)  | Louise Wallace | Monitor             |                | Financial Year    | 100%                     | Not Required   |       |
| NI 120a      | All-age all cause mortality rate - Females (directly age standardised mortality rate per 100,000 population)                  | Louise Wallace | Monitor             |                | Calendar Year     | 539                      | 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 |
| NI 120b | All-age all cause mortality rate - Males (directly age standardised mortality rate per 100,000 population)                       | Louise Wallace | Monitor             |                | Calendar Year     | 735                      | Not Required   |       |
| NI 121  | Mortality rate from all circulatory diseases at ages under 75 (directly standardised rates per 100,000 population aged under 75) | Louise Wallace | Monitor             |                | Calendar Year     | 79.92                    | Not Required   |       |
| NI 122  | Mortality rate from all cancers at ages under 75 (directly standardised rates per 100,000 population aged under 75)              | Louise Wallace | Monitor             |                | Calendar Year     | 130.74                   | Not Required   |       |

**SECTION 3 ACTIONS**

| Action   | Corporate Plan | Due Date   | Assignee         |
|--|----------------|------------|------------------|
| Be an active lead partner in the physical activities workstream for Public Health  |                | March 2012 | Pat Usher        |
| Ensure coordination of mental health activity across the town  |                | March 2012 | Geraldine Martin |
| Ensure implementation of the Cardiovascular Primary Prevention programme across all practices in Hartlepool  | Yes            | March 2012 | Louise Wallace   |
| Implement the Healthy Places, Healthy Lives early detection of cancer programme across Hartlepool  |                | March 2012 | Louise Wallace   |
| Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu   | Yes            | March 2012 | Louise Wallace   |
| Ensure all eligible groups for respective screening programmes are aware and able to access screening  |                | March 2012 | Louise Wallace   |
| Refresh the Public Health Strategy in the light of the Health White Paper  | Yes            | March 2012 | Louise Wallace   |
| Review Joint Strategic Needs Assessment (JSNA) in the context of the local authority responsibilities as described in the NHS White Paper  |                | March 2012 | Louise Wallace   |
| 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 |                | March 2012 | Louise Wallace   |

### SECTION 1 OUTCOME DETAILS

|                 |  |  |     |
|-----------------|--|--|-----|
| <b>Outcome:</b> | 8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner:</b> | Louise Wallace |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Health and Wellbeing |
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| <b>Other Contributors:</b> |  |
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\*External targets have not yet been set yet

### 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                            |
| LAA HW P001 | Percentage of women smoking during pregnancy   | Carole Johnson  | Targeted            | Yes            | Financial Year            | 22                       | 22             | 22                               |
| NI 112      | The change in the rate of under 18 conceptions per 1,000 girls aged 15-17, as compared with the 1998 rate              | Deborah Gibbin, | Targeted            | Yes            | Calendar Year             | 45%                      | -55%           | 2012 is final year of assessment |
| LAA HC20    | Under 18 conception rates (Neighbourhood Renewal Area) (per 1,000 females aged 15-17)                                  | Deborah Gibbin  | Targeted            |                | Financial Year            | 44                       | 44             | 44                               |
| NI 55(iv)   | The percentage of children in Reception who are obese  | Louise Wallace  | Targeted            |                | Academic Year             | 14.5% (09/10)            | Tbc*           | Tbc*                             |
| NI 56(ix)   | The percentage of children in Year 6 who are obese   | Louise Wallace  | Targeted            |                | Academic Year             | 27.5% (09/10)            | Tbc*           | Tbc*                             |
| NI 57       | Percentage of children aged 5-16 participating in at least 2 hours a week of high quality curriculum time PE and sport | Andrew Jordan   | Monitor             |                | Financial Year – biennial | 96%                      | Not Required   |                                  |
| New         | Percentage of Primary school children attending HBC Learn to swim achieving the 25m swim standard                      | Pat Usher       | Monitor             |                |                           |                          | Not Required   |                                  |
| VSB12_MO2   | Access to Mental Health Services for 16-17 year olds   | Louise Wallace  | Monitor             |                | Financial Year            | 4                        | Not Required   |                                  |
| New         | Percentage of schools that are maintaining the Hartlepool Healthy Schools Programme and have                           | Sandra Saint    | Monitor             |                |                           |                          | 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 |
|        | established and are implementing agreed outcomes related to health and well-being for their school community. |                |                     |                |                   |                          |                |       |
| NI 53a | Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks       | Louise Wallace | Monitor             |                | Financial Year    | 26.2%                    | Not Required   |       |

**SECTION 3 ACTIONS**

| Action  | Corporate Plan | Due Date   | Assignee       |
|---|----------------|------------|----------------|
| Reviewing and evaluating the effectiveness of services delivered, including Child and Adolescent Mental Health Services (including targeted school provision), Children with complex needs, Health Visiting, Speech and Language Therapy, Paediatric Occupational Therapy, Physiotherapy and School Nursing |                | March 2012 | Louise Wallace |
| Implement Breast Feeding Strategy   |                | March 2012 | Louise Wallace |
| Implement Child Measurement Programme   |                | March 2012 | Louise Wallace |
| Ensure range of Physical Activity available for children & young people   |                | March 2012 | Pat Usher      |
| Implement Smoking in Pregnancy Action Plan  | Yes            | March 2012 | Carole Johnson |
| Work with partner agencies, young people, schools and families to tackle substance misuse (including alcohol)   |                | March 2012 | John Robinson  |
| Implement Teenage Pregnancy Strategy and action plan  | Yes            | March 2012 | Lynne Pawley   |
| Commission effective substance misuse services for young people   |                | March 2012 | John Robinson  |

**SECTION 1 OUTCOME DETAILS**

|                 |                                     |  |     |
|-----------------|-------------------------------------|--|-----|
| <b>Outcome:</b> | 9. Children & young people are safe | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner:</b> | Sally Robinson |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Health & Wellbeing |
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| <b>Other Contributors:</b> |  |
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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 |
| CSD P035 | Children who became the subject of a Child Protection plan, or who were registered per 10,000 population under 18  | Sally Robinson   | Targeted            | Yes            | Financial Year    | 30                       | 36             | 36    |
| NI 59    | Percentage of initial assessments for children's social care carried out within 7 working days of referral   | Wendy Rudd       | Targeted            |                | Financial Year    | 80%                      | 80%            | 80%   |
| NI 60    | Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement   | Wendy Rudd       | Targeted            |                | Financial Year    | 78%                      | 80%            | 80%   |
| NI 61    | Percentage of looked after children placed for adoption within 12 months of the decision that they should be placed for adoption, and who remained in that placement on adoption | Jane Young       | Targeted            |                | Financial Year    | 80%                      | 80%            | 80%   |
| NI 62    | Percentage of children looked after at 31 March with three or more placements during the year  | Jane Young       | Targeted            | Yes            | Financial Year    | 12%                      | 10%            | 10%   |
| NI 63    | Percentage of looked after children living in the same placement for at least 2 years  | Jane Young       | Targeted            |                | Financial Year    | 70%                      | 70%            | 70%   |
| NI 64    | Percentage of children who had been the subject of a Child Protection Plan continuously for two years or longer  | Maureen McEnaney | Targeted            | Yes            | Financial Year    | 8%                       | 8%             | 8%    |
| NI 65    | Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time   | Maureen McEnaney | Targeted            |                | Financial Year    | 11%                      | 10%            | 10%   |
| NI 66    | Percentage of Looked after children cases which were reviewed on time  | Maureen McEnaney | Targeted            |                | Financial Year    | 95%                      | 95%            | 95%   |

**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 |
| NI 67 | Percentage of child protection cases which were reviewed within required timescales                       | Maureen McEnaney | Targeted            |                | Financial Year    | 100%                     | 100%           | 100%  |
| NI 43 | Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody | Danny Dunleavy   | Monitor             |                | Financial Year    | 3%                       | Not Required   |       |

**SECTION 3 ACTIONS**

| Action   | Corporate Plan | Due Date   | Assignee       |
|--|----------------|------------|----------------|
| Embed the Youth Crime Action Plan process  |                | March 2012 | Jacquie Gofton |
| Implement action plan to improve service to young victims  |                | March 2012 | Jacquie Gofton |
| Implement the action plans arising from areas for development identified through inspections           |                | March 2012 | Sally Robinson |
| Implement the strategic priorities from the Looked After Children strategy                             | Yes            | March 2012 | Jane Young     |
| Develop the work of the Local Safeguarding Children Board via implementing local work plan.            |                | March 2012 | Jim Murdoch    |
| Develop early intervention and prevention services via an action plan when budget allocation confirmed |                | March 2012 | John Robinson  |

### SECTION 1 OUTCOME DETAILS

|                 |   |  |  |     |
|-----------------|---|--|--|-----|
| <b>Outcome:</b> | 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. |  | <b>Hartlepool Partnership Outcome?</b> | Yes |
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| <b>Owner:</b> | Jill Harrison |
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|-------------------|--------------------------|
| <b>Lead Dept:</b> | Child and Adult Services |
|-------------------|--------------------------|

|               |                      |
|---------------|----------------------|
| <b>Theme:</b> | Health and Wellbeing |
|---------------|----------------------|

|                            |  |
|----------------------------|--|
| <b>Other Contributors:</b> | NHS Hartlepool, Tees, Esk & Wear Valley (TEWV) NHS Foundation Trust, North Tees & Hartlepool (NT&H) NHS Foundation Trust, Health & Wellbeing Partnership and Voluntary Sector Partners |
|----------------------------|--|

### 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 |
| NI 130 | Percentage of adults and carers (aged 16+ but caring for an adult) receiving self-directed support                 | Geraldine Martin | Targeted            |                | Financial Year    | 60%                      | 65%            | 70%   |
| NI 136 | Number of people supported to live independently through social services (all adults) per 100,000 population       | John Lovatt      | Targeted            | Yes            | Financial Year    | 4698                     | 4700           | 4700  |
| NI 145 | Percentage of adults with learning disabilities in settled accommodation   | Neil Harrison    | Targeted            |                | Financial Year    | 70%                      | 70%            | 70%   |
| P066   | Number of admissions of supported residents aged 65 or over to residential/nursing care per 10,000 population      | John Lovatt      | Targeted            |                | Financial Year    | 109                      | 140            | 140   |
| NI 149 | Percentage of adults receiving secondary mental health services in settled accommodation                           | Geraldine Martin | Targeted            |                | Financial Year    | 70%                      | 70%            | 70%   |
| NI 125 | Percentage of older people achieving independence for older people through rehabilitation/intermediate care        | John Lovatt      | Targeted            |                | Financial Year    | 70%                      | 70%            | 70%   |
| NI 132 | Percentage of adults where time from first contact to completion of assessment is less than or equal to four weeks | John Lovatt      | Targeted            | Yes            | Financial Year    | 93%                      | 85%            | 85%   |

**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 |
| NI 135   | Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service | Phil Hornsby     | Targeted            | Yes            | Financial Year    | 21%                          | 23%            | 25%   |
| ACS P050 | Access to equipment and telecare; percentage equipment delivered in 7 days.   | Phil Hornsby     | Targeted            |                | Financial Year    | 91%                          | 91%            | 91%   |
| ACS P051 | Access to equipment and telecare: users with telecare equipment   | Phil Hornsby     | Targeted            | Yes            | Financial Year    | 700                          | 725            | 750   |
| ACS P072 | Clients receiving a review as a percentage of adults and older clients receiving a service  | John Lovatt      | Targeted            |                | Financial Year    | 75%                          | 75%            | 75%   |
| NI 146   | Percentage of Adults with learning disabilities (known to the Council) in paid employment   | Neil Harrison    | Monitor             |                | Financial Year    | 18% (6.5% baseline increase) | Not Required   |       |
| ACS P003 | Number of Extra Care Housing Places   | Phil Hornsby     | Monitor             |                | Financial Year    | 430                          | Not Required   |       |
| ACS P079 | Number of Safeguarding Adults referrals during the year   | John Lovatt      | Monitor             |                | Financial Year    | 160                          | Not Required   |       |
| NI150    | Percentage of adults receiving secondary mental health services that are in paid employment   | Geraldine Martin | Monitor             |                | Financial Year    | 7%                           | Not Required   |       |
| ACS P038 | Number of emergency psychiatric re-admissions as a percentage of discharges   | Geraldine Martin | Monitor             |                | Financial Year    | 4%                           | Not Required   |       |

**SECTION 3 ACTIONS**

| Action  | Corporate Plan | Due Date   | Assignee                      |
|---|----------------|------------|-------------------------------|
| 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.  |                | March 2012 | Phil Hornsby / John Lovatt    |
| Maximise use of preventative approaches such as assistive technology to support people to maintain their independence.  | Yes            | March 2012 | Phil Hornsby / John Lovatt    |
| 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. |                | March 2012 | Geraldine Martin / Sarah Ward |
| Develop a Centre for Independent Living to bring together services for people with disabilities and support people to retain their independence.  |                | March 2012 | Neil Harrison                 |

**SECTION 3 ACTIONS**

| <b>Action</b>  | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b>                  |
|--|-----------------------|-----------------|----------------------------------|
| Explore how Local Area Co-ordination and social networking can be used to facilitate community engagement and consultation.  |                       | March 2012      | Geraldine Martin / Neil Harrison |
| Further develop local arrangements to safeguard vulnerable adults, ensuring the engagement of all strategic partners.  |                       | March 2012      | John Lovatt                      |
| Review day services using the Working Together for Change methodology to ensure that people using services, carers, providers and commissioners are partners in the process. |                       | Oct 2011        | Neil Harrison / Phil Hornsby     |

**SECTION 1 OUTCOME DETAILS**

|                 |  |  |     |
|-----------------|--|--|-----|
| <b>Outcome:</b> | 12. There is reduced harm caused by drugs and alcohol misuse | <b>Hartlepool Partnership Outcome?</b> | Yes |
|-----------------|--|--|-----|

|               |            |
|---------------|------------|
| <b>Owner:</b> | Chris Hart |
|---------------|------------|

|                   |                          |
|-------------------|--------------------------|
| <b>Lead Dept:</b> | Child and Adult Services |
|-------------------|--------------------------|

|               |                  |
|---------------|------------------|
| <b>Theme:</b> | Community Safety |
|---------------|------------------|

|                            |   |
|----------------------------|---|
| <b>Other Contributors:</b> | Police, Probation, Job Centre Plus, Public Health, GP's, Community Safety and Voluntary sector. |
|----------------------------|---|

**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 |
| NI 30 | Percentage reduction in reoffending rate of prolific and other priority offenders                    | Gemma Sparrow | Targeted            | Yes            | Quarterly             | 19%                      | Tbc            | Tbc   |
| NI 40 | Change in number of drug users recorded as being in effective treatment compared to 2007/08 baseline | Karen Clark   | Monitor             |                | Annual Financial Year | 756                      | Not Required   |       |
| Local | Number of alcohol users successfully completing treatment and recovering from their dependence       | Sharon Robson | Monitor             |                | Annual Financial Year | n/a                      | Not Required   |       |
| Local | Number of alcohol-related violent crimes   | Brian Neale   | Monitor             |                | Annual Financial Year | n/a                      | Not Required   |       |

**SECTION 3 ACTIONS**

| Action  | Corporate Plan | Due Date       | Assignee    |
|---|----------------|----------------|-------------|
| Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy | Yes            | December 2011  | Chris Hart  |
| Develop single assessment and care plan processes for substance misuse                      |                | September 2011 | Karen Clark |

**SECTION 3 ACTIONS**

| <b>Action</b>   | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b> |
|---|-----------------------|-----------------|-----------------|
| Establish criminal justice alcohol programmes for offenders                             |                       | September 2011  | Gemma Sparrow   |
| Deliver comprehensive education and prevention campaigns re substance misuse            |                       | June 2011       | Sharon Robson   |
| Establish ' Whole Family' support network for substance misusers                        |                       | September 2011  | Chris Hart      |
| Strengthen safeguarding and address Hidden Harm issues within substance misuse services | Yes                   | March 2012      | Karen Clark     |

### SECTION 1 OUTCOME DETAILS

|                 |   |  |     |
|-----------------|---|--|-----|
| <b>Outcome:</b> | 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 | <b>Hartlepool Partnership Outcome?</b> | Yes |
|-----------------|---|--|-----|

|               |              |
|---------------|--------------|
| <b>Owner:</b> | John Mennear |
|---------------|--------------|

|                   |                          |
|-------------------|--------------------------|
| <b>Lead Dept:</b> | Child and Adult Services |
|-------------------|--------------------------|

|               |  |
|---------------|--|
| <b>Theme:</b> | Culture and Leisure and Community Learning |
|---------------|--|

|                            |                                 |
|----------------------------|---------------------------------|
| <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
|----------------------------|---------------------------------|

### 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   |
| NI 10       | Percentage of adult population who have attended a museum or gallery in last year   | David Worthington | Targeted            |                | Financial Year    | 54.7%                    | 54.9%          | 55.1%   |
| LAA CL P001 | Number of people from vulnerable groups engaged in culture, leisure activities and sport  | Leigh Keeble      | Targeted            | Yes            | Financial Year    | 1110                     | 1112           | 1115    |
| ACS P011    | The number of pupils visiting museums and galleries in organised school groups  | David Worthington | Targeted            |                | Financial Year    | 9500                     | 9500           | 9500    |
| ACS P059    | Overall attendance at Mill House, Brierton and Headland Leisure Centres   | Pat Usher         | Targeted            | Yes            | Quarterly         | 400,000                  | 405,000        | 410,000 |
| ACS P062    | Number of housebound people receiving a home visit from the home library service once every 3 weeks, for as long as they require the service. | Graham Jarritt    | Targeted            |                | Financial Year    | 562                      | 565            | 567     |
| NI 9        | Percentage of adult population who have used a public library in last year  | Graham Jarritt    | Targeted            |                | Financial Year    | 51.1%                    | 44%            | 45%     |
| NEW         | Maintain & enhance the Historic Environment Record (HER) via % reviewed, edited and added.  | Robin Daniels     | Targeted            |                | Financial Year    | 10%                      | 10%            | 10%     |

| <b>SECTION 3 ACTIONS</b>   |                       |                 |                   |
|--|-----------------------|-----------------|-------------------|
| <b>Action</b>  | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b>   |
| Achieve Service Accreditation as required across community services.   | Yes                   | March 2012      | John Mennear      |
| Develop on-line membership services  |                       | March 2012      | Graham Jarritt    |
| 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% | Yes                   | March 2012      | Pat Usher         |
| Target and support the Voluntary Sector through the provision of grant funding and development of initiatives and to raise standards   |                       | March 2012      | John Mennear      |
| Undertake a strategic lead for the delivery of Sport and physical activity through the Community Activities Network  |                       | March 2012      | Pat Usher         |
| Deliver Renaissance Programme to improve access to Museum Services and develop new audiences   | Yes                   | March 2012      | David Worthington |
| Enhance partnership working by creating a community hub via the Rossmere Co-Location Project   | Yes                   | Sept 2011       | Pat Usher         |
| Implement Olympic Legacy Action Plan   |                       | March 2012      | Pat Usher         |
| Ensure a wide range of learning opportunities re available which encourage participation in Lifelong Learning via implementation of the Adult Education Service Plan                 |                       | July 2012       | Maggie Heaps      |
| Ensure a range of learning opportunities are available which encourage community involvement via implementation of the Adult Education Service Plan                                  |                       | July 2012       | Maggie Heaps      |

**SECTION 1 OUTCOME DETAILS**

|                 |   |  |     |
|-----------------|---|--|-----|
| <b>Outcome:</b> | 24. Make a positive contribution – people are involved with the community and society | <b>Hartlepool Partnership Outcome?</b> | Yes |
|-----------------|---|--|-----|

|               |               |
|---------------|---------------|
| <b>Owner:</b> | John Robinson |
|---------------|---------------|

|                   |                          |
|-------------------|--------------------------|
| <b>Lead Dept:</b> | Child and Adult Services |
|-------------------|--------------------------|

|               |                           |
|---------------|---------------------------|
| <b>Theme:</b> | Strengthening Communities |
|---------------|---------------------------|

|                            |  |
|----------------------------|--|
| <b>Other Contributors:</b> |  |
|----------------------------|--|

**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 |
| LAA SC P005 | Percentage of young people with learning disabilities participating in their Section 140 assessments     | Ali Blakey     | Targeted            |                | Financial Year    | 98                       | 100            | 100   |
| NI 111      | Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population (aged 10-17) | Danny Dunleavy | Targeted            | Yes            | Financial Year    | 2070                     | 1966           | 1868  |

**SECTION 3 ACTIONS**

| Action  | Corporate Plan | Due Date | Assignee           |
|---|----------------|----------|--------------------|
| Support parents and carers to fulfil their responsibilities to their children effectively by implementing the child poverty strategy.   | Yes            | Mar 2012 | John Robinson      |
| 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 | Yes            | Mar 2012 | Jacqui Braithwaite |
| Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.                             | Yes            | Mar 2012 | Mark Smith         |

## Appendix 1 Risks by Theme

### Jobs and the Economy

#### Outcomes

|   |   |
|---|---|
| 2 | People have greater access to employment and skills opportunities |
| 3 | Fewer Hartlepool children experience the effects of poverty       |

| Code     | Risk  | Assignee       | Outcome |
|----------|---|----------------|---------|
| STR R048 | Provision of a viable free school meal service to the eligible children of Hartlepool | John Brownhill | 3       |

### Lifelong Learning and Skills

#### Outcomes

|   |  |
|---|--|
| 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 |
| 6 | Provision of high quality learning and skills opportunities that drive economic competitiveness, which participation and build social justice  |

| Code     | Risk   | Assignee                            | Outcome |
|----------|--|-------------------------------------|---------|
| CSD R019 | An increase in the number of schools falling below Performance Achievement Standard      | Caroline O'Neill                    | 5       |
| CSD R024 | Failure to meet the statutory requirements of the department                             | Sally Robinson                      | 5       |
| STR R001 | Failure to plan school provision appropriately   | Nicola Bailey /<br>Caroline O'Neill | 5       |
| ACS R001 | Services damaged by insufficient budget allocation or changes in national funding/grants | Peter McIntosh                      | 6       |

## Health and Wellbeing

### Outcomes

|    |  |
|----|--|
| 7  | Improve health by reducing inequalities and improving access to services   |
| 8  | Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle  |
| 9  | Children & young people are safe   |
| 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 |

| Code      | Risk  | Assignee                          | Outcome  |
|-----------|---|-----------------------------------|----------|
| ACS R001  | Services damaged by insufficient budget allocation or changes in national funding/grants                      | Peter McIntosh                    | 10       |
| CADNEW002 | Failure to make significant inroads in Health Impact  | Louise Wallace                    | 7        |
| CADNEW012 | Increased demand on services due to demographic pressures and current economic climate                        | Peter McIntosh                    | 10       |
| CSD R004  | Failure to provide statutory services to safeguard children & vulnerable adults and protect their well-being. | John Lovatt /<br>Sally Robinson   | 9        |
| CSD R005  | Failure to carry out specific statutory duties and/or comply with regulatory codes of practice                | Nicola Bailey                     | 9        |
| CSD R024  | Failure to meet the statutory requirements of the department  | Sally Robinson                    | 8        |
| STR R002  | Failure to appropriately safeguard children   | Nicola Bailey /<br>Sally Robinson | 9        |
| STR R030  | Failure to work in effective partnerships with Health Services, including risk of cost shunting.              | Nicola Bailey /<br>Jill Harrison  | 7 and 10 |

## Community Safety

### Outcomes

|    |  |
|----|--|
| 12 | There is reduced harm caused by drugs and alcohol misuse |
|----|--|

| Code     | Risk  | Assignee   | Outcome |
|----------|---|------------|---------|
| RND R033 | Government reduces grant allocations i.e. Pooled Treatment and Drugs Intervention Programme (DIP)   | Chris Hart | 12      |
| RND R034 | Alcohol investment by Safer Hartlepool Partnership does not permit increased level of provision required to meet need (e.g. PCT for clinical and treatment interventions, Offender programmes such as Alcohol Treatment Requirements) | Chris Hart | 12      |
| RND R035 | Adverse publicity and community tension (e.g. in regard to reintegration of drug users/offenders back into community, drug related deaths, establishing community services/Phamacist)   | Chris Hart | 12      |

## Culture and Leisure and Community Learning

### Outcomes

|    |   |
|----|---|
| 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 |
|----|---|

| Code     | Risk                              | Assignee     | Outcome |
|----------|-----------------------------------|--------------|---------|
| ACS R010 | Failure to achieve visitor levels | John Mennear | 22      |

## Strengthening Communities

### Outcomes

24 | Make a positive contribution – people are involved with the community and society

| Code     | Risk  | Assignee       | Outcome |
|----------|---|----------------|---------|
| STR R048 | Provision of a viable free school meal service to the eligible children of Hartlepool | John Brownhill | 24      |



**Regeneration and  
Neighbourhoods Department**

**Departmental Plan  
2011/12**

## Contents

|   | <b>Page</b> |
|---|-------------|
| Introduction                                  | 3           |
| Council / Departmental Structure              | 4           |
| Performance and Risk Monitoring and Reporting | 5           |
| Priorities                                    | 6           |
| Departmental Annual Action Plan 2011/12       | 7           |
| Appendix 1: Risks by theme                    | 31          |

## Introduction

This document is the Regeneration and Neighbourhoods Departmental Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

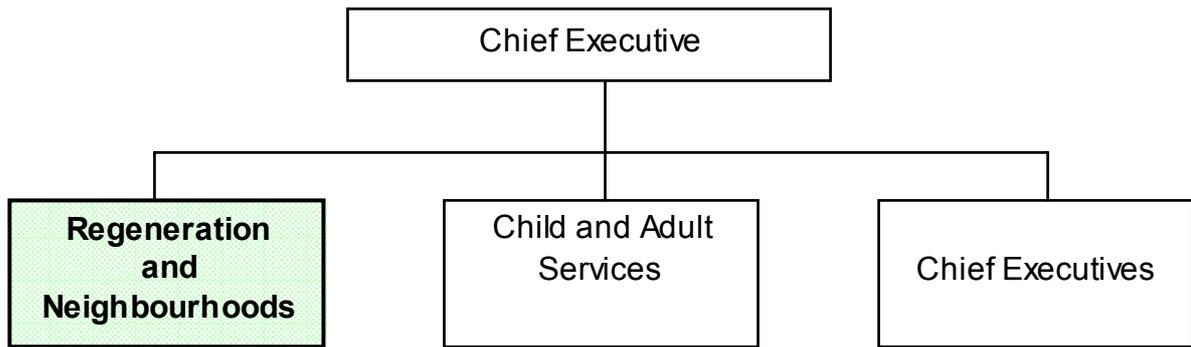
This plan should be looked at in conjunction with the Council's Corporate Plan, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

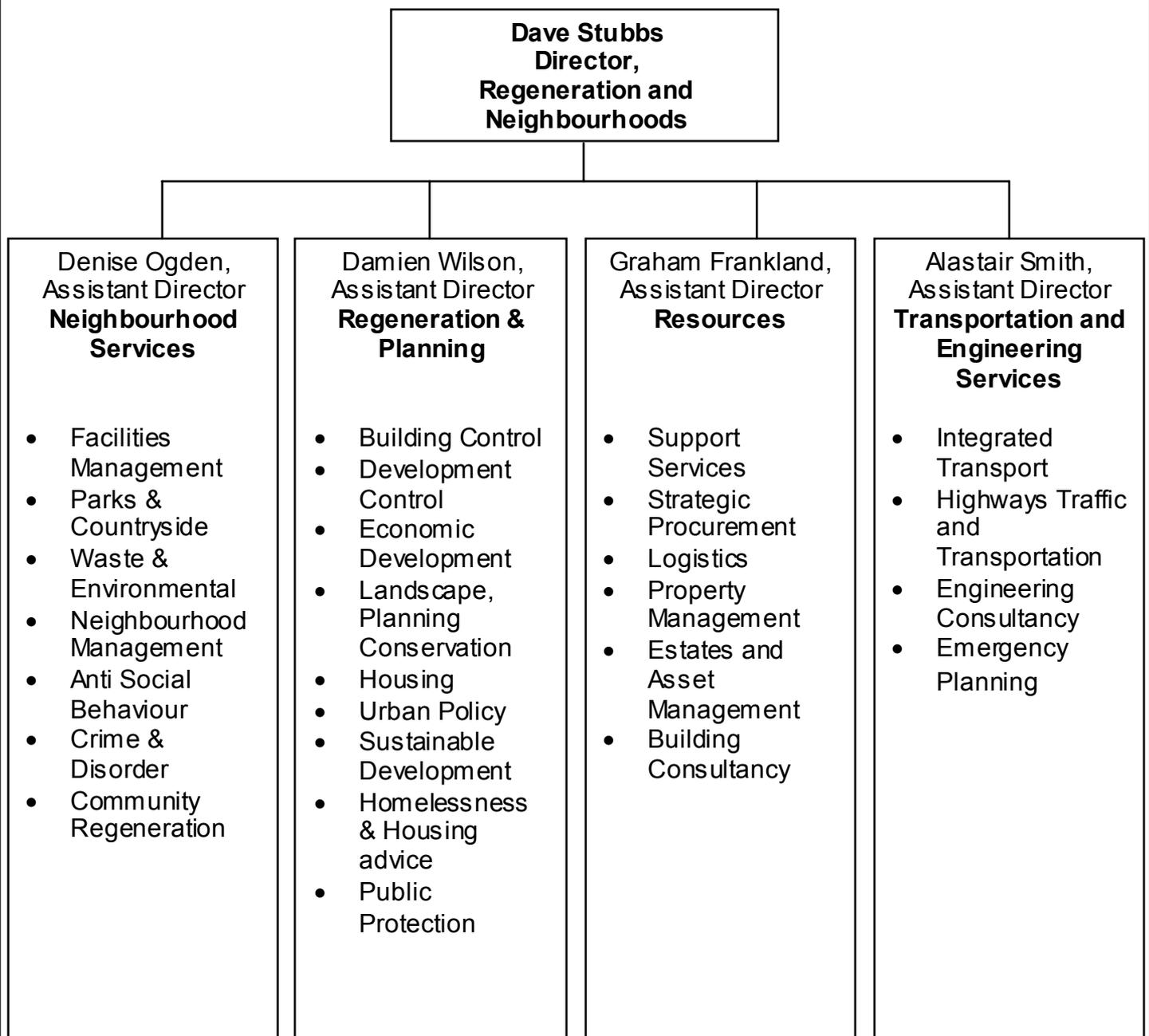
The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

## Hartlepool Borough Council Structure



## Regeneration and Neighbourhoods Departmental Structure



# Performance and Risk Monitoring and Reporting

## Monitoring and Reporting

The action plan detailing how the department will meet its main priorities for the forthcoming year will be monitored constantly, and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Departmental Management Team and relevant Executive member.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Appendix 1 summarises the risks currently being managed and that relate to this plan.

## Priorities

### Overall Aim/Vision

The Council's overall aim remains: -

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

The Council's aim is based on, and virtually identical to, the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead is: -

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

The Council has adopted the eight themes that the Partnership has agreed forms part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future: -

- Organisational Development

## Departmental Priorities

The department has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

| Theme                        | Outcome   |
|------------------------------|---|
| Jobs and the Economy         | 1. Hartlepool has increased levels of investment and is globally competitive<br>2. People have greater access to employment and skills opportunities<br>25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels<br>26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition.                                 |
| Lifelong Learning and Skills | 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<br>6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice |
| Health and Wellbeing         | 7. Improve health by reducing inequalities and improving access to services<br>8. Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle   |
| Community Safety             | 11. Hartlepool has reduced crime and repeat victimisation<br>13. Communities have improved confidence and feel more cohesive and safe<br>14. Offending and re-offending has reduced   |
| Environment                  | 15. Hartlepool has an improved natural and built environment<br>16. Quality local environments where public and community open spaces are clean, green and safe<br>17. Provide a sustainable, safe, efficient, effective and accessible transport system<br>18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects                                     |
| Housing                      | 19. Hartlepool has a more balanced housing provision<br>20. The quality of existing housing has been improved<br>21. Vulnerable people have improved access to accommodation which meets their need   |
| Strengthening Communities    | 23. Local people have a greater voice and influence over local decision making and the delivery of services   |
| Organisational Development   | 27. Improve the efficiency and effectiveness of the organisation  |

## **Departmental Annual Action Plan 2011/12**

The Regeneration and Neighbourhoods Department's annual action plan is attached below , providing details on how the department will be working towards achieving the outcomes set out above.

## Regeneration and Neighbourhoods Departmental Action Plan 2011/12

| SECTION 1 OUTCOME DETAILS |  |  |     |
|---------------------------|--|--|-----|
| <b>Outcome:</b>           | 1. Hartlepool has increased levels of investment and is globally competitive | <b>Hartlepool Partnership Outcome?</b> | Yes |

|              |                  |
|--------------|------------------|
| <b>Owner</b> | Antony Steinberg |
|--------------|------------------|

|                   |                               |
|-------------------|-------------------------------|
| <b>Lead Dept:</b> | Regeneration & Neighbourhoods |
|-------------------|-------------------------------|

|               |                      |
|---------------|----------------------|
| <b>Theme:</b> | Jobs and the Economy |
|---------------|----------------------|

|                            |  |
|----------------------------|--|
| <b>Other Contributors:</b> |  |
|----------------------------|--|

| 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         |
| Investigate and pursue funding opportunities to deliver Innovation Skills Quarter Gateway Scheme   | No             | March 2012     | Rob Smith        |
| 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 | No             | March 2012     | Antony Steinberg |
| Continue to engage and manage up to 12 tourism network group meetings to develop and support visitor economy businesses  | No             | March 2012     | Antony Steinberg |
| Deliver a minimum of 5 bespoke training packages to enhance the quality of visitor services including Discovery Tours and My Hartlepool  | No             | March 2012     | Antony Steinberg |
| Promote the visitor offer in Hartlepool to residents and potential visitors within a 1-2 hour drive time through the delivery of 5 targeted marketing campaigns.                         | No             | March 2012     | Antony Steinberg |
| Deliver a new marketing plan for economic development to promote Hartlepool as a place to work, live and visit   | Yes            | July 2011      | Antony Steinberg |
| Redesign destinationhartlepool.com in line with the future of the regional destination management system   | No             | September 2011 | Antony Steinberg |

| SECTION 1 OUTCOME DETAILS |  |  |     |
|---------------------------|--|--|-----|
| <b>Outcome:</b>           | 2. People have greater access to employment and skills opportunities | <b>Hartlepool Partnership Outcome?</b> | Yes |

|               |                  |
|---------------|------------------|
| <b>Owner:</b> | Antony Steinberg |
|---------------|------------------|

|                   |                                 |
|-------------------|---------------------------------|
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods |
|-------------------|---------------------------------|

|               |                      |
|---------------|----------------------|
| <b>Theme:</b> | Jobs and the Economy |
|---------------|----------------------|

|                            |  |
|----------------------------|--|
| <b>Other Contributors:</b> |  |
|----------------------------|--|

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |                  |                     |                |                   |                           |                |       |
|--|---|------------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee         | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |                  |                     |                |                   |                           | 11/12          | 12/13 |
| NI 151                                     | Overall Employment rate (proportion of people of working age population (16 to 60/65) who are in employment)                                  | Antony Steinberg | Monitor             | Yes            | Financial year    | 68.8%                     | Not Required   |       |
| RPD P045                                   | Employment Rate (16-24) - proportion of 16 to 24 year olds who are in employment  | Antony Steinberg | Monitor             | Yes            | Financial year    | 54.4%                     | Not Required   |       |
| RPD P052                                   | Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed  | Antony Steinberg | Monitor             | No             | Financial year    | 3.7%                      | Not Required   |       |
| NI 171                                     | New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)                        | Antony Steinberg | Monitor             | Yes            | Calendar year     | 47.5%                     | Not Required   |       |
| NI 152                                     | The percentage of Working age people who are claiming out of work benefits  | Antony Steinberg | Monitor             | No             | Financial year    | 18.7%                     | Not Required   |       |
| NI 153                                     | The percentage of working age people claiming out of work benefits in the worst performing neighbourhoods                                     | Antony Steinberg | Monitor             | No             | Financial year I  | 26%                       | Not Required   |       |
| RPD P054                                   | Youth Unemployment rate (Hartlepool) The proportion of economically active 16 to 24 year olds who are unemployed                              | Patrick Wilson   | Monitor             | No             | Financial year    | 32.2                      | Not Required   |       |
| RPD P055                                   | Youth Unemployment rate (Neighbourhood Renewal narrowing the gap) The proportion of economically active 16 to 24 year olds who are unemployed | Patrick Wilson   | Monitor             | No             | Financial year    | 32.5                      | Not Required   |       |

**SECTION 3 ACTIONS**

| <b>Action</b>   | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b>  |
|---|-----------------------|-----------------|------------------|
| Achieve sub contracting arrangements under the Department for Work and Pensions (DWP) Work Programme with Prime providers   | Yes                   | September 2011  | Antony Steinberg |
| 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 | Yes                   | March 2012      | Antony Steinberg |
| Continue the delivery of the Future Jobs Fund to support 720 clients  | No                    | November 2011   | Antony Steinberg |
| Continue to implement Targeted Recruitment & Training clauses and section 106 agreements, set targets and monitor beneficiaries of regeneration initiatives                   | No                    | March 2012      | Antony Steinberg |
| Continue the delivery of the Worksmart programme to support local businesses with 10 seminars   | No                    | March 2012      | Antony Steinberg |

| SECTION 1 OUTCOME DETAILS |  |  |                                    |
|---------------------------|--|--|------------------------------------|
| <b>Outcome:</b>           | 25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels |  | Hartlepool Partnership Outcome? No |

**Owner:** Derek Gouldburn

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Jobs and the Economy

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS                 |           |          |                     |                |                   |                           |                |       |
|--|-----------|----------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code   | Indicator | Assignee | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2009/10) | Future Targets |       |
|  |           |          |                     |                |                   |                           | 10/11          | 11/12 |
| There are no Performance Indicators considered appropriate |           |          |                     |                |                   |                           |                |       |

| SECTION 3 ACTIONS  |                |              |                  |
|--|----------------|--------------|------------------|
| Action   | Corporate Plan | Due Date     | Assignee         |
| Safeguard and promote Hartlepool's regeneration priorities by ensuring that these are included in key Tees Valley Strategies and Plans including the Tees Valley Economic Regeneration Investment Plan and by regular attendance at meetings including Directors of Regeneration | No             | March 2012   | Derek Gouldburn  |
| Produce a new Hartlepool economic regeneration strategy  | Yes            | October 2011 | Antony Steinberg |

| SECTION 1 OUTCOME DETAILS |   |  |   |
|---------------------------|---|--|---|
| <b>Outcome:</b>           | 26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition. |  | <b>Hartlepool Partnership Outcome?</b> No |

**Owner:** Andy Golightly

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Jobs and the Economy

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS                 |           |          |                     |                |                   |                           |                |       |
|--|-----------|----------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code   | Indicator | Assignee | Targeted or Monitor | Corporate Plan | Collection Period | Previous 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         |
| Complete design and feasibility study for Crown House   | No             | January 2012  | Rob Smith        |
| Identify funding and procurement strategy to support the delivery of Seaton Carew Master Plan   | No             | March 2012    | Derek Gouldburn  |
| Undertake feasibility study for the acquisition and development of Jackson's Landing  | No             | April 2011    | Antony Steinberg |
| Implement 5 targeted environmental improvements to key sites within the Southern Business Zone undertaken by Environmental Task Force | No             | November 2011 | Antony Steinberg |

| SECTION 1 OUTCOME DETAILS              |   |  |   |  |     |
|--|---|--|---|--|-----|
| <b>Outcome:</b>                        | 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 |  | <table border="1"> <tr> <td><b>Hartlepool Partnership Outcome?</b></td> <td>Yes</td> </tr> </table> | <b>Hartlepool Partnership Outcome?</b> | Yes |
| <b>Hartlepool Partnership Outcome?</b> | Yes   |  |   |  |     |

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| <b>Owner:</b> | Caroline O'Neill (Child & Adult Services) |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Lifelong Learning and Skills |
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| <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
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| SECTION 2 PERFORMANCE INDICATORS & TARGETS                 |           |          |                     |                |                   |                           |                |       |
|--|-----------|----------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code   | Indicator | Assignee | Targeted or Monitor | Corporate Plan | Collection Period | Previous 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         |
| Through Hartlepool skills partnership, produce new skills strategy and action plan. | Yes            | December 2011 | Antony Steinberg |

| SECTION 1 OUTCOME DETAILS |  |  |                                     |
|---------------------------|--|--|-------------------------------------|
| <b>Outcome:</b>           | 6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice |  | Hartlepool Partnership Outcome? Yes |

**Owner:** Diane Martin

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Lifelong Learning and Skills

**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 |
| There are no Performance Indicators considered appropriate |           |          |                     |                |                   |                          |                |       |

| SECTION 3 ACTIONS  |                |                |                  |
|--|----------------|----------------|------------------|
| Action   | Corporate Plan | Due Date       | Assignee         |
| Explore initiatives with Hartlepool College of Further Education to respond to emerging offshore wind opportunities  | No             | September 2011 | Antony Steinberg |
| Work in partnership with Skills Funding Agency to address skills needs of the local economy through the delivery of 6 Skills Partnership meetings                  | Yes            | March 2012     | Antony Steinberg |
| Continue to develop and implement education – Business links to encourage entrepreneurship and highlight future career opportunities by organising Enterprise week | No             | November 2011  | Antony Steinberg |

| SECTION 1 OUTCOME DETAILS |   |  |     |
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| <b>Outcome:</b>           | 7. Improve health by reducing inequalities and improving access to services | <b>Hartlepool Partnership Outcome?</b> | Yes |

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| <b>Owner:</b> | Louise Wallace (Child and Adult Services) |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Health & Wellbeing |
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| <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
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| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |                |                     |                |                   |                           |                |       |
|--|---|----------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee       | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |                |                     |                |                   |                           | 11/12          | 12/13 |
| NI 184                                     | Percentage of food establishments in the area which are broadly compliant with food hygiene law | Sylvia Pinkney | Targeted            | No             | Financial year    | 88%                       | 89%            | 89%   |

| SECTION 3 ACTIONS  |                |            |                |
|--|----------------|------------|----------------|
| Action   | Corporate Plan | Due Date   | Assignee       |
| Implement programmes of work that protect the safety and well being of those people living, working or visiting the borough by programmed inspections, sample visits and other interventions | No             | March 2012 | Sylvia Pinkney |

| SECTION 1 OUTCOME DETAILS |  |  |  |
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| <b>Outcome:</b>           | 8. Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle |  | <b>Hartlepool Partnership Outcome?</b> Yes |

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| <b>Owner:</b> | Louise Wallace (Child and Adult Services) |
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| <b>Lead Dept:</b> | Child and Adult Services |
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| <b>Theme:</b> | Health and Wellbeing |
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| <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
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| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |                 |                     |                |                   |                           |                |       |
|--|---|-----------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee        | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |                 |                     |                |                   |                           | 11/12          | 12/13 |
| NI 52a                                     | Percentage uptake of school meals - primary schools   | John Brow nhill | Targeted            | No             | Financial year    | 60%                       | 61%            | 62%   |
| NI 52b                                     | Percentage uptake of school meals - secondary schools | John Brow nhill | Targeted            | No             | Financial year    | 52%                       | 53%            | 54%   |

| SECTION 3 ACTIONS                           |                |          |          |
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| Action                                      | Corporate Plan | Due Date | Assignee |
| There are no Actions considered appropriate |                |          |          |

| SECTION 1 OUTCOME DETAILS |   |  |     |
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| <b>Outcome:</b>           | 11. Hartlepool has reduced crime and repeat victimisation | <b>Hartlepool Partnership Outcome?</b> | Yes |

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| <b>Owner:</b> | Brian Neale |
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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods |
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| <b>Theme:</b> | Community Safety |
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| <b>Other Contributors:</b> |  |
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| SECTION 2 PERFORMANCE INDICATORS & TARGETS |  |             |                     |                |                   |                           |                |       |
|--|--|-------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator  | Assignee    | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |  |             |                     |                |                   |                           | 11/12          | 12/13 |
| RPD P028a                                  | All Crime  | Brian Neale | Targeted            | Yes            | Financial year    | 7,316                     | To be agreed   |       |
| RPD P029a                                  | Number of domestic burglaries  | Brian Neale | Targeted            | No             | Financial year    | 400                       | To be agreed   |       |
| NEW  | Percentage of unsuccessful (broken) cases due to victim witness issues | Brian Neale | Monitor             | No             | Financial year    | N/A                       | Not Required   |       |
| NEW  | Percentage of successful domestic violence prosecutions                | Brian Neale | Monitor             | No             | Financial year    | N/A                       | Not Required   |       |
| RPD P030a                                  | Number of vehicle crimes (theft of and from a motor vehicle)           | Brian Neale | Monitor             | No             | Financial year    | 553                       | Not Required   |       |
| RPD P031a                                  | Number of incidents of local violence (common assault and wounding)    | Brian Neale | Monitor             | No             | Financial year    | 1,176                     | Not Required   |       |
| NI 32                                      | Repeat incidents of domestic violence                                  | Brian Neale | Monitor             | No             | Financial year    |                           | Not Required   |       |

| SECTION 3 ACTIONS   |                |            |               |
|---|----------------|------------|---------------|
| Action  | Corporate Plan | Due Date   | Assignee      |
| Assist partners to implement national guidance locally under tackling organised crime groups in Hartlepool                        | No             | March 2012 | Brian Neale   |
| Produce in conjunction with partners, an action plan which will aim to deliver a multi agency response to tackling domestic abuse | No             | June 2011  | Laura Gourlay |

| SECTION 1 OUTCOME DETAILS |  |  |  |
|---------------------------|--|--|--|
| <b>Outcome:</b>           | 13. Communities have improved confidence and feel more cohesive and safe |  | <b>Hartlepool Partnership Outcome?</b> Yes |

**Owner:** Sally Forth

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Community Safety

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |  |             |                     |                |                   |                           |                |       |
|--|--|-------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator                                      | Assignee    | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |  |             |                     |                |                   |                           | 11/12          | 12/13 |
| RPD P035                                   | Number of Criminal damage crimes in Hartlepool | Sally Forth | Targeted            | No             | Financial year    | 2171                      | To be agreed   |       |
| RPD P034                                   | Number of Deliberate Fires (Hartlepool)        | Sally Forth | Monitor             | No             | Financial year    | 771                       | Not Required   |       |

| SECTION 3 ACTIONS  |                |               |                |
|--|----------------|---------------|----------------|
| Action   | Corporate Plan | Due Date      | Assignee       |
| Ensure the development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan | Yes            | March 2012    | Brian Neale    |
| Implement year one of new anti-social behaviour strategy action plan   | No             | March 2012    | Nicholas Stone |
| Agree and publish agreed minimum standards for dealing with anti-social behaviour across partners                            | No             | November 2011 | Sally Forth    |

| SECTION 1 OUTCOME DETAILS |  |  |     |
|---------------------------|--|--|-----|
| <b>Outcome:</b>           | 14. Offending and re-offending has reduced | <b>Hartlepool Partnership Outcome?</b> | Yes |

**Owner:** Chris Catchpole

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Community Safety

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS                 |           |          |                     |                |                   |                           |                |       |
|--|-----------|----------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code   | Indicator | Assignee | Targeted or Monitor | Corporate Plan | Collection Period | Previous 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    |
| Explore opportunities for restorative justice with adult offenders  | No             | July 2011 | Brian Neale |
| For Prolific & Priority Offenders (PPO) & High Crime Causers (HCO), re-introduce the design out crime team by working with Probation Trust                          | No             | July 2011 | Brian Neale |
| Develop working protocol for joint working between Anti Social Behaviour Unit and Youth Offending Services for those young offenders causing Anti Social Behaviour. | No             | July 2011 | Sally Forth |

| SECTION 1 OUTCOME DETAILS |  |  |     |
|---------------------------|--|--|-----|
| <b>Outcome:</b>           | 15. Hartlepool has an improved natural and built environment | <b>Hartlepool Partnership Outcome?</b> | Yes |

**Owner:** Damien Wilson

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Environment

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |          |                     |                |                   |                           |                |       |
|--|---|----------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |          |                     |                |                   |                           | 11/12          | 12/13 |
| LAA Env P001                               | Number of Volunteer days spent working on nature conservation | Ian Bond | Targeted            | No             | Financial year    | 735                       | 725            | 730   |

| SECTION 3 ACTIONS   |                |            |                 |
|---|----------------|------------|-----------------|
| Action  | Corporate Plan | Due Date   | Assignee        |
| Produce Core Strategy Publication Document  | Yes            | July 2011  | Derek Gouldburn |
| 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 | No             | March 2012 | Derek Gouldburn |

| SECTION 1 OUTCOME DETAILS |   |  |  |
|---------------------------|---|--|--|
| <b>Outcome:</b>           | 16. Quality local environments where public and community open spaces are clean, green and safe |  | <b>Hartlepool Partnership Outcome?</b> Yes |

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| <b>Owner:</b> | Clare Clarke |
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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods |
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| <b>Theme:</b> | Environment |
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| <b>Other Contributors:</b> |  |
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| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |                      |                     |                |                   |                           |                |       |
|--|---|----------------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee             | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |                      |                     |                |                   |                           | 11/12          | 12/13 |
| NI 191                                     | Number of kilograms of residual household waste (not reused, recycled or composted) collected per household.  | Craig Thelwell       | Targeted            | Yes            | Financial year    | 715                       | 712            | 710   |
| NI 192                                     | Percentage of household waste sent for reuse, recycling and composting  | Craig Thelwell       | Targeted            | Yes            | Financial year    | 42%                       | 45%            | 46%   |
| NI 193                                     | Percentage of municipal waste land filled   | Craig Thelwell       | Targeted            | Yes            | Financial year    | 6%                        | 5%             | 6%    |
| LAA Env P002                               | Bathing Water Quality - percentage compliance within guideline standards  | Debbie Kershaw       | Targeted            | No             | Financial year    | Pass                      | Pass           | Pass  |
| New  | Residents satisfaction with public parks and open spaces (subject to satisfaction survey taking place)  | Richard Harlanderson | Monitor             | No             | Financial year    | 76                        | Not required   |       |
| New  | Residents satisfaction with street cleanliness (subject to satisfaction survey taking place)  | Clare Clark          | Monitor             | No             | Financial year    | N/A                       | Not required   |       |
| New  | Percentage of streets that fall below unacceptable level of cleanliness   | David Frame          | Monitor             | No             | Financial year    | N/A                       | Not required   |       |
| NI 5                                       | The proportion of the adult population who say they are 'satisfied', or 'very satisfied' with the area as a place to live (subject to satisfaction survey taking place) | Clare Clark          | Monitor             | No             | Financial year    | 79.4                      | Not required   |       |

| <b>SECTION 3 ACTIONS</b>  |                       |                 |                 |
|---|-----------------------|-----------------|-----------------|
| <b>Action</b>   | <b>Corporate Plan</b> | <b>Due Date</b> | <b>Assignee</b> |
| Deliver and monitor effectiveness of juvenile litter awareness course.                              | No                    | March 2012      | Helen Beaman    |
| Achieve green Flag Award for Ward Jackson Park, Summerhill and Quality Coast award for Seaton beach | No                    | March 2012      | Chris Wenlock   |

| SECTION 1 OUTCOME DETAILS |   |  |  |
|---------------------------|---|--|--|
| <b>Outcome:</b>           | 17. Provide a sustainable, safe, efficient, effective and accessible transport system |  | <b>Hartlepool Partnership Outcome?</b> Yes |

**Owner:** Mike Blair

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Environment

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |              |                     |                |                   |                           |                |       |
|--|---|--------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee     | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |              |                     |                |                   |                           | 11/12          | 12/13 |
| New  | Percentage of footpaths & rights of ways that are easily accessible by members of the public  | Chris Scaife | Targeted            | No             | Financial year    | 87%                       | 90%            | 90%   |
| NI 168                                     | The percentage of Principal roads where maintenance should be considered  | Mike Blair   | Targeted            | Yes            | Financial year    | 3%                        | 3%             | 4%    |
| NI 169                                     | The percentage of Non-principal classified roads where maintenance should be considered   | Mike Blair   | Targeted            | No             | Financial year    | 11%                       | 12%            | 12%   |
| NI 47                                      | The percentage change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the previous year (3 year rolling average) | Mark Reed    | Monitor             | No             | Calendar year     | 31.3%                     | Not required   |       |
| NI 48                                      | The percentage change in number of children killed or seriously injured in road traffic accidents during the calendar year compared to the previous year. (3 year rolling average)  | Mark Reed    | Monitor             | No             | Calendar year     | 6.4%                      | Not required   |       |
| NI 177                                     | Total number of local bus and light rail passenger journeys originating in the authority area   | Neil Jeffery | Monitor             | No             | Financial year    | 5,578,820                 | Not required   |       |

| SECTION 3 ACTIONS                      |                |            |            |
|--|----------------|------------|------------|
| Action                                 | Corporate Plan | Due Date   | Assignee   |
| Deliver the Local Transport Plan (LTP) | Yes            | March 2012 | Mike Blair |

| SECTION 1 OUTCOME DETAILS |   |  |                                     |
|---------------------------|---|--|-------------------------------------|
| <b>Outcome:</b>           | 18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects |  | Hartlepool Partnership Outcome? Yes |

**Owner:** Paul Hurwood

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Environment

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |  |              |                     |                |                   |                           |                |       |
|--|--|--------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator  | Assignee     | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |  |              |                     |                |                   |                           | 11/12          | 12/13 |
| NI 185                                     | Percentage CO2 reduction from local authority operations   | Paul Hurwood | Targeted            | Yes            | Financial Year    | -7%                       | -7%            | -7%   |
| NI 186                                     | Percentage per capita reduction in CO2 emissions in the local authority area.                            | Paul Hurwood | Monitor             | No             | Financial year    | 3.8                       | Not required   |       |
| NEW  | Local Authority preparedness to manage risks and make the most of opportunities posed by Climate Change. | Paul Hurwood | Monitor             | No             | Financial year    | N/A                       | Not required   |       |

| SECTION 3 ACTIONS   |                |            |                |
|---|----------------|------------|----------------|
| Action  | Corporate Plan | Due Date   | Assignee       |
| Deliver sustainable waste management practices and operations   | No             | March 2012 | Craig Thelwell |
| Carry out programmed and responsive multi-agency site visits to waste management sites  | No             | March 2012 | Craig Thelwell |
| Take action to mitigate against and adapt to climate change   | Yes            | March 2012 | Paul Hurwood   |
| Develop and submit Covenant of Mayors, Sustainable Energy Action Plan (SEAP) and develop the borough-wide action plan to reflect the SEAP | No             | March 2012 | Paul Hurwood   |
| Establish Service Level Agreement's with all schools to deliver Eco-schools/Green Flag programme.   | No             | March 2012 | Helen Beaman   |

| SECTION 1 OUTCOME DETAILS |  |  |                                     |
|---------------------------|--|--|-------------------------------------|
| <b>Outcome:</b>           | 19. Hartlepool has a more balanced housing provision |  | Hartlepool Partnership Outcome? Yes |

**Owner:** Amy Waller

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Housing

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |  |  |  |  |  |  |  |  |
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| Code       | Indicator   | Assignee       | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets                        |       |
|------------|---|----------------|---------------------|----------------|-------------------|---------------------------|---------------------------------------|-------|
|            |   |                |                     |                |                   |                           | 11/12                                 | 12/13 |
| NI 155     | Number of affordable homes delivered (gross)                                  | Amy Waller     | Targeted            | Yes            | Financial year    | 80                        | 80                                    | 80    |
| LAA H P001 | Number of private dwellings empty for over 6 months and brought back into use | Sylvia Pinkney | Targeted            | Yes            | Financial year    | 63                        | 10% of empty properties as at 1 April |       |

| SECTION 3 ACTIONS |  |  |  |
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|-------------------|--|--|--|

| Action   | Corporate Plan | Due Date     | Assignee       |
|--|----------------|--------------|----------------|
| Research & develop local policies, procedures & protocols, to bring empty homes back into use. | Yes            | October 2011 | Sylvia Pinkney |

| SECTION 1 OUTCOME DETAILS |   |  |     |
|---------------------------|---|--|-----|
| <b>Outcome:</b>           | 20. The quality of existing housing has been improved | <b>Hartlepool Partnership Outcome?</b> | Yes |

**Owner:** Sylvia Pinkney

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Housing

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |  |                |                     |                |                   |                           |                |       |
|--|--|----------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator  | Assignee       | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |  |                |                     |                |                   |                           | 11/12          | 12/13 |
| RPD P042                                   | The proportion of vulnerable households occupying decent homes standard in private sector housing sector | Sylvia Pinkney | Monitor             | Yes            | Financial year    | 71.94                     | Not Required   |       |

| SECTION 3 ACTIONS   |                |                |                |
|---|----------------|----------------|----------------|
| Action  | Corporate Plan | Due Date       | Assignee       |
| Encourage improvements to private sector homes to meet & exceed 'decent homes standard'   | Yes            | March 2012     | Sylvia Pinkney |
| Evaluate evidence to extend selective licensing to other areas, consult residents and landlords and make recommendations to Cabinet | No             | September 2011 | Sylvia Pinkney |

| SECTION 1 OUTCOME DETAILS |  |  |                                     |
|---------------------------|--|--|-------------------------------------|
| <b>Outcome:</b>           | 21. Vulnerable people have improved access to accommodation which meets their need |  | Hartlepool Partnership Outcome? Yes |

**Owner:** Lynda Igoe

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Housing

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |  |            |                     |                |                   |                           |                |       |
|--|--|------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator  | Assignee   | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |  |            |                     |                |                   |                           | 11/12          | 12/13 |
| NEW  | Number of households where homelessness has been prevented through Local Authority action. | Lynda Igoe | Monitor             | Yes            | Financial year    | N/A                       | Not Required   |       |
| NI 156                                     | Number of households living in temporary accommodation                                     | Lynda Igoe | Monitor             | No             | Financial year    | 1                         | Not Required   |       |

| SECTION 3 ACTIONS   |                |              |            |
|---|----------------|--------------|------------|
| Action  | Corporate Plan | Due Date     | Assignee   |
| Continue to monitor tenancy failure to all social housing providers         | No             | March 2012   | Lynda Igoe |
| Implement further changes to Common Allocations Policy approved from review | No             | August 2011  | Lynda Igoe |
| Develop IT software needs for the Housing Options service                   | No             | October 2011 | Lynda Igoe |

| SECTION 1 OUTCOME DETAILS |   |  |                                     |
|---------------------------|---|--|-------------------------------------|
| <b>Outcome:</b>           | 23. Local people have a greater voice and influence over local decision making and the delivery of services |  | Hartlepool Partnership Outcome? Yes |

**Owner:** Denise Ogden

**Lead Dept:** Regeneration and Neighbourhoods

**Theme:** Strengthening Communities

**Other Contributors:**

| SECTION 2 PERFORMANCE INDICATORS & TARGETS |   |                 |                     |                |                   |                           |                |       |
|--|---|-----------------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code                                       | Indicator   | Assignee        | Targeted or Monitor | Corporate Plan | Collection Period | Previous Target (2010/11) | Future Targets |       |
|  |   |                 |                     |                |                   |                           | 11/12          | 12/13 |
| NEW  | Number of Community/Voluntary sector groups and organisations supported/signposted/assisted                   | Fiona Stanforth | Targeted            | No             | Financial year    | N/A                       | To be set      |       |
| NEW  | Complete update of one Neighbourhood Action Plan (NAP)  | Karen Oliver    | Targeted            | No             | Financial year    | Yes                       | Yes            | Yes   |
| NI 4                                       | Percentage of people who feel they can influence decisions in their locality (subject to survey taking place) | Karen Oliver    | Targeted            | No             | Financial year    | 35.5                      |                |       |

| SECTION 3 ACTIONS  |                |              |                 |
|--|----------------|--------------|-----------------|
| Action   | Corporate Plan | Due Date     | Assignee        |
| Complete annual internal review of neighbourhood renewal priority areas  | No             | January 2012 | Adele Wilson    |
| Complete update of Neighbourhood Action Plan for North Hartlepool and commence consultation on updating another (priority area to be determined) | No             | March 2012   | Tracey Row e    |
| Prepare the 2012/13 Compact Action Plan with partners  | No             | March 2012   | Fiona Stanforth |
| Review Local Governance arrangements in relation to Neighbourhood Management (Neighbourhood Community Forums, Neighbourhood Action Plans etc)    | No             | March 2012   | Denise Ogden    |
| Produce local improvement plan for empowering communities in line with the Big Society & localism agenda   | Yes            | March 2012   | Denise Ogden    |
| Implement the action plan in relation to the Neighbourhood Management empowerment agenda   | No             | March 2012   | Clare Clark     |

| SECTION 1 OUTCOME DETAILS |  |  |    |
|---------------------------|--|--|----|
| <b>Outcome:</b>           | 27. Improve the efficiency and effectiveness of the organisation | <b>Hartlepool Partnership Outcome?</b> | No |

|               |  |
|---------------|--|
| <b>Owner:</b> | Andrew Atkin / Chris Little (Chief Executive') |
|---------------|--|

|                   |                  |
|-------------------|------------------|
| <b>Lead Dept:</b> | Chief Executives |
|-------------------|------------------|

|               |                            |
|---------------|----------------------------|
| <b>Theme:</b> | Organisational Development |
|---------------|----------------------------|

|                            |                                 |
|----------------------------|---------------------------------|
| <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
|----------------------------|---------------------------------|

| SECTION 2 PERFORMANCE INDICATORS & TARGETS                 |           |          |                     |                |                   |                           |                |       |
|--|-----------|----------|---------------------|----------------|-------------------|---------------------------|----------------|-------|
| Code   | Indicator | Assignee | Targeted or Monitor | Corporate Plan | Collection Period | Previous 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    |
| Review and gain approval of Capital Strategy / Asset Management Plan  | Yes            | March 2012    | Dale Clarke |
| First draft of capital programme agreed by Strategic Capital Resource & Asset Programme Team (SCRAP T) to inform 2012/13 budget process | No             | November 2011 | Dale Clarke |
| Final Capital programme agreed by Council   | Yes            | February 2012 | Dale Clarke |
| Review progress of the 2011/12 Commissioning and Procurement Strategy and produce update.   | No             | March 2012    | David Hart  |
| Assess the Impact of the new e-quotation procurement system to ensure the aims are being met and compliance achieved.                   | No             | March 2012    | David Hart  |

**Appendix 1 Risks by theme**

| <b>Jobs and the Economy</b> |   |                  |                |
|-----------------------------|---|------------------|----------------|
| <b>Outcomes</b>             |   |                  |                |
| 1                           | Hartlepool has increased levels of investment and is globally competitive   |                  |                |
| 2                           | People have greater access to employment and skills opportunities   |                  |                |
| 25                          | Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels  |                  |                |
| 26                          | Key public buildings and spaces are improved to reflect Hartlepool's economic ambition  |                  |                |
| <b>Code</b>                 | <b>Risk</b>   | <b>Assignee</b>  | <b>Outcome</b> |
|                             | Continued economic uncertainty including the lack of private sector confidence and investment, impacting on supplier chain, residents and other key groups.                                       | Antony Steinberg | 1, 2, 6        |
| RND R010                    | Insufficient recovery of the Property market to enable the viable redevelopment/disposal of land and buildings.   | Dale Clarke      | 26             |
| STR R013                    | Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation  | Dale Clarke      | 26             |
| STR R046                    | The effects and unpredictability of the current economic downturn and global recession on the local economy jobs and residents and on the ability of HBC to deliver the Council Plan and Strategy | Chris Little     | 2              |
| STR R012                    | Lack of resources to maintain building stock  | Albert Williams  | 26             |
| STR R033                    | National & regional needs imposed which may not reflect Hartlepool needs  | Andrew Atkin     | 25             |

| <b>Lifelong Learning and Skills</b> |  |                  |                |
|-------------------------------------|--|------------------|----------------|
| <b>Outcomes</b>                     |  |                  |                |
| 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 |                  |                |
| 6                                   | Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice<br>Hartlepool has increased levels of investment and is globally competitive                     |                  |                |
| <b>Code</b>                         | <b>Risk</b>  | <b>Assignee</b>  | <b>Outcome</b> |
|                                     | Continued economic uncertainty including the lack of private sector confidence and investment, impacting on supplier chain, residents and other key groups.  | Antony Steinberg | 1, 2,6         |
| RPD R016                            | Failure to deliver local regeneration and economic objectives as a result of shifts in policies and priorities of external stakeholders.   | Antony Steinberg | 1, 6, 25       |

| <b>Health and Wellbeing</b> |   |                 |                |
|-----------------------------|---|-----------------|----------------|
| <b>Outcomes</b>             |   |                 |                |
| 7                           | Improve health by reducing inequalities and improving access to services                            |                 |                |
| 8                           | Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle |                 |                |
| <b>Code</b>                 | <b>Risk</b>   | <b>Assignee</b> | <b>Outcome</b> |
| STR R048                    | Provision of a viable free school meal service to the eligible children of Hartlepool               | John Brownhill  | 8              |

| <b>Community Safety</b> |   |                 |                |
|-------------------------|---|-----------------|----------------|
| <b>Outcomes</b>         |   |                 |                |
| 11                      | Hartlepool has reduced crime and repeat victimisation   |                 |                |
| 13                      | Communities have improved confidence and feel more cohesive and safe  |                 |                |
| 14                      | Offending and re-offending has reduced  |                 |                |
| <b>Code</b>             | <b>Risk</b>   | <b>Assignee</b> | <b>Outcome</b> |
| RPD R001                | Insufficient capacity of Safer Hartlepool Partnership to meet demand through lack of commitment from partners | Alison Mawson   | 11, 13, 14     |

| <b>Environment</b> |  |   |                |
|--------------------|--|---|----------------|
| <b>Outcomes</b>    |  |   |                |
| 15                 | Hartlepool has an improved natural and built environment   |   |                |
| 16                 | Quality local environments where public and community open spaces are clean, green and safe                          |   |                |
| 17                 | Provide a sustainable, safe, efficient, effective and accessible transport system                                    |   |                |
| 18                 | Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects                    |   |                |
| <b>Code</b>        | <b>Risk</b>  | <b>Assignee</b>   | <b>Outcome</b> |
| RND R022           | Failure to achieve Waste Management Indicators, resulting in financial penalties / extra costs.                      | Craig Thelwell  | 16             |
| NSD R040           | Council liability for Road Traffic Accidents resulting from employees driving whilst on Council business.            | Paul Robson   | 17             |
| NSD R042           | Failure to develop an integrated transport strategy  | Paul Robson   | 17             |
| NSD R049           | Failure to provide an effective transport infrastructure   | Mike Blair  | 17             |
| STR R015           | Failure to deliver Carbon Reduction targets resulting in environmental, social/community and financial consequences. | Paul Hurwood  | 18             |
| RPD R009           | Failure of service providers to focus resources on neighbourhood renewal areas                                       | Denise Ogden  | 15             |
| RPD R031           | Failure to provide a 'sound' Planning Policy Framework leading to a lack of clear planning guidance                  | Derek Gouldburn   | 15             |
| STR R006           | Action required in addressing Contaminated Land issues that could affect Council Finances, staffing and reputation.  | David Wilson  | 16             |
| STR R019           | Loss of Operators License  | Paul Dawson;<br>Dave Morton;<br>John Quinn; Paul Robson; Liam Wilkinson | 16             |

| <b>Housing</b>  |   |                 |                |
|-----------------|---|-----------------|----------------|
| <b>Outcomes</b> |   |                 |                |
| 19              | Hartlepool has a more balanced housing provision  |                 |                |
| 20              | The quality of existing housing has been improved                                       |                 |                |
| 21              | Vulnerable people have improved access to accommodation which meets their need          |                 |                |
| <b>Code</b>     | <b>Risk</b>   | <b>Assignee</b> | <b>Outcome</b> |
| RPD R014        | Failure to provide correct housing advice to the public                                 | Lynda Igoe      | 21             |
| RPD R038        | Inability to meet very high levels of local housing needs including affordable housing  | Nigel Johnson   | 19             |
| RPD R042        | Effective delivery of housing market renewal affected by external decisions and funding | Nigel Johnson   | 19             |

| <b>Strengthening Communities</b> |   |                 |                |
|----------------------------------|---|-----------------|----------------|
| <b>Outcomes</b>                  |   |                 |                |
| 23                               | Local people have a greater voice and influence over local decision making and the delivery of services   |                 |                |
| <b>Code</b>                      | <b>Risk</b>   | <b>Assignee</b> | <b>Outcome</b> |
| RND R028                         | Failure to adequately support residents to become fully engaged in decisions that affect their local area | Karen Oliver    | 23             |

| <b>Organisational Development</b> |   |                 |                |
|-----------------------------------|---|-----------------|----------------|
| <b>Outcomes</b>                   |   |                 |                |
| 27                                | Improve the efficiency and effectiveness of the organisation  |                 |                |
| <b>Code</b>                       | <b>Risk</b>   | <b>Assignee</b> | <b>Outcome</b> |
| RND R047                          | Failure to execute procurement activities within the guidelines leading to challenges to contract award decisions | David Hart      | 27             |
| STR R013                          | Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation  | Dale Clarke     | 27             |

# SCRUTINY CO-ORDINATING COMMITTEE

25 March 2011



**Report of:** Chief Finance Officer and Head of Performance and Partnerships

**Subject:** QUARTER 3 – CORPORATE PLAN AND REVENUE FINANCIAL MANAGEMENT REPORT 2010/2011

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## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To provide details of progress against the Council's overall revenue budget for 2010/2011.

### 2. CONSIDERATION OF ISSUES

2.1 A separate report has not been prepared for your Committee as a comprehensive report was submitted to Cabinet on 7<sup>th</sup> March, 2011 (**Appendix 1**). This report sets out the key issues to bring to your attention.

2.2 In line with previous monitoring reports, the attached report provides an overall picture of performance and progress against the approved 2010/2011 revenue budget.

### 3. RECOMMENDATIONS

3.1 Members consider the report.

**Report of:** Corporate Management Team

**Subject:** QUARTER 3 – CORPORATE PLAN AND  
REVENUE FINANCIAL MANAGEMENT  
REPORT 2010/2011

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## 1 PURPOSE OF REPORT

- 1.1 To inform Cabinet of the progress made towards achieving the Corporate Plan outcomes through identified actions and of progress against the Council's own 2010/2011 Revenue Budget, for the period to 31<sup>st</sup> December, 2010 and forecast outturns.

## 2 BACKGROUND

- 2.1 In line with previous monitoring reports, this report is an integrated document that is page numbered, thus allowing Members easier navigation around the report. (See contents table below). The report firstly provides an overall picture of performance and progress against the approved 2010/2011 revenue budget.

| Section | Heading  | Page |
|---------|--|------|
| 3.      | Overall Performance and Progress on Actions and Performance Indicators | 3    |
|         | <b>Detailed Performance Monitoring Sections</b>                        |      |
| 4.      | Adult and Public Health Portfolio                                      | 4    |
| 5.      | Children's Services Portfolio  | 5    |
| 6.      | Culture, Leisure and Tourism Portfolio                                 | 6    |
| 7.      | Performance Portfolio  | 7    |
| 8.      | Finance and Procurement Portfolio                                      | 9    |
| 9.      | Transport and Neighbourhoods Portfolio                                 | 9    |
| 10.     | Regeneration and Economic Development Portfolio                        | 10   |
| 11.     | Community Safety and Housing Portfolio                                 | 11   |
| 12.     | <b>Revenue Financial Management Information</b>                        | 13   |
| 13.     | Conclusions  | 18   |
| 14.     | Recommendations  | 19   |

- 2.2 This report was submitted to Cabinet on 7<sup>th</sup> March 2011.

### 3 OVERALL PERFORMANCE AND PROGRESS ON ACTIONS AND PERFORMANCE INDICATORS

3.1 The Council identified 112 actions with specific completion dates and 121 performance indicators (PIs) as measures of success in the 2010/2011 Corporate Plan. Overall performance is good, and in line with expectations with 94% of actions and 70% of the PIs (when annually reported PIs have been removed) judged to be either on or above targets. An explanation of the traffic lights can be found below. Tables 1 and 2 below summarise officers' views on progress as at 31st December, 2010, for each Portfolio Holder's responsibilities: -

-  Action has not been completed or PI target not achieved
-  Action/PI where intervention is required as not progressing well
-  Action/PI progress is acceptable
-  Action/PI on track to achieve
-  Action/PI completed or target achieved

**Table 1 – Progress on Actions within the Corporate Plan**

| Portfolio                             | Actions by Traffic Light     |           |                             |          |   |          |
|---------------------------------------|------------------------------|-----------|-----------------------------|----------|---|----------|
|                                       | Green (on track or achieved) |           | Amber (progress acceptable) |          | Red (not achieved or intervention required) |          |
|                                       | No.                          | %         | No.                         | %        | No.   | %        |
| Adult Services and Public Health      | 10                           | 100       | 0                           | 0        | 0   | 0        |
| Children's Services                   | 28                           | 93        | 1                           | 3        | 1   | 3        |
| Culture, Leisure and Tourism          | 8                            | 100       | 0                           | 0        | 0   | 0        |
| Performance                           | 23                           | 85        | 3                           | 11       | 1   | 4        |
| Finance and Procurement               | 8                            | 100       | 0                           | 0        | 0   | 0        |
| Transport and Neighbourhoods          | 11                           | 100       | 0                           | 0        | 0   | 0        |
| Regeneration and Economic Development | 8                            | 100       | 0                           | 0        | 0   | 0        |
| Community Safety and Housing          | 9                            | 90        | 1                           | 10       | 0   | 0        |
| <b>Total</b>                          | <b>105</b>                   | <b>94</b> | <b>5</b>                    | <b>4</b> | <b>2</b>                                    | <b>2</b> |

**Table 2 – Progress on Performance Indicators**

| Portfolio                             | PIs by Traffic Light         |           |                             |           |   |           |
|---------------------------------------|------------------------------|-----------|-----------------------------|-----------|---|-----------|
|                                       | Green (on track or achieved) |           | Amber (progress acceptable) |           | Red (not achieved or intervention required) |           |
|                                       | No.                          | %         | No.                         | %         | No.   | %         |
| Adult Services and Public Health      | 6                            | 86        | 1                           | 14        | 0   | 0         |
| Children's Services                   | 1                            | 33        | 1                           | 33        | 1   | 33        |
| Culture, Leisure and Tourism          | 2                            | 100       | 0                           | 0         | 0   | 0         |
| Performance                           | 0                            | 0         | 0                           | 0         | 0   | 0         |
| Finance and Procurement               | 1                            | 100       | 0                           | 0         | 0   | 0         |
| Transport and Neighbourhoods          | 8                            | 80        | 1                           | 10        | 1   | 10        |
| Regeneration and Economic Development | 5                            | 56        | 1                           | 11        | 3   | 33        |
| Community Safety and Housing          | 9                            | 64        | 4                           | 29        | 1   | 7         |
| <b>Total</b>                          | <b>32</b>                    | <b>70</b> | <b>8</b>                    | <b>17</b> | <b>6</b>                                    | <b>13</b> |

\*figure may not always add to 100% due to rounding

## DETAILED PERFORMANCE MONITORING SECTIONS

### 4 ADULT AND PUBLIC HEALTH PORTFOLIO - Performance Update for the Period Ending 31st December, 2010

- 4.1 Within the Adult and Public Health Portfolio there are a total of 10 actions identified in the 2010/2011 Corporate Plan. All 10 actions have been assessed as being on target for completion within the timescale. No actions required intervention at this point in the year.
- 4.2 With regards to PIs within the Corporate Plan, 2 have already achieved their target with a further 4 being on track and one achieving acceptable progress.
- 4.3 Key areas of progress made to date in the Adult and Public Health Portfolio include: -
- The Hartlepool Stop Smoking service is the top performing service in the country. The Smoke Free Alliance continues to work with FRESH to reduce illicit tobacco sales
  - The Obesity Partnership has now been re-launched as the Healthy Weight Healthy Life partnership with new terms of reference and strengthened membership, and is overseeing implementation of a range of healthy eating indicatives.
  - The proportion of eligible people receiving a personal budget continues to increase and the position at end of November 2010 was 69%. A Resource Allocation System has been developed that will enable carers to access personal budgets from March 2011 and a similar process means that personal budgets will be rolled out to children and young people with disabilities from April 2012.

- Work continues locally to progress the implementation of the action plan for the dementia strategy. Laurel Gardens extra care scheme is now operational and providing support to people with dementia.

## 5 CHILDREN'S SERVICES PORTFOLIO - Performance Update for the Period ending 31st December, 2010

- 5.1 Within the Children's Services Portfolio there are 30 actions identified in the 2010/2011 Corporate Plan. A total of 28 of these actions are on target for completion or have been completed, one making acceptable progress and one action requires intervention:

### Actions assessed as requiring intervention

| Outcome: Be Healthy |  |            |  |
|---------------------|--|------------|--|
| Code                | Action   | Due Date   | Note   |
| CADHW017            | Work with partner agencies, young people, schools and families to reduce under 18 conception rates by 55% from 1998 baseline and improve sexual health | 31/03/2011 | Although this actions still requires some intervention The Teenage Pregnancy board has received some positive data that shows a consistent downward trend in the incidence of teenage pregnancy. |

- 5.2 All but three PIs in the Corporate Plan are measure on an annual basis. Of these three PIs one has achieved its target, one has progress acceptable and one requires intervention.

### Performance Indicators where intervention is required

| PI           | Indicator  | Target 10/11 | 3 <sup>rd</sup> Qtr Outturn | Comment   |
|--------------|--|--------------|-----------------------------|---|
| LAA SC P004a | Access to the Youth Opportunity/Capital Funds - number of applications | 250          | 68                          | 68 applications for YOF/YCF grant have been received for funding this year, of these 40 have been successful.<br><br>The nature of the fund has changed in that groups apply less often but for larger sums of money. The fund will be fully utilised |

- 5.3 Key areas of progress made to date in the Children's Services Portfolio include: -

- Hartlepool Safeguarding Children Board continues to progress work on its key priority areas: neglect and domestic violence and has established two outcome groups to undertake the initial work
- The 11-19 Strategy remains in place and is monitored through the 11-19 Partnership. Due to the new White Paper which has been released and new coalition government's targets and

measurements, further changes and priorities may need to be incorporated on an ongoing basis.

- 16-19 Statutory Guidance relating to 16-19 Funding has been released and consultation events are taking place. The guidance further outlines the role of LA in acting as the commissioning body and champion of choice in terms of ensuring provision in the area is of a high quality and meets the needs of learners, employers and future economic growth.
- The Child Poverty Working group has met twice with a needs assessment being produced in draft. The needs assessment and revised Child Poverty Strategy is going to Cabinet 21st March. This will take into account Frank Field's independent review published in December 2010
- A rewrite of the local Participation Strategy is underway. In the interim the Integrated Youth Support Service continues to ensure that young people locally have opportunities to participate in local decision making processes and shape local service delivery. Key activities over the quarter have been the coming together of Secondary School Forums, Youth Parliament activities, participation in Children's Services Scrutiny Forum, and continued development of the Children's Trust User Group and the continued support of the Grant Givers group who are now allocating monies to local projects who wish to extend their services to young people locally.
- The Team Around process continues to develop, as does the work with young people on the cusp of care. This is a new area of work for the Family Intervention Project that is specifically looking at keeping vulnerable children out of care.

## **6 CULTURE, LEISURE AND TOURISM PORTFOLIO - Performance Update for the Period Ending 31st December, 2010**

- 6.1 Within the Culture, Leisure and Tourism Portfolio there are a total of 8 actions that were identified in the 2010/2011 Corporate Plan. All of these actions have been assessed as being on target for completion by the agreed date.
- 6.2 Only two performance indicators are measured on a quarterly basis and these PIs are on track to achieve their targets. The remaining PIs are measured annually
- 6.3 Key areas of progress made to date in the Culture, Leisure and Tourism Portfolio include: -
- Department of Education finally notified Local Authorities of their revised Year 2 (2011-12) budgets in October 2010 almost four months after stopping work on all schemes. The team lobbied hard to retain the year 2 allocation and received confirmation in October of sufficient monies to continue to completion all but three

of the proposed year 2 play spaces. The projects are divided between the Building Consultancy Team and Groundwork. Although the time constraints are exceptional the team is hopeful that works can be progressed satisfactorily. Planning permission is required for some of the sites and this work is taking place side-by-side with ongoing project preparations. Colleagues in the Planning Section continue to be supportive especially in light of the success of the play spaces delivered in year 1 of the scheme and the positive feed back from children, young people and many communities within the town.

- Renaissance programme is on track to deliver all 7 projects in Hartlepool and across the Tees Valley on budget and above expected performance targets. A report to portfolio holder will be made in Q1 2011/12 fully detailing all activity delivered by Renaissance Programme and will advocate continuation of such activity through securing sustainable external funding.
- In relation to facilitating the effective wind-up and succession strategy for the New Deal for Communities programme support continues to be provided in relation to archiving and attendance at the Steering Group and Personnel Sub Group. NDC and HBC also agreed a way forward to support the closure of accounts and the submission of the statement of Grant Usage (SGU) in the first half of 2011/12, in accordance with Government guidance. A small pot of funding has been secured from the Council's capital budget to provide business grants (although at a much reduced level to that previously).

## 7 PERFORMANCE PORTFOLIO - Performance Update for the Period Ending 31st December, 2010

- 7.1 Within the Performance Portfolio there are a total of 27 actions within the 2010/2011 Corporate Plan. A total of 23 of these actions have been assessed as having been completed or on target to be completed by the agreed date. A further 3 actions are performing at an acceptable level. One actions requires intervention

### Actions assessed as requiring intervention

| Outcome: |                                       |             |  |
|----------|---------------------------------------|-------------|--|
| Code     | Action                                | Due Date    | Note   |
| CEDSC009 | Implement the Corporate Equality Plan | 31 Mar 2011 | Some actions will not be completed because of lack of funding. |

- 7.2 There are no PIs reported on a quarterly basis for the Performance Portfolio, all are measured on an annual basis.

7.3 Key areas of progress made to date in the Performance Portfolio include: -

- Additional services currently being implemented or extended by Hartlepool Connect include Hartlepool Active Response Team, changes to Bulky Household Waste collections, corporate booking system for rooms, email provision from CRM to service managers, self-serve facility for expenditure publication requests.
- The Council has been Re-accredited with Customer Service Excellence. Training programme has been reviewed and amended to take account of feedback received from the assessment.
- Work has also been completed for implementation of the requirements of the Petition Scheme within the Scrutiny function.
- A potential new business transformation programme has been submitted to Cabinet on 24th January to address future requirements.
- The quarter 2 review meeting of the Local Area Agreement Delivery and Implementation Plan took place on 20th October and this confirmed that progress was on track but that some actions were not being delivered to the depth that had been planned for initially before the budget was cut by the government. At this meeting the future of the Community Network was also discussed as current funding will come to an end in March 2011 and it was confirmed that no alternative sources of funding were currently being pursued.
- In January 2011 up to 200 HCFE students aged 16-25yrs will be given the opportunity to attend Money Skills training which will be delivered at the college by the HFIPDO & HBC Community Engagement Officer in partnership with West Yorkshire Trading Standards and Bardays Bank. Depending upon uptake the scheme will be re-run in April/May 2011. Plans are also in place to deliver a Money Matters Road Show in the college towards the end March/April 2011 tailored to the needs of students.
- The Money Matters Mobile Library Pilot (45 locations) was delivered and accessed by 100+ residents (over 2 months only due to poor weather conditions in December). The service has now ceased and is currently being evaluated. All library home delivery clients (housebound) received a Money Matters Booklet and were offered the opportunity to be visited by a benefits liaison officer upon request. Potential to repeat the project may be limited due to the reduction in the Library Service provision/future of the Mobile Library service

## 8 FINANCE AND PROCUREMENT PORTFOLIO - Performance Update for the Period Ending 31st December, 2010

8.1 Within the Finance and Procurement Portfolio a total of 8 actions were identified in the 2010/2011 Corporate Plan. All are to be completed on target.

8.2 There is just one PI under the Finance and Procurement Portfolio that is measured on a quarterly basis and this is on track to achieve its target.

8.3 Key areas of progress made to date in the Finance and Procurement Portfolio include: -

- Property rationalisation and the review of the leased estate are progressing well to achieve business transformation savings
- E-procurement is being developed via e-tendering and a new e-quotation system to be implemented in 2011.

## 9 TRANSPORT AND NEIGHBOURHOODS PORTFOLIO - Performance Update for the Period Ending 31st December, 2010

9.1 Within the Transport and Neighbourhoods Portfolio there are a total of 11 actions within the 2010/2011 Corporate Plan. All of these actions have been identified as being on target to be completed by the agreed date.

9.2 There are a total of 10 performance indicators that have been identified as measures of success that are not reported only on an annual basis. Eight of these indicators have been assessed as being expected to achieve their target by year end or already having achieved their target, just one PI requiring intervention:

### Performance Indicators requiring intervention

| PI     | Indicator  | Target 10/11 | 3 <sup>rd</sup> Qtr Outturn | Comment  |
|--------|--|--------------|-----------------------------|--|
| NI 193 | Percentage amount of municipal waste land filled | 6%           | 16.6%                       | Shutdowns of the Energy From Waste Plant in April May June, and a further shutdown in July has led to waste being land filled. There have also been shutdowns within the third quarter however utilising the new transfer agreement with Sita, the amount of waste direct to landfill has reduced. |

9.3 Key areas of progress made to date in the Transport and Neighbourhoods Portfolio include: -

- 2011 Revised Core Strategy Preferred Options Document has been prepared and approved for consultation purposes. Consultation now underway. Examination in Public for Joint Minerals and Waste DPD's scheduled for January 2011. Town Centre Supplementary Planning Document is being prepared and Planning Obligations Supplementary Planning Document being reviewed in light of government policy changes
- Legal action regarding key waste sites progressing. Activity focusing on a number of local firms.
- Initiatives continue with domestic household waste collections, and at the Household Waste Recycling Centre, in order to reduce residual waste tonnages and increase the levels of materials being recycled/re-used. The first half of the year has produced encouraging results with targets being exceeded. Adverse weather and the seasonal trend has seen a reduction in levels of recycling, particularly 'green waste'; however, local targets on recycling have still been achieved along with those set by the government.
- Work continues to provide an in-house composting facility and despite problems in finding a suitable location which meets environmental permit regulations. It appears a suitable site has been found and work is progressing on this. Accordingly, the section has submitted an application for inclusion on the Tees Valley Green Waste Disposal framework contract scheduled to be let in the spring. It is envisaged the in-house facility will generate significant addition income and produce efficiency savings.
- Northumbria University is currently conducting a Resilience & Climate Change research project, which will compliment the Adaptation Strategy. The Climate Change Officers meeting with Senior Research Associate on 19th January 2011 to discuss timescales and how findings from the project can be incorporated into Hartlepool's Adaptation Strategy.

## **10 REGENERATION AND ECONOMIC DEVELOPMENT PORTFOLIO Performance Update for the Period Ending 31st December, 2010**

- 10.1 Within the Regeneration and Economic Development Portfolio there are a total of 8 actions identified in the 2010/2011 Corporate Plan all of which are expected to be completed by the agreed date or already completed.
- 10.2 There are 9 indicators within the Corporate Plan for the Regeneration and Economic Development Portfolio which are not reported on a quarterly basis, 6 of which are either on track or acceptable progress is being made with 3 PIs requiring intervention.

**Performance Indicators requiring intervention**

| PI     | Indicator   | Target 010/11 | 3 <sup>rd</sup> Qtr Outturn | Comment  |
|--------|---|---------------|-----------------------------|--|
| NI 151 | Overall Employment rate (working-age)   | 68.8          | 61.7%                       | Slight increase in employment rate June 2010 which is slightly surprising given current economic climate, however the variation is within confidence rate variations.          |
| NI 152 | Working age people on out of work benefits  | 18.7%         | 22.0%                       | Slight increase in benefit take up which reflects unemployment and median earning trends.  |
| NI 153 | Working age people claiming out of work benefits in the worst performing neighbourhoods | 26.0%         | 34.1%                       | Reduction in benefit take up which is in variance to the anticipated outturn. It is probably too early to draw any key conclusions but may reflect tightening benefit criteria |

#### 10.4 Key areas of progress made to date in the Regeneration and the Economic Development Portfolio include: -

- With regards to the development of Hartlepool's Central Area including the Innovation and Skills Quarter, ISQ Gateway designs are being refined with amendments to A689 crossing subject to safety audit. Costings prepared and funding options being pursued. Development opportunities for Crown House are being investigated with some private interest being followed up.
- Continuing and ongoing work to respond to and develop new initiatives to meet the demands of the local labour market and future skills. Working at local and sub-regional level to input and develop responses and ensure Hartlepool are at the centre of any proposed activity
- Tees Valley Economic Regeneration Investment Plan produced which includes support for Hartlepool's priorities. Document being used to support Regional Growth Fund bids. Single Programme ends in March and Regeneration Team has limited activity on new project delivery but is continuing monitoring role until end of year.

## 11 COMMUNITY SAFETY AND HOUSING PORTFOLIO - Performance Update for the Period Ending 31st December, 2010

11.1 Within the Community Safety and Housing Portfolio there are a total of 10 actions within the 2010/2011 Corporate Plan. Nine of the actions have been assessed as completed or on target for completion, with one further having acceptable progress.

11.2 There are 14 performance indicators (PIs) included in the Corporate Plan as measures of success that are not reported on an annual basis, 9 of which have been assessed as achieving its target or being on track to achieve target and a further 4 progressing at an acceptable level. The final PI currently requires intervention.

**Performance Indicators requiring intervention**

| PI    | Indicator                      | Target 10/11 | 3 <sup>rd</sup> Qtr Outturn | Comment   |
|-------|--------------------------------|--------------|-----------------------------|---|
| NI 20 | Assault with injury crime rate | 7.14         | 6.42                        | This equates to 587 crimes for April to December 2010. It is unlikely the target for 2010/11 will be achieved, but the number of recorded crimes for the 3 months in Qtr 3 is 171, whereas for Qtr 2 it was 196. The actions planned to be undertaken by police and partners continue to be implemented, with some success. |

11.4 Key areas of progress made to date in the Community Safety and Housing Portfolio includes: -

- NHS Support Team visited and provided recommendations. Alcohol Strategy Group reinvigorated and now chaired by elected member. Draft Alcohol Harm Reduction Strategy consultation nearing completion. Final reports scheduled for Cabinet and Strategic Health Partnership Executive before March.
- The Anti-social behaviour unit has attended an increased number of community events over the past few months with 38 resident and community events and meetings being attended.
- The first phase of the Seaton Lane and Charles Street developments is complete and funding has been successfully claimed. The second phases of these schemes are due to be completed in February (ahead of schedule). The Kipling Road scheme is on track to be completed before the end of the financial year.
- The Growth Point schemes at Seaton Lane and Belle Vue are on track and it is anticipated that the Growth Point funding will be fully spent by March 2011.
- A report on the Common Allocations Policy is due to be presented to Cabinet in February to seek approval for recommended policy changes, however the coalition government has recently produced a consultation paper in which it indicates changes are planned to social housing tenancies, allocations and homelessness legislation. Should these proposals become law there would need to be another change to Choice Based Letting IT system and to reduce costs we may need to defer implementation of the current review to encompass all of the necessary changes together.
- The number of young people entering the criminal justice system for the first time is at an all time low, with only 68 entering (provisional figure) in total in the first 3 quarters.

## 12. REVENUE FINANCIAL MANAGEMENT 2010/2011 - OVERVIEW

12.1 This section provides details covering the following areas: -

- Overview of Financial Position;
- Review of High Risk Budget Areas;
- Performance against Budget Pressures treated as Contingency Items;
- Progress against Departmental Salary Turnover Targets;
- Key Balance Sheet information.

### 12.2 Overview of Financial Position

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

12.4 **Appendix A** is supported by detailed Financial Management statements for each Portfolio, which includes comments on material variances to provide a clearer position statement as set out below:

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

12.5 Previous reports to Cabinet and then Council have determined a strategy for managing the impact of in-year grant cuts implemented by the Government to the Area Based Grant/Working Neighbourhoods Fund and to address the Tall Ships Outturn. This has avoided any impact on existing General Fund Services by allocating one off resources to fund one off costs.

12.6 An update of forecast outturns for 2010/11 was reported to Cabinet on 7<sup>th</sup> February within the MTFs report. This report identified further one off liabilities in relation to the temporary closure of the incinerator and continuing income shortfalls. These additional costs can be funded from one-off benefits arising from advance SDO savings, slightly higher investment income and lower borrowing costs than previously anticipated and departmental underspends. After reflecting these additional commitments a residual uncommitted balance of £46,000 was anticipated to be available to carry forward to assist the 2012/13 budget.

- 12.7 Further work has now been completed to refine the forecast outturns as detailed in **Appendix A**. It is now expected that there will be a small increase in the residual uncommitted balance to £89,000.
- 12.8 As reported previously provision has been made for departmental income shortfalls which need to be funded from reserves set aside to manage these risks. These adverse income levels are greater than anticipated and commit the whole of the resources allocated to manage this risk in 2010/2011 and 2011/2012. When account is taken of these reserves there is a net underspend on departmental budgets of £0.234m as detailed in Appendix A and summarised in the table below. Detailed comments on the key variances are provided in Appendices C-I.

Summary of departmental forecast outturns

|   | Forecast Outturn                                    |  |   |
|---|---|--|---|
|   | Gross Adverse/<br>(Favourable)<br>Variance<br>£'000 | Funding<br>Allocated for<br>Income<br>Shortfall<br>£'000 | Net Adverse/<br>(Favourable)<br>Variance<br>£'000 |
| Child and Adult Services                      | (513)   | 0  | (513)   |
| Regeneration and Neighbourhood Services       | 464   | (200)  | 264   |
| Chief Executives Department                   | 239   | (224)  | 15  |
| <b>Net Outturn Variance - All Departments</b> | <b>190</b>  | <b>(424)</b>   | <b>(234)</b>                                      |

- Child and Adult Services – net underspend £513,000

This variance is mainly owing to savings arising from vacant posts in various areas of educational services and lower costs for Looked After Children. Looked After Children is a volatile area and specific reserves are being created to manage the risk in future years through the Medium Term Financial strategy.

There is also an additional income allocation from the PCT along with funding of additional care packages within adult services which increase the overall favourable variance for the department.

- Regeneration and Neighbourhoods – net overspend £264,000

There are two distinct areas of overspend within the department, Car Parking income anticipates a shortfall of £272,000 and as detailed in the table above income has been allocated from the Strategic Risk reserves to cover the estimated value of this shortfall. Cabinet approved an increase in Car Parking charges on 6<sup>th</sup> September of 10p per hour, this expected to generate and additional £150,000 per annum. In addition to this the department

is conducting a full review on costs associated with Car Parking and will seek to address any further budget pressures from within the overall departmental budget.

Building Control and Planning income is expected to have a shortfall of approximately £140,000. This area in particular has been impacted upon by the economic downturn.

- Chief Executives Department – net overspend £15,000

The department has a gross overspend of £239,000 owing to a shortfall in the main of Shopping Centre income and Land Charges. The adverse variance has decreased from Quarter 2 owing to a lower shortfall than anticipated income from the Shopping Centre however there is still a significant deficit in this area.

These income shortfall trends were anticipated and as detailed in the table above funding has been allocated from Strategic Risk reserves to partly cover these shortfalls. This reserve is now depleted and a provision was included with the Medium Term Financial Strategy (MTFS) to address this issue in 2011/12. If these trends continue beyond 2011/12 there will be a budget pressure in the following financial year.

## 12.9 Revenue Contribution to Capital Expenditure (RCCO)

12.10 In accordance with Financial Procedure Rules departmental outturns reflect a contribution towards capital expenditure. This transfer has been agreed by the Chief Financial Officer and is detailed below for Members information:

- Disabled Adaptations £125,000

This RCCO has been funded from underspends against the disabled adaptations revenue budget and will assist in reducing the backlog on disabled adaptations.

## 12.11 Review of High Risk Budget Areas

12.12 High risk budget areas were identified as part of the budget setting report, submitted to Cabinet in February 2010. These issues are explicitly managed and reported to ensure any problem areas are identified at an earlier stage, to enable appropriate corrective action to be taken. The areas identified as high risk budgets are attached at **Appendix B**, which explains how these items were identified and indicates that there are currently variances on a number of budgets.

There is an adverse variance relating to Car Parking. The Car Parking variance is owing to income collected being lower than

budgeted levels. Work is ongoing to review the Car Parking income budget with a view to addressing the long term budget gap in this area. Reserves will be used to manage the short term position for 2010/2011.

Adult social care income budgets show a favourable variance owing to an additional income allocation from the PCT and agreement to fund care packages above the anticipated budget.

#### 12.13 Performance against Budget Pressures treated as Contingency Items

12.14 Members will recall that as part of the review of budget pressures for 2010/2011, it was determined that a number of pressures are not certain to arise, or the value of the pressure is not certain. These items were therefore classified as “contingency” items and a budget provision was made to underwrite these risks.

12.15 **Appendix J** provides a schedule of these items. It is projected that the contingency items will be required as expected and this is reflected in the outturn strategy.

#### 12.16 Progress against Departmental Salary Turnover Targets

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

| Department                              | 2010/11<br>Turnover<br>Target<br>£'000 | Expected<br>to<br>31.12.10<br>£'000 | Actual<br>to<br>31.12.10<br>£'000 | Variance<br>from<br>Target<br>£'000 |
|---|--|-------------------------------------|-----------------------------------|-------------------------------------|
| Adult & Community Services              | 522.4                                  | 382.4                               | 467.1                             | (84.7)                              |
| Chief Executives                        | 248.4                                  | 186.3                               | 164.7                             | 21.6                                |
| Children's Services (excluding Schools) | 281.0                                  | 281.0                               | 414.0                             | (133.0)                             |
| Regeneration & Neighbourhoods           | 302.0                                  | 226.5                               | 246.0                             | (19.5)                              |
|   | 1,353.8                                | 1,076.2                             | 1,291.8                           | (215.6)                             |

12.18 The above figures are included within the variances reported for each department at a detailed level. At present the savings achieved are greater than expected for Quarter 3. This position reflects the active management of vacancies in advance of Service Delivery Option reviews and the 2011/12 budget cuts being implemented. Vacant posts have now been deleted to partly achieve these saving targets.

12.19 As reported in the 2011/12 MTFs the deletion of vacant posts increases the risk that the turnover targets are not sustainable next

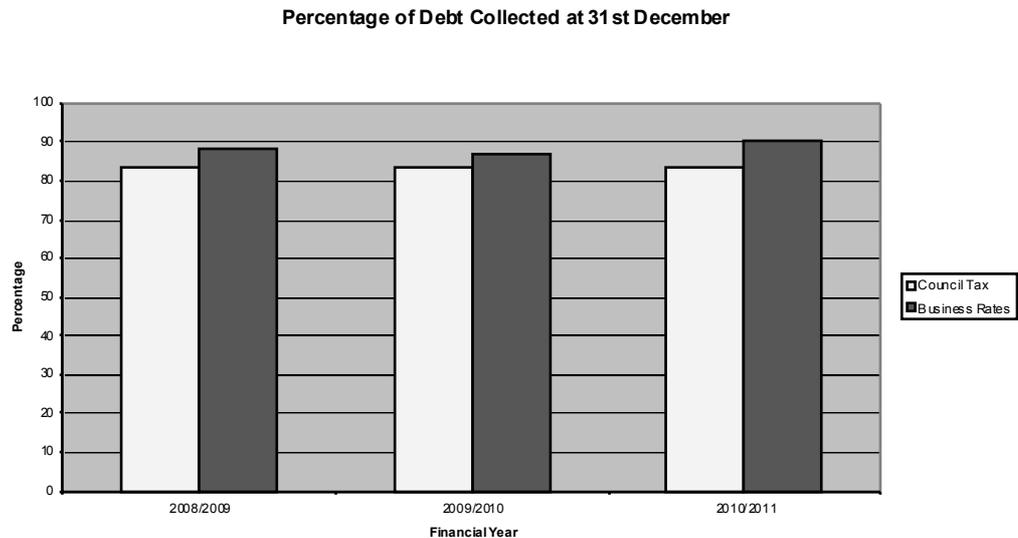
year. In addition, as a result of cuts in Government grants there will be significantly fewer employment opportunities with other councils in the area. The risk that this target may not be achieved in 2011/12 has been reflected as a potential call on the Strategic Risk Reserve. A more permanent solution may be needed for 2012/13 and future years and this issue will need to be reviewed when the MTFS is updated.

**12.20 Debtors Information**

12.21 As well as managing expenditure and income against budget the Authority also manages the collection of income from the council's main debtors: Council Tax, NNDR and sundry debtors. These items are monitored monthly and these are summarised below:-

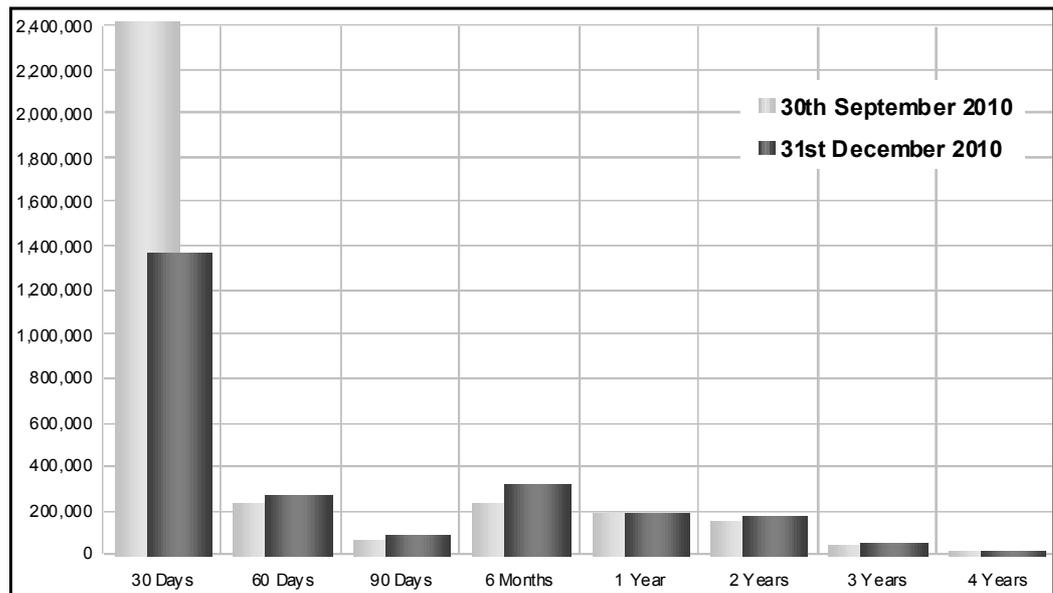
- Debtors

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



The Council Tax collection rate is down slightly by 0.30% and the NNDR collection rate is up by 3.18% when compared to the same period last financial year. In-year collection rates are affected by the timing of week/month ends. Despite the current economic climate 2010/11 year end collection rates are anticipated to be in line with last financial year.

The position in relation to Sundry Debtors is summarised below:



At the start of the current financial year the Council had outstanding sundry debts of £3.1375m. During the period 1<sup>st</sup> April, 2010 to 31<sup>st</sup> December, 2010, the Council issued approximately 12,756 invoices with a value of £17.042m. As at the 31<sup>st</sup> December, 2010, the Council had collected £14.390m, leaving £2.652m outstanding, which consists of: -

- Current Debt - £1.691m

With regard to current outstanding debt, this totals £2.071m at 31<sup>st</sup> December, 2010 inclusive of approximately £1.378m of debt less than thirty days old.

- Previous Years Debt - £0.459m

These debts relate to the more difficult cases where court action or other recovery procedures are being implemented. At the 31<sup>st</sup> December, 2010, debts older than one year totalled £0.459m.

- Borrowing Requirement and Investments

The Council's borrowing requirement and investments are the most significant Balance Sheet items. Decisions in relation to the Council's borrowing requirements and investments are taken in accordance with the approved Treasury Management Strategy.

### 13. CONCLUSIONS

- 13.1 The report details progress towards achieving the Corporate Plan outcomes and progress against the Council's own 2010/2011 Revenue Budget for the period to 31<sup>st</sup> December, 2010.

13.2 The financial position is broadly unchanged from the position reported at the start of February 2011 within the MTFS report. As we move into 2011/12 the Council faces a significantly more challenging financial position. Budgets will need to be managed effectively and approved saving/cuts implemented as planned to ensure overall expenditure is within budget.

#### **14 RECOMMENDATION**

14.1 Cabinet is asked to: -

- Note the current position with regard to performance and revenue monitoring.

## 8.1 Appendix A

## GENERAL FUND - REVENUE MONITORING REPORT TO 31st December 2010

| Line No | Actual Position 31/12/10       |                              |                                | Description of Expenditure                                    | Projected Outturn Position 31/12/10 |                   |   |
|---------|--------------------------------|------------------------------|--------------------------------|---|-------------------------------------|-------------------|---|
|         | Expected Expenditure/ (Income) | Actual Expenditure/ (Income) | Variance Adverse/ (Favourable) |   | Latest Budget                       | Projected Outturn | Projected Variance: Adverse/ (Favourable) |
|         | Col. B                         | Col. C                       | Col. D<br>(D=C-B)<br>£'000     |   | Col. F                              | Col. G            | Col. H<br>(H=G-F)<br>£'000                |
|         | £'000                          | £'000                        | £'000                          |   | £'000                               | £'000             | £'000                                     |
|         |                                |                              |                                | <b>TABLE 1 - Departmental Expenditure</b>                     |                                     |                   |   |
| 1       | 45,639                         | 45,478                       | (161)                          | Child and Adult Services                                      | 59,409                              | 58,896            | (513)                                     |
| 2       | 21,847                         | 22,088                       | 241                            | Regeneration and Neighbourhood Services                       | 25,549                              | 25,813            | 264                                       |
| 3       | 1,134                          | 914                          | (220)                          | Chief Executives  | 10,148                              | 10,163            | 15  |
| 4       | 68,620                         | 68,480                       | (140)                          | Total Departmental Expenditure (note1)                        | 95,106                              | 94,872            | (234)                                     |
|         |                                |                              |                                | <b>TABLE 2 - Corporate Costs</b>                              |                                     |                   |   |
|         |                                |                              |                                | <b>EXTERNAL REQUIREMENTS</b>                                  |                                     |                   |   |
| 5       | 145                            | 81                           | (64)                           | Magistrates, Probation and Coroners Court                     | 192                                 | 192               | 0   |
| 6       | 25                             | 25                           | (0)                            | North Eastern Sea Fisheries Levy                              | 25                                  | 25                | 0   |
| 7       | 54                             | 54                           | 0                              | Flood Defence Levy  | 54                                  | 54                | 0   |
| 8       | 0                              | (59)                         | (59)                           | Discretionary NNDR Relief                                     | 85                                  | 85                | 0   |
|         |                                |                              |                                | <b>CORPORATE COMMITMENTS</b>                                  |                                     |                   |   |
| 9       | 815                            | 812                          | (3)                            | I.T.  | 2,695                               | 2,695             | 0   |
| 10      | 274                            | 128                          | (146)                          | Audit Fees  | 365                                 | 365               | 0   |
| 11      | 2,285                          | 1,385                        | (900)                          | Centralised Estimates   | 6,845                               | 5,745             | (1,100)                                   |
| 12      | 0                              | 0                            | 0                              | Insurances  | 182                                 | 182               | 0   |
| 13      | 90                             | (31)                         | (121)                          | Designated Authority Costs                                    | 60                                  | 60                | 0   |
| 14      | 323                            | 285                          | (38)                           | Pensions  | 392                                 | 392               | 0   |
| 15      | 285                            | 285                          | 0                              | Members Allowances  | 378                                 | 378               | 0   |
| 16      | 47                             | 47                           | 0                              | Mayoral Allowance   | 65                                  | 65                | 0   |
| 17      | (64)                           | (78)                         | (14)                           | Emergency Planning  | 92                                  | 92                | 0   |
|         |                                |                              |                                | <b>NEW PRESSURES</b>  |                                     |                   |   |
| 18      | 0                              | 0                            | 0                              | Contingency General   | 24                                  | 24                | 0   |
| 19      | 35                             | 4                            | (31)                           | NNDR Holding Code   | 35                                  | 35                | 0   |
| 20      | 90                             | 53                           | (37)                           | Business Transformation Programme                             | 0                                   | 0                 | 0   |
| 21      | 0                              | 16                           | 16                             | Members ICT   | 15                                  | 15                | 0   |
| 22      | 0                              | 7                            | 7                              | Secure Remand - Corporate                                     | 0                                   | 0                 | 0   |
| 23      | 0                              | 0                            | 0                              | Strategic Contingency   | 289                                 | 289               | 0   |
| 24      | 0                              | 0                            | 0                              | Waste Disposal Pressure                                       | 130                                 | 130               | 0   |
| 25      | 0                              | 0                            | 0                              | 2006/07 Final Council Commitments                             | 15                                  | 15                | 0   |
| 26      | 0                              | 0                            | 0                              | 2007/08 Provision for Grants/Pressures/Priorities             | 23                                  | 23                | 0   |
| 27      | 0                              | 0                            | 0                              | Provision for Cabinet projects                                | 53                                  | 53                | 0   |
| 28      | 0                              | 0                            | 0                              | Job Evaluation  | 773                                 | 773               | 0   |
| 29      | 0                              | 0                            | 0                              | Contribution to one-off BTP costs                             | 450                                 | 450               | 0   |
| 30      | 0                              | 0                            | 0                              | 2010/11 Pressures and Contingency                             | 120                                 | 120               | 0   |
| 31      | 0                              | 0                            | 0                              | 2009/10 Pressures Year 2 and 3 additional costs               | 100                                 | 100               | 0   |
| 32      | 0                              | 0                            | 0                              | LATS Income   | (250)                               | (250)             | 0   |
| 33      | 0                              | 0                            | 0                              | Removal of Revenue Funding and Replace with Capitalisation    | (500)                               | (500)             | 0   |
| 34      | 0                              | 0                            | 0                              | Benefit Subsidy income  | (300)                               | (300)             | 0   |
| 35      |                                |                              |                                | PARISH PRECEPTS   | 26                                  | 26                | 0   |
| 36      | 26                             | 26                           | 0                              | CONTRIBUTION FROM BUDGET SUPPORT FUND AND OTHER RESERVES      | (1,474)                             | (1,474)           | 0   |
| 37      | 0                              | 0                            | 0                              | Children's Services DSG Funding - LA Element Only             | (101)                               | (101)             | 0   |
| 38      | 0                              | 0                            | 0                              |   |                                     |                   |   |
| 39      | 73,050                         | 71,520                       | (1,530)                        | <b>Total General Fund Expenditure</b>                         | 105,964                             | 104,630           | (1,334)                                   |
|         |                                |                              |                                | <b>Approved Outturn Strategy (note 2)</b>                     |                                     |                   |   |
|         |                                |                              |                                | Year 1 Advance SDO Savings                                    |                                     |                   | (450)                                     |
|         |                                |                              |                                | Rating Appeals Refund   |                                     |                   | (200)                                     |
|         |                                |                              |                                | Resources allocated for Tall Ships Outturn                    |                                     |                   | (320)                                     |
|         |                                |                              |                                | Carbon Reduction Commitment                                   |                                     |                   | 195                                       |
|         |                                |                              |                                | Contribution towards Tall Ships Outturn                       |                                     |                   | 720                                       |
|         |                                |                              |                                | Contribution to offset in-year Area Based Grant/WNF grant cut |                                     |                   | 500                                       |
|         |                                |                              |                                | Provision for costs of incinerator closure                    |                                     |                   | 600                                       |
|         |                                |                              |                                | Provision for continuing income shortfall in 2011/12          |                                     |                   | 200                                       |
|         |                                |                              |                                | Net Underspend  |                                     |                   | (89)                                      |

## Notes

1) The forecast departmental outturns are net of reserves released to offset income shortfall. Further details are provided in paragraph 12.6 of the report.

2) The issue identified within the approved outturn strategy were approved by Council on 5 August 2010 (Contribution to offset Area Based Grant/WNF grant cut), 28 October 2010 (Tall Ships Outturn) and 10 February 2011 (Carbon Reduction Commitment, Incinerator closure and continuing income shortfalls).

**2010/11 FINANCIAL RISK MANAGEMENT**Risk Rating

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

The value of expenditure/income on individual areas are shown in the table below to highlight the potential impact on the Council's overall financial position.

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

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

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

**CORPORATE RISKS**

| Financial Risk  | Risk Rating | 2010/11 Base Budget<br>£'000 | Variance to 31st December<br>(Favourable)/<br>Adverse<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 |
|---|-------------|------------------------------|--|---|
| Pay costs - Single Status and costs of living pay award   | Amber       | 50,470                       | 0  | 0   |
| Higher costs of borrowing and/or lower investment returns | Green       | 6,845                        | (900)  | (1,100)                                   |
| IT.   | Green       | 2,695                        | (3)  | 0   |
| Planned Maintenance Budget                                | Amber       | 232                          | 0  | 0   |

**CHILD & ADULT SERVICES**

| Financial Risk  | Risk Rating | 2010/11 Base Budget<br>£'000 | Variance to 31st December<br>(Favourable)/<br>Adverse<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 |
|---|-------------|------------------------------|--|---|
| Individual School Budget  | Amber       | 56,977                       | 0  | 0   |
| Individual Pupils Budget allocated during the year to schools for high level SEN pupils | Green       | 1,453                        | 0  | 48  |
| Home to School Transport Costs  | Amber       | 1,700                        | (28)   | (53)                                      |
| Building Schools for the Future   | Amber       | 0                            | 32   | 62  |
| Carlton Outdoor Education Centre  | Red         | 0                            | 58   | 80  |
| Increased demand in places at independent schools for pupils with high level of SEN     | Amber       | 528                          | 29   | 47  |
| Increased Demand for Looked After Children Placements                                   | Red         | 5,464                        | 5  | 12  |
| Schools Buy-Back Income   | Amber       | (610)                        | 20   | 20  |
| Demographic changes in Older People   | Amber       | 15,759                       | 95   | 127                                       |
| Demographic changes in Working Age Adults   | Amber       | 8,747                        | (67)   | (123)                                     |
| Non-achievement of income targets - Social Care   | Amber       | (9,834)                      | (160)  | (215)                                     |
| Non-achievement of income targets - Community Services                                  | Amber       | (1,372)                      | (288)  | (200)                                     |

**REGENERATION & NEIGHBOURHOODS**

| Financial Risk                              | Risk Rating | 2010/11 Base Budget<br>£'000 | Variance to 31st December<br>(Favourable)/<br>Adverse<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 |
|---|-------------|------------------------------|--|---|
| Car Parking                                 | Amber       | (1,806)                      | 272  | 272                                       |
| Fee Income - Development & Building Control | Amber       | (686)                        | 149  | 223                                       |
| Rent Income - Economic Development Service  | Green       | (200)                        | 0  | 0   |

## ADULT &amp; PUBLIC HEALTH SERVICES

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value Unit            | Expected<br>Budget<br>£'000 | Actual to<br>31/12/10<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 | Director's Explanation of Variance  |
|--|---|-----------------------------|--------------------------------|---|---|---|
| 58                                       | Environmental Protection                  | 15                          | 16                             | 1   | 0   |   |
| (59)                                     | Environmental Standards                   | (70)                        | (37)                           | 32  | 43  | The adverse variance relates mainly to lower than budgeted income for Outdoor Markets. There has been an historical decline in market stall   |
| 44                                       | Adult Education                           | 621                         | 621                            | 0   | 0   |   |
| 4,279                                    | Assessment, Care Management & Provision 1 | 3,035                       | 3,160                          | (125)   | (144)                                     | The favourable variance relates to staffing underspends owing to vacancies being held in anticipation of SDO restructuring, this is offset by overspends for transport which is reflected in the outturn position.  |
| 2,703                                    | Assessment, Care Management & Provision 2 | 1,599                       | 1,751                          | (152)   | (139)                                     | The favourable variance relates to staffing underspends owing to vacancies being held in anticipation of SDO restructuring. The forecast outturn also reflects an RCCO for Disabled Adaptations of £125K.   |
| 400                                      | Carers & Assistive Technology             | 126                         | 141                            | (15)  | (20)                                      |   |
| 5,033                                    | Commissioning - Adults                    | 3,856                       | 3,878                          | (22)  | 7   |   |
| 1,297                                    | Commissioning - Mental Health             | 1,189                       | 1,097                          | 92  | 144                                       | The adverse outturn variance in this area is owing to an anticipated overspend on residential and community based support of approximately £100K, this has been offset to some degree by monies received for reablement from the PCT. This is a continuing trend and a pressure is identified in the 11/12 budget strategy. |
| 9,413                                    | Commissioning - Older People              | 7,070                       | 7,142                          | (72)  | 127                                       | This adverse outturn variance in this area is owing to sooner than expected take up of Extra Care placements at the new Laurel Garden facility - demographic pressures in this area are provided for in the MTFS.   |
| 5,854                                    | Commissioning - Working Age Adults        | 3,665                       | 3,882                          | (217)   | (166)                                     | The favourable variance in this area relates to a reduction in expenditure on residential care for individuals with a physical disability and the projected outturn reflects this.  |
| 305                                      | Service Strategy and Regulation           | (260)                       | (156)                          | (104)   | 7   |   |
| 1,581                                    | Support Services                          | 1,193                       | 1,222                          | (29)  | 20  |   |
| 205                                      | Working Neighbourhood Fund                | 191                         | 193                            | (2)   | 0   |   |
| <b>31,113</b>                            | <b>TOTAL</b>                              | <b>22,230</b>               | <b>22,909</b>                  | <b>(613)</b>  | <b>(121)</b>                              |   |



## CHILDREN'S SERVICES

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value<br>Unit | Expected<br>Budget<br>£'000 | Actual to<br>31/12/10<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 | Director's Explanation of Variance   |
|--|-----------------------------------|-----------------------------|--------------------------------|---|---|--|
| 1,863                                    | Access to Education               | 2,115                       | 2,102                          | (13)  | (42)                                      | Savings have been made in Home to School Transport in anticipation of next year's budget cuts and the SDO. Other transport pressures have been offset by savings on the tendered services for the Dyke House decant. There are also some additional ICT and Legal costs in the School Transformation programme arising from the changes announced by the government. Asset Management and Admissions are showing some temporary underspends.   |
| 825                                      | Central Support Services          | 29                          | 29                             | 0   | 0   |  |
| 582                                      | Children's Fund                   | 664                         | 661                            | (3)   | 0   | The outturn projection accounts for the previously approved (Quarter 2) creation of the Think Family Reserve.  |
| 12,252                                   | Children & Families               | 8,874                       | 8,883                          | 9   | 223                                       | Cabinet approved as part of the Quarter 2 Revenue Monitoring the creation of a £250k Looked After Children (LAC) Reserve. This will be available in 2011/12 following the removal of the £250k base budget LAC contingency as part of the budget savings. Since Quarter 2 projections there have been increase in the number of residential and foster placements, however, overall the Children's Services budget can fund the creation of this Reserve.  |
| 57                                       | Early Years                       | 167                         | 126                            | (41)  | (31)                                      | Grant was allocated late in the year for Child Poverty Local Duties. It is proposed to create a reserve for use on targeted family work in 2011/12.  |
| 202                                      | Information Sharing & Assessment  | 154                         | 138                            | (16)  | (28)                                      | Savings relate to reduction in costs relating to the Children's Trust due to the removal of its role as a statutory function.  |
| 2,394                                    | Other School Related Expenditure  | 1,875                       | 1,707                          | (168)   | (211)                                     | Staff vacancies and lower service costs within Connexions account for the the majority of the underspend. In addition, the transfer of LSC responsibilities to the local authority has been absorbed by existing staff accounting for additional savings. Savings have also been achieved by reduced premature retirement costs, reduced expenditure within Brinkburn Pool, reduced Departmental Running Costs and only part-use of the Community Facilities in Schools Sustainability budget. The balance of this Community Facilities budget is to be transferred to Reserves. |
| 112                                      | Play & Care of Children           | 67                          | 56                             | (11)  | (13)                                      | Savings owing to maternity leave.  |
| 2,278                                    | Raising Educational Achievement   | 1,790                       | 1,597                          | (193)   | (202)                                     | Savings mainly arising from vacant posts within the allocation of funding from the LSC for the transfer of staff and from DSG-funded running costs. Income at Carlton is expected to be £80k under budget, and at Quarter 2 Cabinet approved a £70k contribution from the Children's Services outturn to offset this, with any balance remaining being transferred to Reserves.  |
| 756                                      | Special Educational Needs         | 1,750                       | 1,656                          | (94)  | (71)                                      | Savings mainly relate to lower than expected demand for Home and Hospital Teaching and reduced operating costs of the Pupil Referral Unit. This offsets the in-year pressure for placement costs of pupils placed with other local authorities and in Independent Schools. The pressure on statemented pupils requiring additional support is being partly funded by DSG carry forward, as approved by the Schools Forum.  |
| 828                                      | Strategic Management              | 1,108                       | 646                            | (462)   | (498)                                     | Savings have been made in training, and from staff vacancies held across the Department in anticipation of budget reductions.  |
| 189                                      | WNF                               | 152                         | 152                            | 0   | 0   |  |

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value<br>Unit  | Expected<br>Budget<br>£'000 | Actual to<br>31/12/10<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 | Director's Explanation of Variance   |
|--|--|-----------------------------|--------------------------------|---|---|--|
| 140                                      | Youth Justice  | 94                          | 98                             | 4   | 0   |  |
| 467                                      | Youth Offending Team   | 544                         | 551                            | 7   | 7   |  |
| 902                                      | Youth Service  | 639                         | 634                            | (5)   | 3   |  |
| 0  | Dedicated Schools Grant - Trfr<br>to Ring-Fenced DSG Reserve                 | 0                           | 0                              | 292   | 151                                       | Within the variances described above are forecast net savings on DSG funded services. These mainly arise from savings on Home to Hospital Teaching, Pupil Referral Unit, staff vacancies and the DSG contingency budget. This will reduce at year end owing to payment to schools for the Spring Term statemented pupils and additional recharges of expenditure. This saving is ring fenced and will be automatically carried forward to be utilised in 2011/12 subject to consultation with the Schools Forum. |
| 0  | Creation of Reserve for<br>Looked After Children                             | 0                           | 0                              | 0   | 300                                       | Additional contribution to Looked After Children Reserve owing to an increase of LAC.  |
| 0  | Creation of Reserve for<br>Education Psychology                              | 0                           | 0                              | 0   | 15  | Carry forward income received to fund bursary in 2011/12 for 3rd year student.   |
| 0  | Creation of Reserve for Newly<br>Qualified Teachers                          | 0                           | 0                              | 0   | 25  | Carry forward the unused Schools buy-back income to continue service in 2011/12.   |
| 0  | Creation of Reserve for<br>Community Facilities in<br>Schools Sustainability | 0                           | 0                              | 0   | 54  | The base budget provision for this is part of the 2011/12 savings currently being considered by Cabinet/Council. It is proposed to transfer the balance of the 2010/11 budget to the existing Reserve to assist with any future issues at school facilities.   |
| 0  | Creation of Reserve for Child<br>Poverty Local Duties                        | 0                           | 0                              | 0   | 31  | Late notification of ABG allocation - carry forward to fund targeted family work in 2011/12.   |
| <b>23,847</b>                            | <b>TOTAL</b>   | <b>20,022</b>               | <b>19,036</b>                  | <b>(694)</b>  | <b>(287)</b>                              |  |



**COMMUNITY SAFETY & HOUSING**

**REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011**

| Approved 2010/2011 Budget<br>£'000 | Description of Best Value Unit           | Expected Budget<br>£'000 | Actual<br>£'000 | Variance to Date - Over/<br>(Under) spend<br>£'000 | Projected Outturn Variance<br>£'000 | Director's Explanation of Variance   |
|------------------------------------|--|--------------------------|-----------------|--|-------------------------------------|--|
| 741                                | Consumer Services                        | 454                      | 416             | (38)   | (51)                                | Current and outturn favourable variance £53K mainly relates to £11K savings in vacant post. Higher than expected licensing income £42K |
| 1,297                              | Crime & Disorder                         | 1,004                    | 999             | (5)  | 0                                   |  |
| 148                                | Drugs & Alcohol                          | (399)                    | (399)           | 0  | 0                                   |  |
| 147                                | Housing Regeneration & Policy            | 94                       | 81              | (13)   | (12)                                | Costs lower than expected on last Stock Condition Survey   |
| 333                                | Landscape Planning & Conservation        | 232                      | 217             | (15)   | (13)                                |  |
| 2,204                              | Neighbourhood Management                 | 1,452                    | 1,433           | (20)   | (20)                                |  |
| 290                                | Private Sector Housing and Special Needs | 222                      | 231             | 9  | 0                                   |  |
| 169                                | Safety Cameras                           | 106                      | 106             | 0  | 0                                   |  |
| 691                                | Social Behaviour & Housing               | 530                      | 557             | 27   | 52                                  | The adverse is to the reduced subsidy from Housing Benefit   |
| <b>6,020</b>                       | <b>TOTAL</b>                             | <b>3,695</b>             | <b>3,640</b>    | <b>(54)</b>  | <b>(44)</b>                         |  |

**USE OF RESERVES**

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

The details below provide a breakdown of these reserves

| Description of Best Value Unit     | Approved 2009/2010 Budget<br>£'000 | Planned Usage 2009/10<br>£'000 | Variance Over/<br>(Under)<br>£'000 | Director's Explanation of Variance |
|------------------------------------|------------------------------------|--------------------------------|------------------------------------|------------------------------------|
| Anti Social Behaviour Team Reserve | 9                                  | 9                              | 0                                  |                                    |
| Earmarked Grant Funding            | 144                                | 144                            | 0                                  |                                    |
| Housing                            | 68                                 | 68                             | 0                                  |                                    |
|                                    | <b>221</b>                         | <b>221</b>                     | <b>0</b>                           |                                    |

**CULTURE, LEISURE & TOURISM****REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011**

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value<br>Unit | Expected<br>Budget<br>£'000 | Actual<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 |
|--|-----------------------------------|-----------------------------|-----------------|---|---|
| 37                                       | Archaeology                       | 62                          | 69              | (7)   | 0   |
| 408                                      | Community Regeneration            | 360                         | 359             | (1)   | 0   |
| 2,359                                    | Parks & Countryside               | 2,492                       | 2,461           | (31)  | (41)                                      |
| 686                                      | Community Support                 | 561                         | 584             | (23)  | (5)                                       |
| 1,659                                    | Libraries                         | 1,062                       | 1,115           | (53)  | (36)                                      |
| 0  | Maintenance                       | 0                           | 0               | 0   | 0   |
| 649                                      | Museums & Heritage                | 480                         | 480             | 0   | 0   |
| 1,210                                    | Sports & Physical Recreation      | 650                         | 731             | (81)  | 0   |
| 207                                      | Strategic Arts                    | 157                         | 173             | (16)  | (21)                                      |
| <b>7,215</b>                             | <b>TOTAL</b>                      | <b>5,825</b>                | <b>5,972</b>    | <b>(212)</b>  | <b>(103)</b>                              |

**USE OF RESERVES**

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

| <b>Description of Best Value Unit</b>              | <b>Approved 2010/2011 Budget £'000</b> | <b>Planned Usage 2010/11 £'000</b> | <b>Variance Over/ (Under) £'000</b> |
|--|--|------------------------------------|-------------------------------------|
| Managed Revenue Underspend                         | 61                                     | 61                                 | 0                                   |
| Archaeology  | 8                                      | 8                                  | 0                                   |
| Community Grants Pool                              | 51                                     | 51                                 | 0                                   |
| Libraries - LPSA                                   | 1                                      | 1                                  | 0                                   |
| Museums & Heritage - Culture Shock                 | 2                                      | 2                                  | 0                                   |
| Museums & Heritage - Renaissance in the Regions    | 15                                     | 15                                 | 0                                   |
| Sport & Recreation - Grayfields Pitch Improvements | 21                                     | 21                                 | 0                                   |
| Sport & Recreation - LPSA                          | 12                                     | 12                                 | 0                                   |
| Sport & Recreation - Mill House                    | 173                                    | 173                                | 0                                   |
| Sport & Recreation Specific Grants                 | 13                                     | 13                                 | 0                                   |
| Tall Ships   | 919                                    | 919                                | 0                                   |
|  | <b>1,215</b>                           | <b>1,215</b>                       | <b>0</b>                            |

8.1 Appendix F

| Director's Explanation of Variance   |
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| The favourable variance relates to staffing underspends owing to vacancies being held in anticipation of SDO restructuring.                                  |
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| The favourable variance in this area relates to income and owing to the seasonal nature of the service the outturn reflects a balanced position at year end. |
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**FINANCE AND PROCUREMENT**

**REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011**

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value Unit                | Expected<br>Budget<br>£'000 | Actual<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 |
|--|---|-----------------------------|-----------------|---|---|
| (103)                                    | Property Services                             | (221)                       | (157)           | 64  | 17  |
| (1,056)                                  | Car Parking                                   | (662)                       | (390)           | 272   | 272                                       |
| 5  | Central Admin                                 | 5                           | 7               | 2   | 0   |
| 531                                      | Engineering Consultancy                       | 472                         | 412             | (60)  | (60)                                      |
| 556                                      | Facilities Management                         | 1,593                       | 1,564           | (29)  | (29)                                      |
| 1,491                                    | Highway Maintenance                           | 1,844                       | 1,892           | 48  | 64  |
| 629                                      | Highways Liability                            | 0                           | 0               | 0   | 0   |
| (170)                                    | Highways Trading                              | (123)                       | (201)           | (78)  | (78)                                      |
| 516                                      | Highways Traffic & Transportation Management  | 444                         | 490             | 46  | 61  |
| (200)                                    | ITU Vehicle Fleet                             | (151)                       | (54)            | 97  | 97  |
| 3  | Management Savings                            | 3                           | 3               | 0   | 0   |
| 83                                       | Procurement                                   | 44                          | 87              | 43  | 13  |
|  | Regen & Neighbourhoods Salary Turnover Target |                             |                 | 0   |   |
| (108)                                    | Section 38's - New Developments               | (253)                       | (253)           | (0)   | 0   |

| 10/2011 Budget<br>£'000 | Description of Best Value Unit      | Expected Budget<br>£'000 | Actual<br>£'000 | Variance to Date - Over/<br>(Under) spend<br>£'000 | Projected Outturn<br>Variance<br>£'000 |
|-------------------------|-------------------------------------|--------------------------|-----------------|--|--|
| 1,189                   | Strategic Management & Admin        | 1,181                    | 1,194           | 12   | 0                                      |
| 14                      | Traffic Management                  | 10                       | 8               | (3)  | 0                                      |
| 5,070                   | Waste & Environmental Services      | 3,432                    | 3,160           | (272)  | (125)                                  |
| 9                       | Finance Miscellaneous               | 32                       | 39              | 7  | 0                                      |
| (915)                   | Shopping Centre Income              | (458)                    | (292)           | 166  | 124                                    |
| 94                      | Registration of Electors            | 61                       | 59              | (2)  | 0                                      |
| 98                      | Municipal & Parliamentary Elections | 92                       | 89              | (3)  | 0                                      |
| (1,425)                 | Central Administration              | 368                      | 368             | 0  | 0                                      |
| 0                       | Single Status                       | 0                        | 0               | 0  | 0                                      |
| 50                      | HR Payroll System                   | 112                      | 71              | (41)   | 0                                      |
| 3,938                   | Accommodation                       | 2,747                    | 2,667           | (80)   | 0                                      |
| 1,547                   | Accountancy                         | 1,295                    | 1,241           | (54)   | 0                                      |
| 235                     | Internal Audit                      | 168                      | 177             | 9  | 0                                      |
| 561                     | Legal Services                      | 426                      | 417             | (9)  | 0                                      |
| 130                     | Support to Members                  | 97                       | 94              | (3)  | 0                                      |
| <b>12,771</b>           | <b>TOTAL</b>                        | <b>12,559</b>            | <b>12,690</b>   | <b>131</b>   | <b>355</b>                             |

**USE OF RESERVES**

The above figures include the 2010/2011 approved budget along with the planned use of Departmental Reserves created in previous years. The details below provide a breakdown of these reserves

| <b>Description of Best Value Unit</b> | <b>Approved<br/>2010/2011<br/>Budget<br/>£'000</b> | <b>Planned<br/>Usage<br/>2010/11<br/>£'000</b> | <b>Variance Over/<br/>(Under)<br/>£'000</b> |
|---------------------------------------|--|--|---|
| Managed Revenue Underspend            | 294  | 294  | 0   |
| Registration and Members              | 2  | 2  | 0   |
| Election Services                     | 8  | 8  | 0   |
| Finance - Audit Section               | 35   | 35   | 0   |
| Finance - Accountancy                 | 34   | 34   | 0   |
| Finance - IT Investment               | 62   | 62   | 0   |
| Finance - Working from Home           | 23   | 23   | 0   |
| Corporate - Social Inclusion          | 100  | 100  | 0   |
| Corporate - Shopping Centre           | 146  | 146  | 0   |
| Corporate - Accommodation             | 26   | 26   | 0   |
|                                       | <b>436</b>   | <b>436</b>                                     | <b>0</b>                                    |

| Director's Explanation of Variance   |
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| <p>Following the announcement that works at Dyke House School will go ahead, it is expected that income levels will be in line with budget for the current year. Note that the expected budget differs to the outturn position as a result of the timing profile of costs being incurred earlier than recharge income is received.</p>   |
| <p>An adverse variance was expected for this budget and will be offset by a £200k contribution from the corporate strategic risk reserve (not shown here). Various measures such as increased charges were introduced in November to address the structural deficit of this budget, however the extreme weather conditions has meant income was significantly lower than normal for the period up to xmas and therefore the variance is greater than the available corporate provision. The budget is also under pressure because of increased operating costs such as maintenance, rates, IT licences and shopping centre service charges. Officers are reviewing these areas to identify if there is any scope for reducing these costs in the future.</p> |
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| <p>Anticipated current and outturn favourable variance £60k- owing to additional fee income</p>  |
| <p>The favourable variance is owing to temporarily higher levels of fee generating work for Building Maintenance. This variance is actually offsetting a more longer term adverse variance of £50k on School Catering as a result of an increase in the number of free school meals, reduced pupil numbers and increased costs.</p>  |
| <p>The earlier than expected adverse weather conditions has resulted in additional winter maintenance costs. The variance shown is based on the current trend but could increase if further severe weather occurs.</p>   |
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| <p>The favourable variance is owing to over recovery of overheads for the year to date. This has been addressed by the revision of rates charged. This variance is offset by a corresponding variance on the Highways, Traffic and Transportation Management Account.</p>  |
| <p>The unfavourable variance is offset by a favourable variance on the Highways trading account as described above.</p>  |
| <p>The adverse and current variance is owing to additional maintenance work required on an ageing fleet of vehicles following the deferral of most of the fleet replacement programme to save costs. Although savings have been realised by client departments, the Fleet Trading Account has incurred additional temporary costs.</p>   |
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| Director's Explanation of Variance  |
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| Increased recycling and a reduction in 'residual' waste has resulted in cost savings in the waste management area. The forecast variance is lower than the variance for the period to date because recent SITA invoices are showing a substantial increase because of excessive landfill and the recent fire. There is a possibility of a further payment required to SITA which will reduce the favourable variance by the year end. |
|   |
| Current projections for the Middleton Grange Shopping Centre income outturn is £124,000 adverse, which is better than reported at Quarter 2 as more income was received from tenants than forecast. A reserve of £146,000 is available to cover a possible shortfall of rental income.  |
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| The current variance is mainly owing to the timing of cyclical and responsive maintenance. This work will be carried out later in the year, therefore the budget outturn forecast is expected to be on target by the financial year end. Officers are monitoring this situation closely.  |
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| Director's Explanation of Variance |
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## REGENERATION &amp; ECONOMIC DEVELOPMENT

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value<br>Unit | Expected<br>Budget<br>£'000 | Actual<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 | Director's Explanation of Variance   |
|--|-----------------------------------|-----------------------------|-----------------|---|---|--|
| 16                                       | Building Control                  | 7                           | 74              | 67  | 86  | Inspection fees are down against budget as a result of the recession and also work lost to private inspectors in the competitive market for part of this service.                                    |
| 78                                       | CADCAM                            | 78                          | 80              | 2   | 0   |  |
| (24)                                     | Development Control               | (8)                         | 75              | 83  | 137                                       | Planning fee income is forecast to be less as a result of the economic downturn and government spending cut:   |
| 1,177                                    | Economic Development              | 1,465                       | 1,419           | (46)  | (40)                                      | Note the profile of expected budget is owing to the timing differences of expenditure and subsequent receipt of grant funding. Expecting slight underspend overall                                   |
| 326                                      | ITU Passenger Transport           | 229                         | 258             | 29  | 31  | Then variance is owing to the reduced use of vehicles by Child and Adult Services which is resulted in lower income but the short term continuation of financing costs for the busses no longer used |
| 354                                      | ITU Road Safety                   | 265                         | 283             | 18  | 25  |  |
| 44                                       | ITU Strategic Management          | 72                          | 78              | 6   | 8   |  |
| 1,213                                    | Network Infrastructure            | 708                         | 722             | 14  | 16  |  |
| 50                                       | Sustainable Development           | 38                          | 33              | (5)   | 0   |  |
| 2,200                                    | Sustainable Transport             | 2,261                       | 2,253           | (7)   | 11  |  |
| 404                                      | Urban & Planning Policy           | 366                         | 381             | 15  | 0   |  |
| 2,477                                    | Working Neighbourhood Fund        | 2,254                       | 2,233           | (21)  | 0   |  |
| <b>8,314</b>                             | <b>TOTAL</b>                      | <b>7,736</b>                | <b>7,889</b>    | <b>153</b>  | <b>274</b>                                |  |



**PERFORMANCE****REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2010/2011**

| Approved<br>2010/2011<br>Budget<br>£'000 | Description of Best Value<br>Unit        | Expected<br>Budget<br>£'000 | Actual<br>£'000 | Variance to<br>Date - Over/<br>(Under) spend<br>£'000 | Projected<br>Outturn<br>Variance<br>£'000 | Director's Explanation of Variance   |
|--|--|-----------------------------|-----------------|---|---|--|
| 203                                      | Performance & Consultation               | 152                         | 140             | (12)  | (10)                                      | Favourable variance owing to planned underspend on Place survey.   |
| 67                                       | Council Tax & Housing Benefit<br>Subsidy | (9,056)                     | (9,056)         | 0   | 0   |  |
| 151                                      | Community Partnerships                   | 113                         | 101             | (12)  | (10)                                      | Favourable variance owing to planned reduction in support costs.   |
| 216                                      | Community Partnerships -<br>WNF          | 237                         | 220             | (17)  | 0   | Favourable variance owing to planned reduction in support costs.   |
| 528                                      | Shared Services Unit                     | 633                         | 578             | (55)  | 10  | Implementation of the HR/Payroll system has required the use of overtime payments. The overspending in this section will be offset by underspending in other areas of the Chief Executives department.                     |
| 114                                      | Performance Management<br>Misc           | 112                         | 96              | (16)  | 0   |  |
| (3)                                      | Benefits                                 | (74)                        | (159)           | (85)  | 0   | Allocation across all Revenue and Benefits codes at year end to ensure all budgets are within budget.  |
| 123                                      | Fraud                                    | 151                         | 160             | 9   | 0   | Allocation across all Revenue and Benefits codes at year end to ensure all budgets are within budget   |
| 1,113                                    | Revenues                                 | 799                         | 814             | 15  | 0   | Allocation across all Revenue and Benefits codes at year end to ensure all budgets are within budget   |
| (155)                                    | Revenues & Benefits Central              | 275                         | 325             | 50  | 0   | Allocation across all Revenue and Benefits codes at year end to ensure all budgets are within budget.  |
| 619                                      | Contact Centre                           | 556                         | 508             | (48)  | 0   |  |
| 543                                      | Corporate ICT                            | 509                         | 465             | (44)  | 0   | Current favourable variance on employee costs relates to savings made as a result of restructure. There is also a small underspend relating to a temporary post which is currently vacant and is not intended to be filled |
| 651                                      | Corporate Strategy                       | 488                         | 452             | (36)  | (10)                                      | Projected favourable variance owing to vacant posts, with budgets being transferred to support services team by financial year end.  |
| 242                                      | Democratic                               | 175                         | 169             | (6)   | 0   |  |
| 794                                      | HR Health and Safety                     | 608                         | 600             | (8)   | 0   |  |

| Approved 2010/2011 Budget<br>£'000 | Description of Best Value Unit | Expected Budget<br>£'000 | Actual<br>£'000 | Variance to Date - Over/ (Under) spend<br>£'000 | Projected Outturn Variance<br>£'000 | Director's Explanation of Variance  |
|------------------------------------|--------------------------------|--------------------------|-----------------|---|-------------------------------------|---|
| (62)                               | Other Office Services          | (37)                     | 42              | 79  | 145                                 | Current projections for the Land Search income outturn is £145,000 adverse, a corporate reserve of £100,000 is available to cover a possible shortfall but this will still leave an adverse variance in the current year of £45,000 |
| 157                                | Scrutiny                       | 116                      | 107             | (9)   | (10)                                | Favourable variance owing to reduction in Scrutiny Support costs.   |
| 141                                | Public Relations               | 102                      | 108             | 6   | 0                                   |   |
| 64                                 | Registration Services          | 46                       | 42              | (4)   | 0                                   |   |
| 320                                | Training & Equality            | 289                      | 272             | (17)  | 0                                   |   |
| <b>5,826</b>                       | <b>TOTAL</b>                   | <b>(3,806)</b>           | <b>(4,016)</b>  | <b>(210)</b>                                    | <b>115</b>                          |   |

**USE OF RESERVES**

The above figures include the 2010/2011 approved budget along with the planned use of Departmental Reserves created in previous years. The details below provide a breakdown of these reserves

| Description of Best Value Unit               | Approved 2010/2011 Budget<br>£'000 | Planned Usage 2010/11<br>£'000 | Variance Over/ (Under)<br>£'000 | Director's Explanation of Variance |
|--|------------------------------------|--------------------------------|---------------------------------|------------------------------------|
| Ring Fenced Grants                           | 193                                | 193                            | 0                               |                                    |
| Corporate Strategy - Corporate Consultation  | 15                                 | 15                             | 0                               |                                    |
| Corporate Strategy - Divisional costs        | 46                                 | 46                             | 0                               |                                    |
| Corporate Strategy - Council Profile         | 15                                 | 15                             | 0                               |                                    |
| Corporate Strategy - ICT System Development  | 61                                 | 61                             | 0                               |                                    |
| Corporate Strategy - ICT Project Development | 90                                 | 90                             | 0                               |                                    |
| Corporate Strategy - Encryption costs        | 35                                 | 35                             | 0                               |                                    |

| Description of Best Value Unit                      | Approved 2010/2011 Budget<br>£'000 | Planned Usage 2010/11<br>£'000 | Variance Over/ (Under)<br>£'000 |
|---|------------------------------------|--------------------------------|---------------------------------|
| Corporate Strategy - Performance Management         | 10                                 | 10                             | 0                               |
| Corporate Strategy - ICT Contract Review            | 25                                 | 25                             | 0                               |
| Registrars  | 35                                 | 20                             | (15)                            |
| People Framework Development                        | 18                                 | 5                              | (13)                            |
| Contact Centre                                      | 51                                 | 34                             | (17)                            |
| HR Resource Investment                              | 3                                  | 3                              | 0                               |
| HR Support to Members                               | 27                                 | 27                             | 0                               |
| Revenues & Benefits - IT Developments               | 41                                 | 19                             | (22)                            |
| Revenues & Benefits                                 | 64                                 | 20                             | (44)                            |
| Revenues & Benefits - Internal Bailiff Development  | 16                                 | 0                              | (16)                            |
| Revenues & Benefits - Intercept Software            | 6                                  | 6                              | 0                               |
| Revenues & Benefits - Financial Inclusion Programme | 50                                 | 28                             | (22)                            |
| Revenues & Benefits - New Scanner                   | 15                                 | 13                             | (2)                             |
| Revenues & Benefits - FSM Software                  | 15                                 | 12                             | (3)                             |
| Revenues & Benefits - e-form Development            | 20                                 | 20                             | 0                               |
|   | <b>851</b>                         | <b>697</b>                     | <b>(154)</b>                    |

| Director's Explanation of Variance     |
|--|
|  |
|  |
| Balance transferred into future years. |
| Balance transferred into future years. |
| Balance transferred into future years. |
|  |
|  |
| Balance transferred into future years. |
| Balance transferred into future years. |
| Balance transferred into future years. |
|  |
| Balance transferred into future years. |
| Balance transferred into future years. |
|  |
|  |
|  |

## 8.1 Appendix J

### CONTINGENCY ITEMS 2010/2011

| Financial Risk   | 2010/2011<br>Budget<br>£'000 | Use of<br>Contingency to<br>31st December<br>2010<br>£'000 | Projected use<br>of Contingency<br>£'000 |
|--|------------------------------|--|--|
| <b><u>Child &amp; Adult Services</u></b>   |                              |  |  |
| Additional funding in respect of Safeguarding Children to provide staffing capacity to address issues raised by Ofsted.  | 100                          | 71   | 94                                       |
| <b><u>Corporate</u></b>  |                              |  |  |
| Repayment of 2008/2009 and 2009/2010 severance costs over a period of up to 5 years.   | 120                          | 0  | 120                                      |
| Potential increase in discretionary Business Rates relief costs during the recession.  | 50                           | 0  | 50                                       |
| Potential increases in energy costs from April, 2010, which NEPO (North East Purchasing Organisation) have indicated could be around 10% for both gas and electricity. | 150                          | 0  | 150                                      |
| Fire Safety Risk Management  | 30                           | 14   | 30                                       |
| <b>Total</b>   | <b>450</b>                   | <b>85</b>  | <b>444</b>                               |

# SCRUTINY CO-ORDINATING COMMITTEE

25 March 2011



**Report of:** Chief Finance Officer

**Subject:** QUARTER 3 - CAPITAL AND ACCOUNTABLE  
BODY PROGRAMME MONITORING REPORT  
2010/2011

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## SUMMARY

### 1. PURPOSE OF REPORT

- 1.1 To provide details of progress against the Council's overall Capital budget for 2010/2011 the Spending Programme where the Council acts as the Accountable Body.

### 2. CONSIDERATION OF ISSUES

- 2.1 A separate report has not been prepared for your Committee as a comprehensive report was submitted to Cabinet on 7<sup>th</sup> March, 2011 (**Appendix 1**). This report sets out the key issues to bring to your attention.

### 3. RECOMMENDATIONS

- 3.1 Members consider the report.

**Report of:** Chief Finance Officer

**Subject:** QUARTER 3 – CAPITAL AND ACCOUNTABLE  
BODY PROGRAMME MONITORING REPORT  
2010/2011

## 1. PURPOSE OF REPORT

1.1 To inform Cabinet of progress against the Council's own 2010/2011 Capital budget and the spending programmes where the Council acts as the Accountable Body for the period to 31<sup>st</sup> December, 2010.

1.2 This report considers the following areas: -

- Capital Monitoring;
- Accountable Body Programme Monitoring.

## 2. BACKGROUND

2.1 In line with previous monitoring reports, this document is an integrated comprehensive document that is page numbered, thus allowing Members easier navigation around the report. (See contents table below). The report provides a summary with the appendices providing detailed information for each portfolio.

| Section        | Heading                             | Page |
|----------------|-------------------------------------|------|
| 3.             | Capital Monitoring 2010/2011        | 2    |
| 4.             | Accountable Body Programme          | 4    |
| 5.             | Recommendations                     | 4    |
| Appendices A-G | Detailed Spend by Portfolio         | 5-16 |
| Appendix H     | Accountable Body Monitoring Summary | 17   |
| Appendix I     | Accountable Body Revenue Monitoring | 18   |

2.2 This report was submitted to Cabinet on 7<sup>th</sup> March 2011.

## 3. CAPITAL MONITORING 2010/2011

3.1 Expenditure for all Portfolios is summarised below and shows the capital programme to be on target by the financial year end. The table shows that significant capital payments of £19,119,000 are expected to be made in the final quarter of 2010/2011. This is not unusual for this time of year as there is a lead in time for individual capital schemes.

| Portfolio                           | 2010/2011<br>Budget | 2010/2011<br>Actual<br>to<br>31/12/2010 | 2010/2011<br>Expenditure<br>Remaining | 2010/2011<br>Expenditure<br>Rephased to<br>2011/2012 | 2010/2011<br>Expenditure | 2010/2011<br>Variance<br>from<br>budget<br>Adverse/<br>(Favourable)<br>£'000 |
|-------------------------------------|---------------------|---|---------------------------------------|--|--------------------------|--|
|                                     | £'000               | £'000                                   | £'000                                 | £'000  | £'000                    | £'000  |
| Adult & Public Health Services      | 1,832               | 630                                     | 1,202                                 | 0  | 1,832                    | 0  |
| Children's Services                 | 20,126              | 8,297                                   | 5,751                                 | 6,078  | 20,126                   | 0  |
| Community Safety & Housing          | 15,825              | 8,721                                   | 5,143                                 | 1,961  | 15,825                   | 0  |
| Culture, Leisure & Tourism          | 2,324               | 997                                     | 1,327                                 | 0  | 2,324                    | 0  |
| Finance & Procurement               | 5,192               | 2,719                                   | 2,388                                 | 85   | 5,192                    | 0  |
| Performance                         | 769                 | 120                                     | 649                                   | 0  | 769                      | 0  |
| Regeneration & Economic Development | 4,515               | 1,505                                   | 2,659                                 | 351  | 4,515                    | 0  |
| <b>Total Capital Expenditure</b>    | <b>50,583</b>       | <b>22,989</b>                           | <b>19,119</b>                         | <b>8,475</b>   | <b>50,583</b>            | <b>0</b>   |

3.2 The above table anticipates capital spending and resources of £8,475,000 will be rephased into 2011/2012.

3.3 The rephased expenditure includes £6,078,000 within the Children's Services Portfolio, of which £2,483,000 is for the new Jesmond Road School and £1,000,000 for the Building Schools for the Future ICT Scheme included. The majority of the remaining rephased expenditure relates to a variety of Schools projects where the works have been rescheduled to the school holidays to minimise disruption.

3.4 Within the Community Safety & Housing Portfolio rephased expenditure is £1,871,000 to fund Compulsory Purchase Orders expected to take place in 2011/12 as part of the North/Central Housing Market Renewal Scheme.

3.4 Detailed financial information on the capital programmes for individual Portfolios, is provided in the Appendices to this report as set out below.

- Appendix A - Adult & Public Health Services
- Appendix B - Children's Service
- Appendix C - Community Safety & Housing
- Appendix D - Culture, Leisure & Tourism
- Appendix E - Regeneration & Economic Development
- Appendix F - Finance & Procurement
- Appendix G - Performance

3.5 The format of the appendices shows details of anticipated and actual capital expenditure as at 31<sup>st</sup> December, 2010 and shows:

- Column A - Scheme Title
- Column B - Budget for Year
- Column C - Actual expenditure to 31<sup>st</sup> December, 2010
- Column D - Expected remaining expenditure to be incurred in the period January to March, 2011
- Column E - Expenditure Rephased into 2011/2012

Column F - 2010/2011 Total Expenditure  
Column G - Variance from Budget  
Column H - Type of financing

#### 4. ACCOUNTABLE BODY PROGRAMME

- 4.1 The Council acts as Accountable Body for the Hartlepool New Deal for Communities (NDC). As part of its role as Accountable Body the Council needs to be satisfied that expenditure is properly incurred and is progressing as planned.

##### **New Deal for Communities (NDC)**

The current combined capital and revenue NDC allocation is £1,188,000. In addition to this there is additional grant funding of £900,000. This gives a total budget of £2,088,000 for the current financial year, as shown in **Appendix H**. It is forecast that the full allocation will be spent by the financial year end.

**Appendix F** Table 2 and **Appendix I** respectively show the latest capital and revenue budget allocations against this target and expenditure as at 31<sup>st</sup> December, 2010.

- 4.2 There are no major items to bring to Portfolio Holder's attention and expenditure is expected to be on target at year-end.

#### 5. RECOMMENDATIONS

- 5.1 It is recommended that Cabinet notes the contents of the report.

**PORTFOLIO : ADULT & PUBLIC HEALTH SERVICE****CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010**

| Project Code | A<br>Scheme Title  | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      | 2010/2011<br>COMMENTS   |
|--------------|--|------------------------------|--|--|--|---|--|----------------------|---|
|              |  | B                            | C  | D  | E  | F   | G  | H                    |   |
|              |  | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |   |
| 7229         | Stranton Cemetery Flooding Works                           | 13                           | 0  | 13   | 0  | 13  | 0  | UDPB                 |   |
| 7234         | Chronically Sick & Disabled Adaptations                    | 126                          | 57   | 69   | 0  | 126   | 0  | MIX                  |   |
| 7389         | Mental Health Projects                                     | 490                          | 0  | 490  | 0  | 490   | 0  | SCE(R)               |   |
| 7481         | Improving Information Management (IIM) - IT Infrastructure | 45                           | 36   | 9  | 0  | 45  | 0  | GRANT                |   |
| 7531         | Adult Education - Office Accommodation                     | 14                           | 2  | 12   | 0  | 14  | 0  | GRANT                |   |
| 7578         | Lynn Street ATC Demolition                                 | 11                           | 0  | 11   | 0  | 11  | 0  | RCCO                 |   |
| 7622         | Adult Education- Capital Equipment Replacement             | 37                           | 0  | 37   | 0  | 37  | 0  | GRANT                |   |
| 7723         | Resettlement/ Campus Works - Capital Grant                 | 430                          | 40   | 390  | 0  | 430   | 0  | GRANT                |   |
| 7983         | Blakelock Day Centre Demolition                            | 85                           | 18   | 67   | 0  | 85  | 0  | CAPREC               |   |
| 8091         | North Cemetery - Improvements to Entrance                  | 26                           | 7  | 19   | 0  | 26  | 0  | UCPB                 |   |
| 8100         | North Cemetery - Structural Refurbishment to Wall          | 60                           | 0  | 60   | 0  | 60  | 0  | UDPB                 |   |
| 8108         | Havelock Centre for Independent Living                     | 420                          | 412  | 8  | 0  | 420   | 0  | MIX                  | 2010/11 Budget increased by £50k as scheme progressing sooner than anticipated. |
| 8115         | Havelock Day Centre - Window Replacement.                  | 65                           | 58   | 7  | 0  | 65  | 0  | UCPB                 | Funding previously agreed but not allocated in 2010/11.                         |
| 8217         | Waverley Terrace Community Allotments - Composting Toilets | 10                           | 0  | 10   | 0  | 10  | 0  | RCCO                 |   |
|              |  | 1,832                        | 630  | 1,202  | 0  | 1,832   | 0  |                      |   |

|            |  |         |   |
|------------|--|---------|---|
| <b>Key</b> |  |         |   |
| RCCO       | Revenue Contribution towards Capital       | GRANT   | Grant Funded                                  |
| MIX        | Combination of Funding Types               | CAP REC | Capital Receipt                               |
| UCPB       | Unsupported Corporate Prudential Borrowing | UDPB    | Unsupported Departmental Prudential Borrowing |
| SCE R      | Supported Capital Expenditure (Revenue)    | SPB     | Supported Prudential Borrowing                |

**PORTFOLIO : CHILDREN'S SERVICES****CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010**

| Project Code | A<br>Scheme Title   | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      | 2010/2011<br>COMMENTS   |
|--------------|---|------------------------------|--|--|--|---|--|----------------------|---|
|              |   | B                            | C  | D  | E  | F   | G  | H                    |   |
|              |   | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |   |
| 7027         | Harnessing Technology Grant   | 362                          | 168  | 94   | 100  | 362   | 0  | Grant                |   |
| 7032         | Carlton Outdoor Centre - Purchase of Minibus                        | 2                            | 0  | 2  | 0  | 2   | 0  | Grant                |   |
| 7088         | Jesmond Road - Build New School (Primary Capital Programme)         | 6,597                        | 2,393  | 1,721  | 2,483  | 6,597   | 0  | Mix                  |   |
| 7108         | EDC Alterations to Accommodate PRU                                  | 6                            | 6  | 0  | 0  | 6   | 0  | Grant                |   |
| 7109         | Brierton - Alterations re Dyke House Decant                         | 750                          | 718  | 32   | 0  | 750   | 0  | MIX                  |   |
| 7121         | EDC/PRU - Paving and Lighting Replacement                           | 5                            | 5  | 0  | 0  | 5   | 0  | Grant                |   |
| 7122         | EDC/PRU - Installation of Porch/Canopy                              | 4                            | 4  | 0  | 0  | 4   | 0  | Grant                |   |
| 7124         | Rossmere - Replace Nursery Roof                                     | 11                           | 10   | 1  | 0  | 11  | 0  | Grant                |   |
| 7125         | Brougham - Install Security Fencing                                 | 12                           | 0  | 12   | 0  | 12  | 0  | Grant                |   |
| 7125         | Clavering - Install Security Fencing                                | 8                            | 0  | 8  | 0  | 8   | 0  | Grant                |   |
| 7126         | Greatham - Create Change Facility & Quiet Area                      | 32                           | 0  | 32   | 0  | 32  | 0  | Grant                | This is a proposed new scheme for 2010/11                                   |
| 7127         | Newburn Bridge Toilet Block - Extension to build Change facility    | 82                           | 0  | 82   | 0  | 82  | 0  | Grant                |   |
| 7344         | Brinkburn Pool - Reinstatement of Pool after Fire                   | 1                            | 0  | 1  | 0  | 1   | 0  | Mix                  |   |
| 7384         | Devoled Formula Capital - Various Misc Individual School Projects   | 904                          | 474  | 80   | 350  | 904   | 0  | Grant                |   |
| 7388         | Sure Start Central - Improvement Works at Lowthian Road             | 2                            | 0  | 2  | 0  | 2   | 0  | Mix                  |   |
| 7421         | School Travel Plans - Develop Cycle Storage at Various Schools      | 66                           | 7  | 19   | 40   | 66  | 0  | Mix                  |   |
| 7437         | Playing for Success - Develop New Classroom at Hartlepool United    | 1                            | 0  | 0  | 1  | 1   | 0  | Mix                  |   |
| 7469         | Kingsley - Extension to School for Children's Centre                | 14                           | 0  | 14   | 0  | 14  | 0  | Grant                |   |
| 7469         | Unallocated - Children's Centre Grant                               | 18                           | 0  | 18   | 0  | 18  | 0  | Grant                | Report to be taken to Portfolio Holder on 22/02/11 regarding proposed usage |
| 7500         | High Tunstall - Refurbish Classrooms / Equipment Purchase           | 28                           | 28   | 0  | 0  | 28  | 0  | Grant                |   |
| 7575         | Dyke House ICT Equipment Purchase                                   | 73                           | 73   | 0  | 0  | 73  | 0  | RCCO                 |   |
| 7586         | City Learning Centre Equipment Purchase                             | 299                          | 199  | 100  | 0  | 299   | 0  | Grant                |   |
| 7597         | St John Vianney Starfish Daycare Outside Play Area                  | 4                            | 0  | 4  | 0  | 4   | 0  | Mix                  |   |
| 7664         | Clavering - Create New Foundation Stage Unit                        | 2                            | 0  | 2  | 0  | 2   | 0  | Grant                |   |
| 7853         | Rossmere Youth Centre - Boiler Replacement                          | 56                           | 56   | 0  | 0  | 56  | 0  | UCPB                 |   |
| 7858         | Computers for Pupils - Schools Initiative                           | 7                            | 0  | 7  | 0  | 7   | 0  | Grant                |   |
| 7863         | Carlton Outdoor Centre - Redevelopment (Works to be determined)     | 90                           | 37   | 53   | 0  | 90  | 0  | Mix                  |   |
| 7888         | Stranton - Purchase & Install CCTV                                  | 2                            | 0  | 2  | 0  | 2   | 0  | RCCO                 |   |
| 7922         | Golden Flatts - Heating Distribution system                         | 60                           | 45   | 9  | 0  | 54  | (6)  | Grant                | Note 2  |
| 7979         | Children's Centres - General Building Improvements                  | 16                           | 4  | 12   | 0  | 16  | 0  | Grant                |   |
| 7997         | St Hilds - Build Space to Learn                                     | 866                          | 827  | 39   | 0  | 866   | 0  | Grant                |   |
| 8001         | Capital Grants to External Nurseries (Early Years)                  | 190                          | 190  | 0  | 0  | 190   | 0  | Grant                |   |
| 8023         | Sure Start Central (Chatham Hse) - Café Ext to Community Facilities | 18                           | 9  | 0  | 0  | 9   | (9)  | Grant                | Note 2  |
| 8023         | Sure Start North (Hindpool Cl) - Café Ext to Community Facilities   | 63                           | 63   | 0  | 0  | 63  | 0  | Grant                |   |
| 8053         | Brougham - Replace Boiler (09/10)                                   | 0                            | 1  | 0  | 0  | 1   | 1  | Grant                | Note 2  |
| 8055         | Education Development Centre - Window Replacement                   | 1                            | 1  | 0  | 0  | 1   | 0  | UCPB                 |   |

| Project Code | Scheme Title  | EXPENDITURE IN CURRENT YEAR |  |  |  |                                      |   |                   | 2010/2011                      |
|--------------|---|-----------------------------|--|--|--|--------------------------------------|---|-------------------|--------------------------------|
|              |   | 2010/2011 Budget<br>£'000   | 2010/2011 Actual as at 31/12/10<br>£'000 | 2010/2011 Expenditure Remaining<br>£'000 | Expenditure Rephased into 2011/12<br>£'000 | 2010/2011 Total Expenditure<br>£'000 | 2010/2011 Variance from budget<br>£'000 | Type of financing |                                |
| 8056         | Eldon Grove - Creation of Additional Teaching Space                 | 650                         | 9  | 41                                       | 600  | 650                                  | 0                                       | Mix               | Note 1                         |
| 8059         | Hart - Create Multi-purpose Studio                                  | 166                         | 1  | 0  | 165  | 166                                  | 0                                       | Grant             | Note 1                         |
| 8060         | Rift House - Annexe 2 Heating                                       | 17                          | 0  | 0  | 17   | 17                                   | 0                                       | Grant             |                                |
| 8065         | Emergency Response - Contingency                                    | 20                          | 0  | 20                                       | 0  | 20                                   | 0                                       | Mix               |                                |
| 8066         | Brougham - Replacement of Gas Interlocks                            | 5                           | 0  | 5  | 0  | 5                                    | 0                                       | SCE R             |                                |
| 8066         | Eldon Grove - Replacement of Gas Interlocks                         | 5                           | 0  | 5  | 0  | 5                                    | 0                                       | SCE R             |                                |
| 8066         | Hart - Replacement of Gas Interlocks                                | 5                           | 0  | 0  | 5  | 5                                    | 0                                       | SCE R             |                                |
| 8066         | Lynnfield - Replacement of Gas Interlocks                           | 6                           | 8  | -2                                       | 0  | 6                                    | 0                                       | SCE R             |                                |
| 8066         | Rift House - Replacement of Gas Interlocks                          | 7                           | 0  | 7  | 0  | 7                                    | 0                                       | SCE R             |                                |
| 8066         | Throston - Replacement of Gas Interlocks                            | 5                           | 0  | 0  | 5  | 5                                    | 0                                       | SCE R             |                                |
| 8067         | Ward Jackson - Creation of Quiet Room                               | 4                           | 2  | 2  | 0  | 4                                    | 0                                       | Mix               |                                |
| 8068         | Hart - Replace Fire Alarm System                                    | 20                          | 11                                       | 9  | 0  | 20                                   | 0                                       | Grant             |                                |
| 8069         | Springwell - Replace Pool   | 17                          | 17                                       | 0  | 0  | 17                                   | 0                                       | Mix               |                                |
| 8070         | Brinkburn Pool - Motorised Pool Cover                               | 1                           | 0  | 1  | 0  | 1                                    | 0                                       | RCCO              |                                |
| 8072         | Integrated Children's System Case Management Improvement            | 45                          | 0  | 0  | 45   | 45                                   | 0                                       | Grant             |                                |
| 8075         | Aiming High for Disabled Children - Capital Grant for various Works | 29                          | 6  | 23                                       | 0  | 29                                   | 0                                       | Grant             |                                |
| 8082         | Golden Flatts - Resource Learning Centre                            | 14                          | 14                                       | 0  | 0  | 14                                   | 0                                       | Grant             |                                |
| 8092         | Fens - Outdoor Educational Area for Foundation Unit                 | 14                          | 0  | 14                                       | 0  | 14                                   | 0                                       | Grant             |                                |
| 8093         | Golden Flatts - Establish Nurture Area                              | 6                           | 0  | 6  | 0  | 6                                    | 0                                       | Grant             |                                |
| 8096         | Throston - DDA Access Ramps   | 1                           | 1  | 0  | 0  | 1                                    | 0                                       | Grant             |                                |
| 8097         | Early Years (General Sure Start Grant) Unallocated                  | 6                           | 0  | 6  | 0  | 6                                    | 0                                       | Grant             |                                |
| 8103         | Brinkburn Pool - Access and Hoist                                   | 65                          | 3  | 0  | 62   | 65                                   | 0                                       | RCCO              |                                |
| 8116         | Springwell - Covered Link Way                                       | 22                          | 0  | 0  | 22   | 22                                   | 0                                       | Mix               |                                |
| 8118         | Holy Trinity - Outdoor Area   | 25                          | 25                                       | 0  | 0  | 25                                   | 0                                       | Mix               |                                |
| 8119         | Rift House - Internal Reorganisation                                | 60                          | 0  | 60                                       | 0  | 60                                   | 0                                       | Mix               | Note 1                         |
| 8120         | Lynnfield - Improve Teaching Space                                  | 120                         | 0  | 25                                       | 90   | 115                                  | (5)                                     | Grant             | Note 1                         |
| 8125         | Stranton - Replace Floor Caretaker's Bungalow                       | 14                          | 8  | 6  | 0  | 14                                   | 0                                       | Mix               |                                |
| 8138         | BSF- ICT Contract   | 1,500                       | 0  | 500                                      | 1,000                                      | 1,500                                | 0                                       | Grant             |                                |
| 8139         | BSF- Dyke House   | 4,368                       | 2,237                                    | 2,131                                    | 0  | 4,368                                | 0                                       | Grant             |                                |
| 8158         | Children's Centre (Rossmere) - Install New Kitchen                  | 27                          | 23                                       | 4  | 0  | 27                                   | 0                                       | Grant             |                                |
| 8159         | Sure Start Central - Outside Classroom                              | 7                           | 6  | 1  | 0  | 7                                    | 0                                       | Grant             |                                |
| 8160         | St John Vianney Starfish Daycare New entrance / Buggy Area          | 35                          | 1  | 34                                       | 0  | 35                                   | 0                                       | Mix               |                                |
| 8168         | SSN Hindpool Close - Create Community Garden & Play Space           | 74                          | 8  | 66                                       | 0  | 74                                   | 0                                       | Grant             | New Scheme - 100% Grant Funded |
| 8169         | Sure Start North - Install Conservatory                             | 40                          | 35                                       | 5  | 0  | 40                                   | 0                                       | Grant             |                                |
| 8174         | Barnard Grove - KS1 Fire Alarm Installation                         | 25                          | 22                                       | 3  | 0  | 25                                   | 0                                       | Grant             |                                |
| 8176         | Barnard Grove - Replace Bungalow Floor                              | 15                          | 0  | 0  | 15   | 15                                   | 0                                       | Grant             |                                |
| 8177         | Barnard Grove - Replace KS2 Roof                                    | 60                          | 57                                       | 0  | 0  | 57                                   | (3)                                     | Grant             | Note 2                         |
| 8178         | Brougham - Replace Boiler (Phase 2 10/11)                           | 105                         | 88                                       | 17                                       | 0  | 105                                  | 0                                       | Grant             |                                |
| 8179         | Catcote - Replace Boiler  | 65                          | 0  | 54                                       | 0  | 54                                   | (11)                                    | Mix               | Note 1                         |
| 8180         | Clavering - Replace Bungalow Heating                                | 5                           | 5  | 0  | 0  | 5                                    | 0                                       | Grant             |                                |
| 8182         | Eldon Grove - Replace Boiler and distribution system                | 89                          | 58                                       | 7  | 24   | 89                                   | 0                                       | Grant             |                                |
| 8183         | Grange - Annexe Fire Alarm Installation                             | 5                           | 0  | 0  | 5  | 5                                    | 0                                       | Grant             |                                |

| Project Code | Scheme Title  | EXPENDITURE IN CURRENT YEAR |  |  |  |  |   |                   | 2010/2011                                   |
|--------------|---|-----------------------------|--|--|--|--|---|-------------------|---|
|              |   | 2010/2011 Budget<br>£'000   | 2010/2011 Actual as at 31/12/10<br>£'000 | 2010/2011 Expenditure Remaining<br>£'000 | Expenditure Rephased into 2011/12<br>£'000 | C+D+E 2010/2011 Total Expenditure<br>£'000 | F-B 2010/2011 Variance from budget<br>£'000 | Type of financing |   |
| 8187         | Owton Manor - Replace 1st floor windows                                 | 75                          | 0  | 25                                       | 0  | 25   | (50)  | Grant             | Note 1                                      |
| 8188         | Rossmere - Replace KS2 Toilets  | 30                          | 0  | 0  | 30   | 30   | 0   | Grant             |   |
| 8189         | Springwell - Roof replacement   | 28                          | 27                                       | 0  | 0  | 27   | (1)   | Grant             | Note 2                                      |
| 8190         | Stranton - KS1 Replacement wiring                                       | 24                          | 19                                       | 2  | 0  | 21   | (3)   | Mix               | Note 2                                      |
| 8191         | Stranton - Replace KS1 Windows  | 34                          | 32                                       | 0  | 0  | 32   | (2)   | Grant             | Note 2                                      |
| 8192         | St Helens - Replace Corner Posts  | 25                          | 4  | 21                                       | 0  | 25   | 0   | Mix               |   |
| 8193         | Throston - Window replacement   | 88                          | 2  | 36                                       | 50   | 88   | 0   | Grant             |   |
| 8194         | Ward Jackson - Window replacement                                       | 29                          | 26                                       | 0  | 0  | 26   | (3)   | Grant             | Note 2                                      |
| 8195         | West Park - Heating distribution Ph 2                                   | 20                          | 18                                       | 0  | 0  | 18   | (2)   | Mix               | Note 2                                      |
| 8196         | West Park - Bungalow Access works                                       | 7                           | 6  | 0  | 0  | 6  | (1)   | Grant             | Note 2                                      |
| 8197         | West Park - Roof Replacement  | 17                          | 16                                       | 0  | 0  | 16   | (1)   | Grant             | Note 2                                      |
| 8198         | West View - Replace Heating Distribution System                         | 78                          | 0  | 0  | 78   | 78   | 0   | Mix               |   |
| 8199         | West View - Kitchen Replacement   | 56                          | 43                                       | 13                                       | 0  | 56   | 0   | Mix               |   |
| 8200         | West View - KS1 & KS2 Window replacement                                | 70                          | 30                                       | 4  | 0  | 34   | (36)  | Mix               | Note 2                                      |
| 8201         | Brougham - Improve Internal Access                                      | 50                          | 0  | 0  | 50   | 50   | 0   | Grant             |   |
| 8202         | Grange - Replace Classroom Annexe                                       | 550                         | 0  | 0  | 550  | 550  | 0   | Mix               |   |
| 8203         | Owton Manor - Improve Foundation Stage Outdoor area                     | 51                          | 0  | 13                                       | 38   | 51   | 0   | Grant             |   |
| 8205         | Springwell - Create Enterprise area and Cyber Café                      | 60                          | 0  | 15                                       | 45   | 60   | 0   | Mix               |   |
| 8206         | St Helens - Interior Remodel  | 157                         | 0  | 21                                       | 118  | 139  | (18)  | Mix               | Note 1                                      |
| 8207         | Stranton - Improve Outdoor Learning Area                                | 22                          | 0  | 0  | 30   | 30   | 8   | Grant             |   |
| 8208         | Ward Jackson - Create Foundation Unit                                   | 60                          | 0  | 0  | 60   | 60   | 0   | Grant             |   |
| 8209         | West Park - Improve Reception class toilet area                         | 10                          | 0  | 10                                       | 0  | 10   | 0   | Grant             |   |
| 8218         | Youth Service - Purchase Portable MUGA & Trailer                        | 23                          | 16                                       | 7  | 0  | 23   | 0   | Mix               |   |
| 8281         | Catcote - Purchase & Install Temporary Classroom                        | 60                          | 45                                       | 15                                       | 0  | 60   | 0   | Grant             |   |
| 8283         | Springwell - Install Ventilation System in Pool Area                    | 5                           | 5  | 0  | 0  | 5  | 0   | Mix               |   |
| 8282         | Exmoor Grove - Redevelopment/ Change of use                             | 85                          | 45                                       | 40                                       | 0  | 85   | 0   | Mix               |   |
| 8284         | Rossmere YC - Shower & Toilets  | 21                          | 0  | 21                                       | 0  | 21   | 0   | Grant             | New Scheme - funded from Youth Capital Fund |
| 8287         | EDC/PRU Extension to PRU Reception                                      | 10                          | 0  | 10                                       | 0  | 10   | 0   | Grant             |   |
| 9004         | Contingency Funding (Modernisation, Access, RCCO) Currently Unallocated | (40)                        | 0  | 102                                      | 0  | 102  | 142   | Mix               | Note 2                                      |
|              |   | <b>20,126</b>               | <b>8,297</b>                             | <b>5,751</b>                             | <b>6,078</b>                               | <b>20,126</b>                              | <b>0</b>                                    |                   |   |

**NOTES**

**Note 1** The 2010/11 Schools Capital Programme was approved by the Children's Services Portfolio Holder on 13th April 2010. The approved programme of work was over-committed as a number of costs were indicative allocations only and the contributions from schools assumed the minimum 10% contribution. In many cases school contributions (from their Devolved Formula Capital and/or revenue budgets) have been confirmed as significantly higher than the minimum 10%. In addition, tendered/confirmed prices have been finalised for all of the schemes identified above and this confirmed price is shown above as the budgeted cost against which actual expenditure will be monitored. The effect of both increased school contributions and lower overall costs has been that the 2010/11 programme is now within budget.

**Note 2** These schemes are now complete and the costs finalised. The variance from the approved budget has been transferred into the Contingency Funding (9004 - current amount unallocated £102k) which will be used to fund any increased costs in 2010/11 or any unforeseen emergency capital works. Any remaining balance will be carried forward into 2011/12 to supplement next years Schools Capital Programme.

|            |  |         |   |
|------------|--|---------|---|
| <b>Key</b> |  |         |   |
| RCCO       | Revenue Contribution towards Capital       | GRANT   | Grant Funded                                  |
| MIX        | Combination of Funding Types               | CAP REC | Capital Receipt                               |
| UCPB       | Unsupported Corporate Prudential Borrowing | UDPB    | Unsupported Departmental Prudential Borrowing |
| SCE R      | Supported Capital Expenditure (Revenue)    | SPB     | Supported Prudential Borrowing                |

PORTFOLIO : COMMUNITY SAFETY AND HOUSING

CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010

| Project Code | A<br>Scheme Title                                  | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      |  | 2010/2011<br>COMMENTS |
|--------------|--|------------------------------|--|--|--|---|--|----------------------|--|-----------------------|
|              |  | B                            | C  | D  | E  | F   | G  | H                    |  |                       |
|              |  | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |  |                       |
| 7206         | Community Safety Social Lighting Programme         | 7                            | 0  | 7  | 0  | 7   | 0  | UCPB                 |  |                       |
| 7207         | Car Parking Security/CCTV                          | 238                          | 51   | 97   | 90   | 238   | 0  | SPB                  |  |                       |
| 7222         | Minor Works - North Area                           | 78                           | 4  | 74   | 0  | 78  | 0  | MIX                  |  |                       |
| 7223         | Minor Works - South Area                           | 106                          | 0  | 106  | 0  | 106   | 0  | MIX                  |  |                       |
| 7224         | Minor Works - Central Area                         | 50                           | 17   | 33   | 0  | 50  | 0  | MIX                  |  |                       |
| 7252         | Safer Streets Initiative                           | 37                           | 8  | 29   | 0  | 37  | 0  | GRANT                |  |                       |
| 7821         | Waste Performance Efficiency - Amenity Site        | 97                           | 49   | 48   | 0  | 97  | 0  | MIX                  |  |                       |
| 8079         | Household Waste Recycling Centre                   | 18                           | 5  | 13   | 0  | 18  | 0  | UDPB                 |  |                       |
| 8127         | Community Housing - Charles St                     | 4,412                        | 2,320  | 2,092  | 0  | 4,412   | 0  | UDPB                 |  |                       |
| 8128         | Community Housing - Seaton Lane                    | 2,431                        | 2,350  | 81   | 0  | 2,431   | 0  | UDPB                 |  |                       |
| 8130         | Community Housing - Kipling Road                   | 1,895                        | 860  | 1,035  | 0  | 1,895   | 0  | UDPB                 |  |                       |
| 7083         | Hartlepool Business Security Fund                  | 58                           | 33   | 25   | 0  | 58  | 0  | UCPB                 |  |                       |
| 7107         | Growth Point Funded Housing Projects               | 413                          | 6  | 407  | 0  | 413   | 0  | GRANT                |  |                       |
| 7218         | Mandatory Disabled Facilities Grant                | 640                          | 399  | 241  | 0  | 640   | 0  | GRANT                |  |                       |
| 7219         | Minor Works Grant                                  | 70                           | 42   | 28   | 0  | 70  | 0  | GRANT                |  |                       |
| 7220         | Discretionary Renovations Grant                    | 367                          | 222  | 145  | 0  | 367   | 0  | GRANT                |  |                       |
| 7230         | North/Central - Housing Market Renewal             | 4,185                        | 2,214  | 100  | 1,871  | 4,185   | 0  | GRANT                | The rephased element relates to the estimated amount to be carried forward to finance compulsory purchase order (CPO) house acquisitions in 2011/12. |                       |
| 7231         | Thermal Housing Efficiency Measures                | 79                           | 60   | 19   | 0  | 79  | 0  | GRANT                |  |                       |
| 7368         | Building Safer Communities                         | 3                            | 0  | 3  | 0  | 3   | 0  | GRANT                |  |                       |
| 7404         | Housing Revenue Account (HRA) Residual Expenditure | 4                            | 0  | 4  | 0  | 4   | 0  | RCCO                 |  |                       |
| 7431         | Community Safety Strategy                          | 64                           | 7  | 57   | 0  | 64  | 0  | UCPB                 |  |                       |
| 7878         | Community Safety CCTV Upgrade                      | 64                           | 32   | 32   | 0  | 64  | 0  | MIX                  |  |                       |
| 8155         | Preventing Repossession Fund                       | 29                           | 0  | 29   | 0  | 29  | 0  | GRANT                |  |                       |
| 8170         | SCRAPT Voluntary Sector Premises Pool              | 25                           | 0  | 25   | 0  | 25  | 0  | UCPB                 |  |                       |
| 8210         | SCRAPT Key Vacant Buildings Grant Scheme           | 175                          | 0  | 175  | 0  | 175   | 0  | UCPB                 |  |                       |
| 8284         | Drugs Action Team (DAT) Tier 4 Accomodation        | 280                          | 42   | 238  | 0  | 280   | 0  | GRANT                |  |                       |
|              |  | 15,825                       | 8,721  | 5,143  | 1,961  | 15,825  | 0  |                      |  |                       |

**Key**  
RCCO Revenue Contribution towards Capital  
MIX Combination of Funding Types  
UCPB Unsupported Corporate Prudential Borrowing  
SCE R Supported Capital Expenditure (Revenue)  
GRANT Grant Funded  
CAP REC Capital Receipt  
UDPB Unsupported Departmental Prudential Borrowing  
SPB Supported Prudential Borrowing

## PORTFOLIO : CULTURE, LEISURE AND TOURISM

## CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010

| Project Code | A<br>Scheme Title                                 | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      | 2010/2011<br>COMMENTS  |
|--------------|---|------------------------------|--|--|--|---|--|----------------------|--|
|              |   | B                            | C  | D  | E  | F   | G  | H                    |  |
|              |   | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |  |
| 7046         | Central Library - Revolving Door                  | 4                            | 4  | 0  | 0  | 4   | 0  | UCPB                 | Budget increased to fund current expenditure from Mill House Reserve and managed underspends within Sport & Recreation revenue budget. |
| 7047         | Mill House Leisure Centre - Changing Village      | 273                          | 273  | 0  | 0  | 273   | 0  | MIX                  |  |
| 7110         | Playbuilder - Grant to be allocated               | 137                          | 0  | 137  | 0  | 137   | 0  | GRANT                | Awaiting central government confirmation of how much this grant will be cut.   |
| 7110         | Burbank Play Area                                 | 11                           | 8  | 3  | 0  | 11  | 0  | GRANT                |  |
| 7110         | Brougham Play Area                                | 49                           | 5  | 44   | 0  | 49  | 0  | GRANT                |  |
| 7110         | Burn Valley Gardens (Playbuilder)                 | 44                           | 37   | 7  | 0  | 44  | 0  | GRANT                |  |
| 7110         | Clavering Play Area (Playbuilder)                 | 24                           | 13   | 11   | 0  | 24  | 0  | GRANT                |  |
| 7110         | Jutland Road Play Area                            | 23                           | 0  | 23   | 0  | 23  | 0  | GRANT                |  |
| 7110         | King George V Play Area                           | 53                           | 44   | 9  | 0  | 53  | 0  | GRANT                |  |
| 7110         | Oxford Road Play Area                             | 7                            | 7  | 0  | 0  | 7   | 0  | GRANT                |  |
| 7110         | Rossmere Play Area (Playbuilder)                  | 22                           | 6  | 16   | 0  | 22  | 0  | GRANT                |  |
| 7110         | Seaton Carew Play Area, Seaton Park (Playbuilder) | 24                           | 24   | 0  | 0  | 24  | 0  | GRANT                |  |
| 7110         | Town Moor Play Area (Playbuilder)                 | 3                            | 3  | 0  | 0  | 3   | 0  | GRANT                |  |
| 7110         | Playbuilder Equipment purchased in advance        | 19                           | 19   | 0  | 0  | 19  | 0  | GRANT                |  |
| 7382         | Greatham Play Area Equipment                      | 9                            | 0  | 9  | 0  | 9   | 0  | MIX                  |  |
| 7414         | Jutland Road Play Area Upgrade                    | 72                           | 72   | 0  | 0  | 72  | 0  | MIX                  |  |
| 7651         | Burn Valley Park Beck                             | 128                          | 1  | 127  | 0  | 128   | 0  | MIX                  |  |
| 7853         | Owton Manor Community Centre - Replace Boiler     | 35                           | 0  | 35   | 0  | 35  | 0  | UCPB                 |  |
| 7990         | Ward Jackson Park Bandstand Shutters              | 4                            | 0  | 4  | 0  | 4   | 0  | MIX                  |  |
| 7992         | Grayfields Sports Junior Pitches                  | 97                           | 90   | 7  | 0  | 97  | 0  | MIX                  |  |
| 8011         | Summerhill CCTV                                   | 14                           | 9  | 5  | 0  | 14  | 0  | MIX                  |  |
| 8019         | Mill House Leisure Centre Internal Doors          | 1                            | 0  | 1  | 0  | 1   | 0  | UCPB                 |  |
| 8021         | Museum of Hartlepool Signage                      | 2                            | 2  | 0  | 0  | 2   | 0  | UCPB                 |  |
| 8051         | Seaton Carew Community Centre Roof Replacement    | 9                            | 2  | 7  | 0  | 9   | 0  | UCPB                 |  |
| 8087         | Wingfield Castle Vehicle Deck Replacement         | 20                           | 20   | 0  | 0  | 20  | 0  | UCPB                 |  |
| 8090         | Owton Manor Branch Library - Replacement Roof     | 31                           | 31   | 0  | 0  | 31  | 0  | UCPB                 |  |
| 8095         | Central Library - Signage                         | 4                            | 0  | 4  | 0  | 4   | 0  | UCPB                 |  |
| 8104         | Rossmere MUGA & Skatepark                         | 464                          | 174  | 290  | 0  | 464   | 0  | Mix                  |  |
| 8121         | Rossmere Park Re-Development                      | 1                            | 0  | 1  | 0  | 1   | 0  | GRANT                |  |
| 8211         | Central Library - Boiler Replacement              | 70                           | 68   | 2  | 0  | 70  | 0  | UCPB                 |  |
| 8212         | Seaton Carew Sports Hall Roof Replacement         | 85                           | 85   | 0  | 0  | 85  | 0  | UCPB                 |  |
| 8213         | Seaton Carew Community Centre Window Replacement  | 65                           | 0  | 65   | 0  | 65  | 0  | UCPB                 |  |
| 8216         | Seaton Carew Cricket Club                         | 30                           | 0  | 30   | 0  | 30  | 0  | UCPB                 |  |
| n/a          | Skateboard Park                                   | 70                           | 0  | 70   | 0  | 70  | 0  | RCCO                 |  |

| Project Code | A<br>Scheme Title                         | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      | 2010/2011<br>COMMENTS |
|--------------|---|------------------------------|--|--|--|---|--|----------------------|-----------------------|
|              |   | B                            | C  | D  | E  | F   | G  | H                    |                       |
|              |   | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |                       |
| 8296         | Rossmere Park Playbuilder Year 2          | 56                           | 0  | 56   | 0  | 56  | 0  | UCPB                 |                       |
| 8297         | Seaton Sea Front Playbuilder Year 2       | 46                           | 0  | 46   | 0  | 46  | 0  | RCCO                 |                       |
| 8298         | Coronation Drive Front Playbuilder Year 2 | 45                           | 0  | 45   | 0  | 45  | 0  | UCPB                 |                       |
| 8299         | Seaton 3 Playbuilder Year 2               | 45                           | 0  | 45   | 0  | 45  | 0  | RCCO                 |                       |
| 8300         | Summerhill Playbuilder Year 2             | 46                           | 0  | 46   | 0  | 46  | 0  | UCPB                 |                       |
| 8301         | Elwick Village Playbuilder Year 2         | 45                           | 0  | 45   | 0  | 45  | 0  | UCPB                 |                       |
| 8302         | Ward Jackson Park Playbuilder Year 2      | 45                           | 0  | 45   | 0  | 45  | 0  | UCPB                 |                       |
| 8304         | Phoenix Centre Playbuilder Year 2         | 46                           | 0  | 46   | 0  | 46  | 0  | UCPB                 |                       |
| 8305         | Owton Manor 3 Playbuilder Year 2          | 46                           | 0  | 46   | 0  | 46  | 0  | RCCO                 |                       |
|              |   | 2,324                        | 997  | 1,327  | 0  | 2,324   | 0  |                      |                       |

| Key   |  |  |
|-------|--|--|
| RCCO  | Revenue Contribution towards Capital       | GRANT Grant Funded                                 |
| MIX   | Combination of Funding Types               | CAP REC Capital Receipt                            |
| UCPB  | Unsupported Corporate Prudential Borrowing | UDPB Unsupported Departmental Prudential Borrowing |
| SCE R | Supported Capital Expenditure (Revenue)    | SPB Supported Prudential Borrowing                 |

**PORTFOLIO : REGENERATION & ECONOMIC DEVELOPMENT****CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010**

| Project Code | A<br>Scheme Title                                     | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      |  | 2010/2011<br>COMMENTS |
|--------------|---|------------------------------|--|--|--|---|--|----------------------|--|-----------------------|
|              |   | B                            | C  | D  | E  | F   | G  | H                    |  |                       |
|              |   | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |  |                       |
| 7015         | Targeted Private Housing Improvements                 | 18                           | 0  | 18   | 0  | 18  | 0  | CAP REC              |  |                       |
| 7045         | THI Key Buildings Headland (Heritage/Lottery funding) | 60                           | 60   | 0  | 0  | 60  | 0  | GRANT                |  |                       |
| 7084         | Principal Roads Camera Partnership                    | 14                           | 10   | 4  | 0  | 14  | 0  | GRANT                |  |                       |
| 7120         | Hartlepool Active Response Team Vehicles              | 9                            | 9  | 0  | 0  | 9   | 0  | MIX                  |  |                       |
| 7244         | Travel Plans  | 20                           | 0  | 20   | 0  | 20  | 0  | SPB                  |  |                       |
| 7245         | Cycle Parking   | 5                            | 0  | 5  | 0  | 5   | 0  | SPB                  |  |                       |
| 7250         | Travel Awareness                                      | 19                           | 0  | 19   | 0  | 19  | 0  | GRANT                |  |                       |
| 7251         | Public Transport CCTV                                 | 10                           | 0  | 10   | 0  | 10  | 0  | SPB                  |  |                       |
| 7417         | Friarage Field - Building Demolition                  | 5                            | 0  | 5  | 0  | 5   | 0  | RCCO                 |  |                       |
| 7466         | Vehicle Procurement                                   | 1,905                        | 531  | 1,374  | 0  | 1,905   | 0  | UDPB                 |  |                       |
| 7487         | Local Transportation Plan - Monitoring                | 5                            | 0  | 5  | 0  | 5   | 0  | UCPB                 |  |                       |
| 7508         | Anhydrite Mine - Derelict Land                        | 171                          | 0  | 0  | 171  | 171   | 0  | UCPB                 | The rephased expenditure is the result of the remaining budget relating to long term future monitoring costs.  |                       |
| 7541         | Safer Routes to Schools                               | 108                          | 0  | 108  | 0  | 108   | 0  | GRANT                |  |                       |
| 7545         | Motorcycle Training                                   | 21                           | 21   | 0  | 0  | 21  | 0  | GRANT                |  |                       |
| 7546         | Road Safety Education & Training                      | 25                           | 2  | 23   | 0  | 25  | 0  | GRANT                |  |                       |
| 7580         | Highways Remedial Works - Marina                      | 4                            | 0  | 4  | 0  | 4   | 0  | TDC                  |  |                       |
| 7581         | Tees Valley Boundary Signs                            | 3                            | 0  | 3  | 0  | 3   | 0  | GRANT                |  |                       |
| 7644         | School Travel Plans                                   | 16                           | 5  | 11   | 0  | 16  | 0  | SPB                  |  |                       |
| 7645         | Local Transport Plan (LTP) General                    | 325                          | 0  | 325  | 0  | 325   | 0  | MIX                  |  |                       |
| 7736         | Bus Priority  | 238                          | 210  | 28   | 0  | 238   | 0  | SPB                  |  |                       |
| 7866         | Friarage Manor House                                  | 18                           | 0  | 18   | 0  | 18  | 0  | CAP REC              |  |                       |
| 7896         | Brougham Enterprise Centre Toilet & Shower Facilities | 20                           | 12   | 8  | 0  | 20  | 0  | UCPB                 |  |                       |
| 7897         | Regeneration Match Funding                            | 333                          | 0  | 333  | 0  | 333   | 0  | UCPB                 |  |                       |
| 7895         | Industrial and Commercial Business Grants             | 96                           | 52   | 44   | 0  | 96  | 0  | UCPB                 |  |                       |
| 7959         | Other Walking Schemes                                 | 18                           | 2  | 16   | 0  | 18  | 0  | SPB                  |  |                       |
| 7961         | School 20mph Zones                                    | 17                           | 1  | 16   | 0  | 17  | 0  | SPB                  |  |                       |
| 7972         | Other Traffic Management Schemes                      | 155                          | 80   | 75   | 0  | 155   | 0  | SPB                  |  |                       |
| 7973         | Other Safety Schemes                                  | 45                           | 45   | 0  | 0  | 45  | 0  | GRANT                |  |                       |
| 8046         | LTP3 Development                                      | 38                           | 34   | 4  | 0  | 38  | 0  | GRANT                |  |                       |
| 8054         | Victoria Buildings THI                                | 134                          | 134  | 0  | 0  | 134   | 0  | MIX                  |  |                       |
| 8099         | Brougham Enterprise Centre - New Enhanced Windows     | 89                           | 64   | 25   | 0  | 89  | 0  | UCPB                 |  |                       |
| 8107         | Acquisition of Crown House                            | 98                           | 45   | 53   | 0  | 98  | 0  | UCPB                 |  |                       |
| 8110         | King Oswy Shops - Improvements                        | 6                            | 6  | 0  | 0  | 6   | 0  | UCPB                 |  |                       |
| 8113         | Catcote Shops - Improvements                          | 46                           | 46   | 0  | 0  | 46  | 0  | UCPB                 |  |                       |
| 8114         | Hartlepool College of FE - Redevelopment              | 130                          | 130  | 0  | 0  | 130   | 0  | UDPB                 |  |                       |
| 8131         | Small Retailers - Partnership Grant                   | 6                            | 6  | 0  | 0  | 6   | 0  | GRANT                |  |                       |
| 8153         | Seaside Grant Funding                                 | 200                          | 0  | 20   | 180  | 200   | 0  | GRANT                | The budget has been rephased to coincide with the Seaton Master Plan and is expected to be used to finance the purchase and demolition of Longscar Hall. |                       |
| 8161         | Newburn Bridge - Roofing and Replacement of Doors     | 85                           | 0  | 85   | 0  | 85  | 0  | UCPB                 |  |                       |
|              |   | 4,515                        | 1,505  | 2,659  | 351  | 4,515   | 0  |                      |  |                       |

|            |  |         |   |
|------------|--|---------|---|
| <b>Key</b> |  |         |   |
| RCCO       | Revenue Contribution towards Capital       | GRANT   | Grant Funded                                  |
| MIX        | Combination of Funding Types               | CAP REC | Capital Receipt                               |
| UCPB       | Unsupported Corporate Prudential Borrowing | UDPB    | Unsupported Departmental Prudential Borrowing |
| SCE R      | Supported Capital Expenditure (Revenue)    | SPB     | Supported Prudential Borrowing                |

**PORTFOLIO : FINANCE & PROCUREMENT****CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010****TABLE 1 - RESOURCES**

| Project Code | A<br>Scheme Title                                     | EXPENDITURE IN CURRENT YEAR       |   |   |   |  |   |                           | 2010/2011<br>COMMENTS  |
|--------------|---|-----------------------------------|---|---|---|--|---|---------------------------|--|
|              |   | B<br>2010/2011<br>Budget<br>£'000 | C<br>2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | D<br>2010/2011<br>Expenditure<br>Remaining<br>£'000 | E<br>Expenditure<br>Rephased<br>into 2011/12<br>£'000 | F<br>C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | G<br>F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | H<br>Type of<br>financing |  |
| 7026         | Sir William Gray House - Replace Fire Alarm           | 50                                | 48  | 2   | 0   | 50   | 0   | MIX                       |  |
| 7036         | Unallocated SCRAPT Budget                             | 113                               | 0   | 113   | 0   | 113  | 0   | MIX                       |  |
| 7041         | Corporate Planned Maintenance Unallocated             | 14                                | 0   | 14  | 0   | 14   | 0   | MIX                       |  |
| 7091         | City Challenge Clawback                               | 229                               | 0   | 229   | 0   | 229  | 0   | MIX                       |  |
| 7111         | Stranton Crematorium Roof Replacement                 | 5                                 | 0   | 5   | 0   | 5  | 0   | MIX                       |  |
| 7114         | Rossmere Youth Centre - Roof Replacement              | 55                                | 55  | 0   | 0   | 55   | 0   | MIX                       |  |
| 7115         | Civic Centre Ramp                                     | 180                               | 0   | 180   | 0   | 180  | 0   | MIX                       | Scheme is more expensive than funding available, project on hold, subject to finding additional funds. |
| 7117         | Civic Centre Access Control System                    | 72                                | 0   | 72  | 0   | 72   | 0   | MIX                       |  |
| 7119         | Demolition of Throston Grange Old Peoples Home        | 3                                 | 3   | 0   | 0   | 3  | 0   | CAP REC                   |  |
| 7200         | Civic Centre Refurbishment                            | 350                               | 350   | 0   | 0   | 350  | 0   | MIX                       |  |
| 7235         | Low Floor Infrastructure                              | 33                                | 6   | 27  | 0   | 33   | 0   | SPB                       |  |
| 7236         | Bus Shelter Improvements                              | 20                                | 0   | 20  | 0   | 20   | 0   | SPB                       |  |
| 7237         | Cycle Routes (General)                                | 48                                | 46  | 2   | 0   | 48   | 0   | MIX                       |  |
| 7240         | Hartlepool Transport Interchange                      | 1,037                             | 1,037   | 0   | 0   | 1037   | 0   | SPB                       |  |
| 7241         | Pedestrian Dropped Crossing                           | 34                                | 11  | 23  | 0   | 34   | 0   | SPB                       |  |
| 7242         | Other Street Lighting Improvements                    | 80                                | 0   | 45  | 35  | 80   | 0   | MIX                       |  |
| 7257         | Disabled Adaptations (Various Locations)              | 111                               | 19  | 92  | 0   | 111  | 0   | MIX                       |  |
| 7272         | Wheely Bin Purchase                                   | 45                                | 39  | 6   | 0   | 45   | 0   | UDPB                      |  |
| 7499         | Contaminated Land - Lithgo Close                      | 68                                | 16  | 52  | 0   | 68   | 0   | MIX                       |  |
| 7549         | Other Bridge Schemes                                  | 109                               | 2   | 57  | 50  | 109  | 0   | SPB                       |  |
| 7618         | Sale of Briarfields                                   | 1                                 | 1   | 0   | 0   | 1  | 0   | CAP REC                   |  |
| 7706         | Waterproofing Ph2 Multi Storey Car Park               | 10                                | 1   | 9   | 0   | 10   | 0   | UCPB                      |  |
| 7707         | HM Other Schemes (non-LTP)                            | 40                                | 0   | 40  | 0   | 40   | 0   | UCPB                      |  |
| 7734         | Hart Lane/Wiltshire Way Junction Improvements 0708    | 240                               | 12  | 228   | 0   | 240  | 0   | SPB                       |  |
| 7781         | Renew Boiler and Heating System - Municipal Buildings | 85                                | 0   | 85  | 0   | 85   | 0   | MIX                       | Project on hold owing to the sale of the building  |
| 7835         | Primary Health Care Centre Park                       | 18                                | 0   | 18  | 0   | 18   | 0   | CAP REC                   |  |
| 7847         | Coast Protection - Headland Fencing & Promenade       | 2                                 | 0   | 2   | 0   | 2  | 0   | CAP REC                   |  |
| 7852         | Highways Improvements - TESCO S106 Expend             | 18                                | 18  | 0   | 0   | 18   | 0   | GRANT                     |  |
| 7867         | City Challenge Burbank/Murray Street                  | 86                                | 0   | 86  | 0   | 86   | 0   | MIX                       |  |
| 7891         | Strategy Study - Seaton Carew                         | 92                                | 13  | 79  | 0   | 92   | 0   | GRANT                     |  |
| 7892         | Strategy Study - Town Wall                            | 115                               | 92  | 23  | 0   | 115  | 0   | GRANT                     |  |
| 7899         | Coast Protection 0809                                 | 1                                 | 1   | 0   | 0   | 1  | 0   | SPB                       |  |
| 7906         | Bryan Hanson House On Street Parking                  | 22                                | 22  | 0   | 0   | 22   | 0   | UDPB                      |  |
| 7965         | Catcote Turning Circle Reconstruction                 | 4                                 | 0   | 4   | 0   | 4  | 0   | MIX                       |  |
| 7999         | Marina Way Landscaping                                | 34                                | 12  | 22  | 0   | 34   | 0   | RCCO                      |  |
| 7989         | Access System - Municipal Buildings                   | 9                                 | 0   | 9   | 0   | 9  | 0   | MIX                       | Project on hold owing to the sale of the building  |
| 8006         | Access Road to Briarfields                            | 20                                | 0   | 20  | 0   | 20   | 0   | CAP REC                   |  |
| 8015         | Tesco New Entrance/Junction/Lights                    | 39                                | 0   | 39  | 0   | 39   | 0   | GRANT                     |  |
| 8033         | Resurface Church Square Paved Carriageway             | 35                                | 33  | 2   | 0   | 35   | 0   | GRANT                     |  |
| 8034         | Resurface Outside Civic Centre                        | 16                                | 0   | 16  | 0   | 16   | 0   | GRANT                     |  |
| 8037         | Resurface Catcote Road/Oxford Road/Marlowe Road       | 122                               | 0   | 122   | 0   | 122  | 0   | GRANT                     |  |

| Project Code | A<br>Scheme Title  | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      |  | 2010/2011<br>COMMENTS |
|--------------|--|------------------------------|--|--|--|---|--|----------------------|--|-----------------------|
|              |  | B                            | C  | D  | E  | F   | G  | H                    |  |                       |
|              |  | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |  |                       |
| 8044         | Footway Recon - York Road/Victoria Road/Park Road                    | 2                            | 2  | 0  | 0  | 2   | 0  | GRANT                |  |                       |
| 8045         | Footway Recon - Everett Street No 75 to 79                           | 1                            | 1  | 0  | 0  | 1   | 0  | GRANT                |  |                       |
| 8077         | Footpath Resurfacing - Cemetery Road                                 | 6                            | 6  | 0  | 0  | 6   | 0  | RCCO                 |  |                       |
| 8081         | Non Adopted Highway Areas  | 26                           | 9  | 17   | 0  | 26  | 0  | UCPB                 |  |                       |
| 8085         | Church Street Offices - Install Electrical Distribution System       | 55                           | 0  | 55   | 0  | 55  | 0  | UCPB                 |  |                       |
| 8102         | Church Street - Re-Roof Garage with Enhanced Roofing System          | 40                           | 38   | 2  | 0  | 40  | 0  | UCPB                 |  |                       |
| 8105         | Installation of Staff Welfare Facilities (Civic Centre)              | 18                           | 0  | 18   | 0  | 18  | 0  | MIX                  |  |                       |
| 8126         | Stockton Street Wall   | 27                           | 27   | 0  | 0  | 27  | 0  | SPB                  |  |                       |
| 8132         | Relocation of Building Management System Equip to Bryan Hanson House | 10                           | 1  | 9  | 0  | 10  | 0  | CAP REC              |  |                       |
| 8133         | Removal of Leadbitter Telephone System                               | 2                            | 2  | 0  | 0  | 2   | 0  | CAP REC              |  |                       |
| 8134         | Create Interview Rooms - Municipal Buildings                         | 15                           | 16   | -1   | 0  | 15  | 0  | CAP REC              |  |                       |
| 8135         | Ramps - Accessibility (Church Street offices)                        | 40                           | 39   | 1  | 0  | 40  | 0  | CAP REC              |  |                       |
| 8136         | Removal of Offices - Hanson House                                    | 15                           | 17   | -2   | 0  | 15  | 0  | CAP REC              |  |                       |
| 8137         | Removal of Print Room to Civic Centre                                | 10                           | 3  | 7  | 0  | 10  | 0  | CAP REC              |  |                       |
| 8141         | Installation of Electrical Outlets - Bryan Hanson House              | 20                           | 7  | 13   | 0  | 20  | 0  | MIX                  |  |                       |
| 8142         | School Kitchen Replacements (Various Schools)                        | 215                          | 139  | 76   | 0  | 215   | 0  | MIX                  |  |                       |
| 8151         | Resurfacing Works - Bournemouth Drive                                | 1                            | 1  | 0  | 0  | 1   | 0  | SPB                  |  |                       |
| 8156         | Mill House Leisure Centre - Hall Lighting                            | 30                           | 23   | 7  | 0  | 30  | 0  | GRANT                |  |                       |
| 8162         | Footpath Renewals  | 10                           | 0  | 10   | 0  | 10  | 0  | MIX                  |  |                       |
| 8163         | Civic Centre Carpet Replacement - Ground Floor                       | 22                           | 20   | 2  | 0  | 22  | 0  | MIX                  |  |                       |
| 8164         | Seaton Carew Sports Hall - Replace Heating System                    | 35                           | 0  | 35   | 0  | 35  | 0  | MIX                  | Project on Hold - pending review of Seaton Carew Sports Hall |                       |
| 8165         | Stranton Nursery - Replace Boiler                                    | 70                           | 0  | 70   | 0  | 70  | 0  | MIX                  |  |                       |
| 8166         | Maritime Experience - Replace Boilers                                | 25                           | 0  | 25   | 0  | 25  | 0  | MIX                  |  |                       |
| 8167         | Automatic Entry Doors - Civic Centre Disability Works                | 10                           | 0  | 10   | 0  | 10  | 0  | MIX                  |  |                       |
| 8171         | Footpath Renewal - Grayfields  | 10                           | 0  | 10   | 0  | 10  | 0  | MIX                  |  |                       |
| 8173         | Voltage Optimisation - Civic Centre                                  | 37                           | 37   | 0  | 0  | 37  | 0  | MIX                  |  |                       |
| 8214         | Building Management System - Replace Equipment                       | 45                           | 0  | 45   | 0  | 45  | 0  | UCPB                 |  |                       |
| 8215         | Lynn Street Depot - Work Shops - Replace Roof                        | 50                           | 0  | 50   | 0  | 50  | 0  | UCPB                 |  |                       |
| 8219         | Sale of Jesmond Road School  | 10                           | 2  | 8  | 0  | 10  | 0  | CAP REC              |  |                       |
| 8280         | Upgrade Sea Defences Seaton  | 35                           | 29   | 6  | 0  | 35  | 0  | GRANT                |  |                       |
| 7542         | Parking Lay Bys  | 17                           | 0  | 17   | 0  | 17  | 0  | SPB                  |  |                       |
| 7720         | Public Conveniences  | 1                            | 1  | 0  | 0  | 1   | 0  | MIX                  |  |                       |
| 8111         | Marina Prom LED Lighting Scheme                                      | 6                            | 6  | 0  | 0  | 6   | 0  | MIX                  |  |                       |
| Various      | Carriageway Resurfacing  | 611                          | 456  | 155  | 0  | 611   | 0  | SPB                  |  |                       |
|              |  | 5,192                        | 2,719  | 2,388  | 85   | 5,192   | 0  |                      |  |                       |

|            |  |         |   |
|------------|--|---------|---|
| <b>Key</b> | Revenue Contribution towards Capital       | GRANT   | Grant Funded                                  |
| RCCO       | Combination of Funding Types               | CAP REC | Capital Receipt                               |
| MIX        | Unsupported Corporate Prudential Borrowing | UDPB    | Unsupported Departmental Prudential Borrowing |
| UCPB       | Supported Capital Expenditure (Revenue)    | SPB     | Supported Prudential Borrowing                |

**PORTFOLIO : FINANCE & PROCUREMENT**

**CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010**

**TABLE 2 - NEW DEAL FOR COMMUNITIES**

| Project Code | A<br>Scheme Title              | EXPENDITURE IN CURRENT YEAR       |   |   |   |  |   |                           | 2010/2011<br>COMMENTS |
|--------------|--------------------------------|-----------------------------------|---|---|---|--|---|---------------------------|-----------------------|
|              |                                | B<br>2010/2011<br>Budget<br>£'000 | C<br>2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | D<br>2010/2011<br>Expenditure<br>Remaining<br>£'000 | E<br>Expenditure<br>Rephased<br>into 2011/12<br>£'000 | F<br>C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | G<br>F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | H<br>Type of<br>financing |                       |
| 7038         | Opening Doors Phase III        | 99                                | 99  | 0   | 0   | 99   | 0   | NDC                       |                       |
| 7050         | Osbourne Road Hall             | 3                                 | 3   | 0   | 0   | 3  | 0   | NDC                       |                       |
| 7051         | Voluntary Sector Premises Pool | 5                                 | 5   | 0   | 0   | 5  | 0   | NDC                       |                       |
| 7054         | Crime Premises                 | 14                                | 13  | 1   | 0   | 14   | 0   | NDC                       |                       |
| 7061         | Business Security Fund         | 2                                 | 2   | 0   | 0   | 2  | 0   | NDC                       |                       |
| 7063         | CIA Environmental Improvements | 39                                | 1   | 38  | 0   | 39   | 0   | NDC                       |                       |
| 7079         | Home Improvement Project       | 316                               | 197   | 119   | 0   | 316  | 0   | MIX                       |                       |
| 7086         | Lynnfield Play Area            | 15                                | 0   | 15  | 0   | 15   | 0   | NDC                       |                       |
| 7065/7070    |                                |                                   |   |   |   |  |   |                           |                       |
| 8014         | Neighbourhood Management       | 64                                | 43  | 21  | 0   | 64   | 0   | NDC                       |                       |
| 8048         | NDC Trust III                  | 231                               | 231   | 0   | 0   | 231  | 0   | NDC                       |                       |
|              |                                | 788                               | 594   | 194   | 0   | 788  | 0   |                           |                       |

**Key**

|       |  |         |   |
|-------|--|---------|---|
| RCCO  | Revenue Contribution towards Capital       | GRANT   | Grant Funded                                  |
| MIX   | Combination of Funding Types               | CAP REC | Capital Receipt                               |
| UCPB  | Unsupported Corporate Prudential Borrowing | UDPB    | Unsupported Departmental Prudential Borrowing |
| SCE R | Supported Capital Expenditure (Revenue)    | SPB     | Supported Prudential Borrowing                |

**PORTFOLIO : PERFORMANCE****CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010**

| Project Code | A<br>Scheme Title                  | EXPENDITURE IN CURRENT YEAR  |  |  |  |   |  |                      |  | 2010/2011<br>COMMENTS |
|--------------|------------------------------------|------------------------------|--|--|--|---|--|----------------------|--|-----------------------|
|              |                                    | B                            | C  | D  | E  | F   | G  | H                    |  |                       |
|              |                                    | 2010/2011<br>Budget<br>£'000 | 2010/2011<br>Actual<br>as at 31/12/10<br>£'000 | 2010/2011<br>Expenditure<br>Remaining<br>£'000 | Expenditure<br>Rephased<br>into 2011/12<br>£'000 | C+D+E<br>2010/2011<br>Total<br>Expenditure<br>£'000 | F-B<br>2010/2011<br>Variance<br>from budget<br>£'000 | Type of<br>financing |  |                       |
| 7048         | Unallocated Health & Safety Issues | 44                           | 0  | 44   | 0  | 44  | 0  | MIX                  |  |                       |
| 7468         | IT Strategy                        | 500                          | 0  | 500  | 0  | 500   | 0  | MIX                  |  |                       |
| 7623         | Corporate IT Projects              | 57                           | 25   | 32   | 0  | 57  | 0  | MIX                  |  |                       |
| tdc          | Corporate Projects                 | 39                           | 0  | 39   | 0  | 39  | 0  | MIX                  |  |                       |
| tdc          | Mobile Chip & Pin                  | 20                           | 0  | 20   | 0  | 20  | 0  | MIX                  |  |                       |
| tdc          | Contact Service Upgrade            | 10                           | 0  | 10   | 0  | 10  | 0  | MIX                  |  |                       |
| 8157         | Northgate New Server               | 28                           | 24   | 4  | 0  | 28  | 0  | MIX                  |  |                       |
| 8143         | Council Tax Demand Notices         | 10                           | 10   | 0  | 0  | 10  | 0  | MIX                  |  |                       |
| 8308         | Purchase of Morison Hall           | 61                           | 61   | 0  | 0  | 61  | 0  | UCPB                 |  |                       |
|              |                                    | 769                          | 120  | 649  | 0  | 769   | 0  |                      |  |                       |

|            |  |         |   |
|------------|--|---------|---|
| <b>Key</b> |  |         |   |
| RCCO       | Revenue Contribution towards Capital       | GRANT   | Grant Funded                                  |
| MIX        | Combination of Funding Types               | CAP REC | Capital Receipt                               |
| UCPB       | Unsupported Corporate Prudential Borrowing | UDPB    | Unsupported Departmental Prudential Borrowing |
| SCE R      | Supported Capital Expenditure (Revenue)    | SPB     | Supported Prudential Borrowing                |

**ACCOUNTABLE BODY PROGRAMMES - REPORT TO 31ST DECEMBER 2010**

| Line No | 2010/11 Latest Budget | Accountable Body Programme                | Actual Position 31/12/10                      |   |  | Projected Outturn Variance | 2010/2011 COMMENTS |
|---------|-----------------------|---|---|---|--|----------------------------|--------------------|
|         |                       |   | 2010/11 Expected Expenditure/ (Income) Col. D | 2010/11 Actual Expenditure/ (Income) Col. E | Variance: Adverse/ (Favourable) Col. F = (F=E-D) £'000 |                            |                    |
| Col. A  | Col. B                | Col. C                                    | £'000   | £'000                                       | £'000  | £'000                      |                    |
|         |                       | <b>TABLE 1 - New Deal for Communities</b> |   |   |  |                            |                    |
| 1       | 1,300                 | Revenue Projects                          | 907   | 704   | (203)  | 0                          |                    |
| 2       | 788                   | Capital Projects                          | 594   | 594   | 0  | 0                          |                    |
| 3       | 2,088                 | Total NDC                                 | 1,501   | 1,298                                       | (203)  | 0                          |                    |

**PORTFOLIO : FINANCE & PROCURMENT****ACCOUNTABLE BODY REVENUE MONITORING REPORT PERIOD ENDING 31st DECEMBER 2010****TABLE 1 - NEW DEAL FOR COMMUNITIES**

| Line No | 2010/11 Budget | Description of Best Value Unit                   | Actual Position 31/12/10        |                              |                                | Projected Outturn Variance | 2010/2011 COMMENTS |
|---------|----------------|--|---------------------------------|------------------------------|--------------------------------|----------------------------|--------------------|
|         |                |  | Forecast Expenditure / (Income) | Actual Expenditure/ (Income) | Variance Adverse/ (Favourable) |                            |                    |
| Col. A  | Col. B         | Col. C   | Col. D                          | Col. E                       | Col. F (F=E-D)                 |                            |                    |
|         | £'000          |  | £'000                           | £'000                        | £'000                          | £'000                      |                    |
| 2       | 4              | Back to Work Grant                               | 4                               | 4                            | 0                              | 0                          |                    |
| 3       | 8              | Business Support Manager                         | 6                               | 6                            | 0                              | 0                          |                    |
| 4       | 101            | Children's Learning and Activities project       | 76                              | 70                           | (6)                            | 0                          |                    |
| 5       | 60             | Communications Project                           | 45                              | 23                           | (22)                           | 0                          |                    |
| 6       | 34             | Community Development Work                       | 26                              | 19                           | (7)                            | 0                          |                    |
| 7       | 142            | Community Housing Plan Delivery Costs 2008-11    | 107                             | 103                          | (4)                            | 0                          |                    |
| 8       | 53             | Community Learning Centre - Lynnfield            | 0                               | 0                            | 0                              | 0                          |                    |
| 9       | 1              | Community Transport                              | 1                               | 1                            | 0                              | 0                          |                    |
| 10      | 34             | Crime Premises                                   | 26                              | 31                           | 5                              | 0                          |                    |
| 11      | 1              | Enterprise Support Scheme                        | 1                               | 1                            | 0                              | 0                          |                    |
| 12      | 28             | Evaluation Project                               | 28                              | 28                           | 0                              | 0                          |                    |
| 13      | 10             | Family Support                                   | 8                               | 7                            | (1)                            | 0                          |                    |
| 14      | 22             | KS3 Sustaining Performance                       | 0                               | 0                            | 0                              | 0                          |                    |
| 15      | 15             | Longhill - Site Manger                           | 15                              | 15                           | 0                              | 0                          |                    |
| 16      | 12             | Lynnfield Play Area                              | 12                              | 11                           | (1)                            | 0                          |                    |
| 17      | 446            | Management & Administration                      | 335                             | 230                          | (105)                          | 0                          |                    |
| 18      | 263            | Neighbourhood Management Phase II                | 197                             | 137                          | (60)                           | 0                          |                    |
| 20      | 1              | Resident Association Support                     | 1                               | 0                            | (1)                            | 0                          |                    |
| 21      | 1              | Resident Steering Group (RSG) Laptops            | 1                               | 0                            | (1)                            | 0                          |                    |
| 22      | 45             | Selective Licensing in the Private Rented Sector | 0                               | 0                            | 0                              | 0                          |                    |
| 23      | 4              | Sustaining Consultancy Fund                      | 4                               | 4                            | 0                              | 0                          |                    |
| 24      | 14             | Youth Enterprise Scheme                          | 14                              | 14                           | 0                              | 0                          |                    |
|         | 1,300          |  | 907                             | 704                          | (203)                          | 0                          |                    |

**NOTES**

**Note 1** This is the final year of NDC and expenditure is expected to be on target at year end.

## SCRUTINY CO-ORDINATING COMMITTEE

25 March 2011



**Report of:** Scrutiny Manager

**Subject:** THE PROVISION OF FACE TO FACE FINANCIAL ADVICE AND INFORMATION SERVICES IN HARTLEPOOL - EVIDENCE FROM THE DEPARTMENT - COVERING REPORT

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### 1. PURPOSE OF THE REPORT

- 1.1 To inform Members that a representative from the Child and Adult Services Department will be in attendance at today's meeting to deliver a further presentation in relation to the provision of face to face advice and information services in Hartlepool.

### 2. BACKGROUND INFORMATION

- 2.1 As part of the Committee's ongoing face to face advice and information investigation, Members will today receive a presentation from Danielle Swainston, Sure Start, Extended Services and Early Years Manager. The aim of the presentation being to detail:-
- (a) How face to face financial advice services are provided across all sectors (*Council, Voluntary Sector, Partners, Other*);
  - (b) Exploration of potential duplication of services;
  - (c) Performance figures / positive outcomes;
  - (d) The impact of current and future budget pressures on the way in which face to face financial advice and information services are provided in Hartlepool;
  - (e) The way face to face financial advice and information services 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).

**3. RECOMMENDATION**

- 3.1 That Members note the content of the presentation, seeking clarification on any relevant issues where felt appropriate.

Contact Officer:- Joan Stevens – Scrutiny Manager  
Chief Executive's Department - Corporate Strategy  
Hartlepool Borough Council  
Tel: 01429 284142  
Email: joan.stevens@hartlepool.gov.uk

**BACKGROUND PAPERS**

No background papers were referred to in the preparation of this report.



## **CHILDREN'S SERVICES SCRUTINY FORUM**

### **FINAL REPORT**

## **THINK FAMILY – PREVENTATIVE AND EARLY INTERVENTION SERVICES**

March 2011

## SCRUTINY CO-ORDINATING COMMITTEE

25 March 2011



**Report of:** Children's Services Scrutiny Forum

**Subject:** FINAL REPORT INTO THINK FAMILY –  
PREVENTATIVE AND EARLY INTERVENTION  
SERVICES

---

### **1. PURPOSE OF REPORT**

- 1.1 To present the findings of the Children's Services Scrutiny Forum following its investigation into 'Think Family – Preventative and Early Intervention Services'.

### **2. BACKGROUND INFORMATION**

- 2.1 In November 2009, the Government announced the Think Family programme for which Hartlepool is a pathfinder Authority (Young Carers). The programme in its entirety aims to ensure that everyone who works with a family and the people in the family can provide the right support at the right time. A Think Family Strategy in Hartlepool is currently in development.
- 2.2 Hartlepool delivers integrated preventative services to children and young people through the 'Team Around the School' services which bring together key organisations / professionals to plan and implement support packages for children and young people with identified needs.
- 2.3 The Government's Social Exclusion Taskforce in their Families at Risk review estimated that around 140,000 of the 12.8 million families in England experience entrenched problems of the type which are often passed from generation to generation. This is despite the support which is often provided from a large number of different agencies. From this review evidence shows that this support often does not succeed because it is poorly co-ordinated and does not take into account the wider family problems which lie at the root of those experienced by individual children or adult family members.

- 2.4 Think Family means securing better outcomes for children, young people and families with additional needs by co-ordinating the support they receive from children's, young people's, adults' and family services so that they can:-
- (a) Identify families at risk of poor outcomes to provide support at the earliest opportunity;
  - (b) Meet the full range of needs within each family they are supporting or working with;
  - (c) Develop services which can respond effectively to the most challenging families; and
  - (d) Strengthen the ability of family members to provide care and support to each other.

### **3. OVERALL AIM OF THE SCRUTINY INVESTIGATION**

- 3.1 To explore the provision of preventative and early intervention services including the provision of practical support for children including children on the cusp of care; young people and their families.

### **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 6 September 2010:-
- (a) To gain an understanding of the Think Family approach in Hartlepool along with the role of each of the following services in contributing to this approach:-
    - (i) Universal services;
    - (ii) Targeted services; and
    - (iii) Specialist services
  - (b) To examine how the Council and its partner organisations co-ordinate their Think Family approach in order to deliver services in an integrated way to avoid duplication and gaps in service provision;
  - (c) To identify the impact that Think Family services have on children including children on the cusp of care, children living in poverty, young people and their families;
  - (d) To evaluate Hartlepool's Think Family approach to establish whether it is achieving its overall aim;

- (e) To gain an understanding of the impact of current and future budget pressures on the way in which Think Family services are provided in Hartlepool;
- (f) To explore how Think Family services could be provided in the future, giving due regard to:-
  - (i) Improving the effectiveness and efficiency of the way in which the services are currently provided; and
  - (ii) If / how the services could be provided at a reduced financial cost (within the resources available in the current economic climate).

## **5. MEMBERSHIP OF THE CHILDREN'S SERVICES SCRUTINY FORUM**

### **5.1 Membership of the Children's Services Scrutiny Forum for the 2010 / 11 Municipal Year was as outlined below:-**

Councillors C Akers-Belcher, Fleet, Griffin, Ingham, Lauderdale, Maness, Simmons (Chair), P Thompson and Wells (Vice-Chair)

Co-opted Members: Eira Ballingall, David Relton and 2 vacancies

Resident Representatives: Joan Steel and Hilda Wales

Young People's Representatives: Ashleigh Bostock, Lauren Carroll, Demi Coull, Shauna Hanley, Aarthi Suresh and 1 Schools' Council Representative

## **6. METHODS OF INVESTIGATION**

### **6.1 The Members of the Children's Services Scrutiny Forum met formally from the 6 September 2010 to 22 March 2011 to discuss and receive evidence directly relating to their investigation into 'Think Family – Preventative and Early Intervention Services'. A detailed record of these meetings is available from the Council's Democratic Services or via the Hartlepool Borough Council website.**

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

- (a) Presentations from the Council's Child and Adult Services Department enhanced with verbal evidence;
- (b) Verbal evidence from Iain Wright, MP
- (c) Group exercises held with:-
  - (i) Partner organisations;

- (ii) Parents;
  - (iii) Young people; and
  - (iv) Children
- (d) Verbal and written evidence from parents
  - (e) A presentation from Gateshead Council, Newcastle City Council and Durham County Council
  - (f) A presentation from the Department for Education
  - (g) A presentation from the Deputy Headteacher of High Tunstall College of Science

## **FINDINGS**

### **7. THE THINK FAMILY APPROACH AND HOW IT WORKS IN HARTLEPOOL**

7.1 Members of the Forum were keen to gain an understanding of the Think Family approach nationally and also how it works in Hartlepool. Therefore, the Forum invited evidence from the Department for Education; the Member of Parliament for Hartlepool; the Council's Child and Adult Services Department; and the Deputy Headteacher of High Tunstall College of Science.

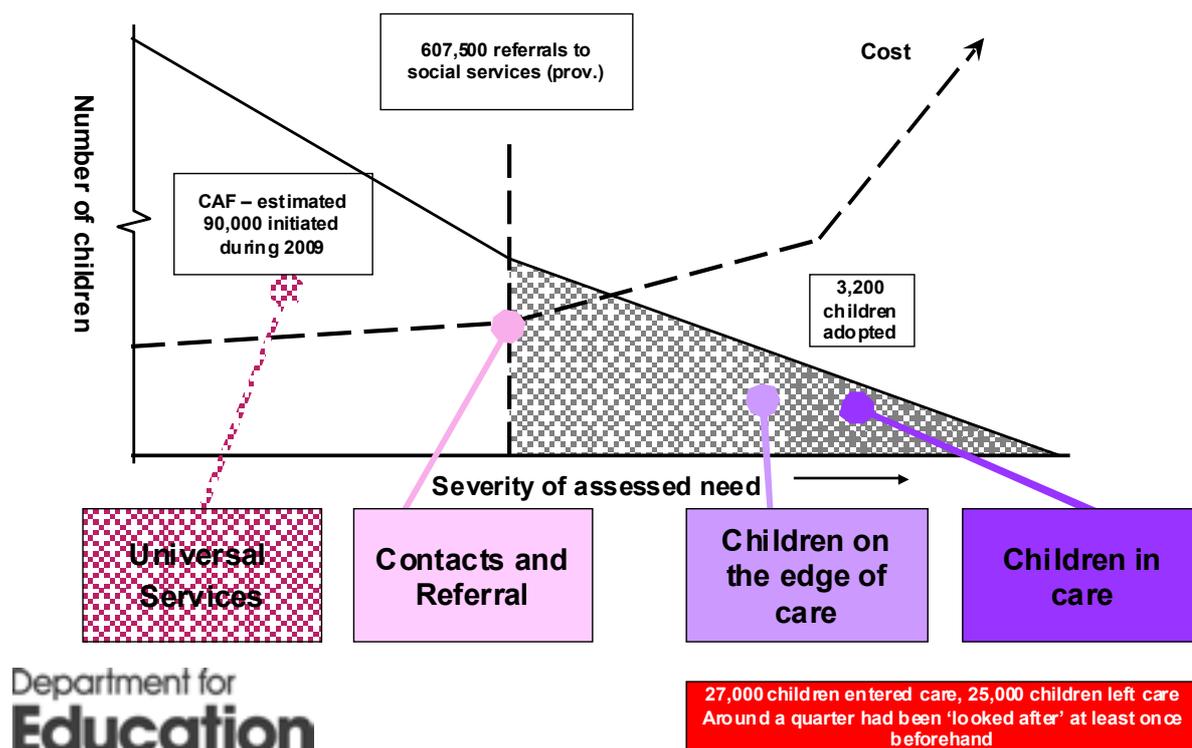
#### **Evidence from the Department for Education**

7.2 As part of the evidence gathering process, the Forum hosted a regional Think Family conference (which is referred to in section 10 of this report). As part of the conference Members heard evidence from the Edge of Care Team Leader from the Families at Risk Division, Department for Education.

7.3 The Team Leader spoke about children on the 'edge of care' and explained the edge of care as those children who are not at sufficient risk to be 'looked after' by the Local Authority but are likely to be if something is not done to improve things at home. These children can move in and out of the care system, often for short periods of time and are often from families facing multiple problems.

7.4 Members were informed that high quality early intervention and prevention can prevent the need for repeated interventions, often at higher cost. The system has been broken down into four key areas of pressure, as shown in the graph below:-

## The spectrum of need.....



7.5 Section one, universal services: The vast majority of the 12m children and young people in the country fall short of the threshold for an assessment by social services but need support. The families need help to access services if their problems are not to get worse and more expensive to deal with.

7.6 Section 2, contracts and referral: Around 600,000 referrals are made annually (roughly a quarter of them repeat referrals) and roughly a third of these result in no further action. The children go back into universal services but this does not mean they do not have needs, as many will be referred again in the future.

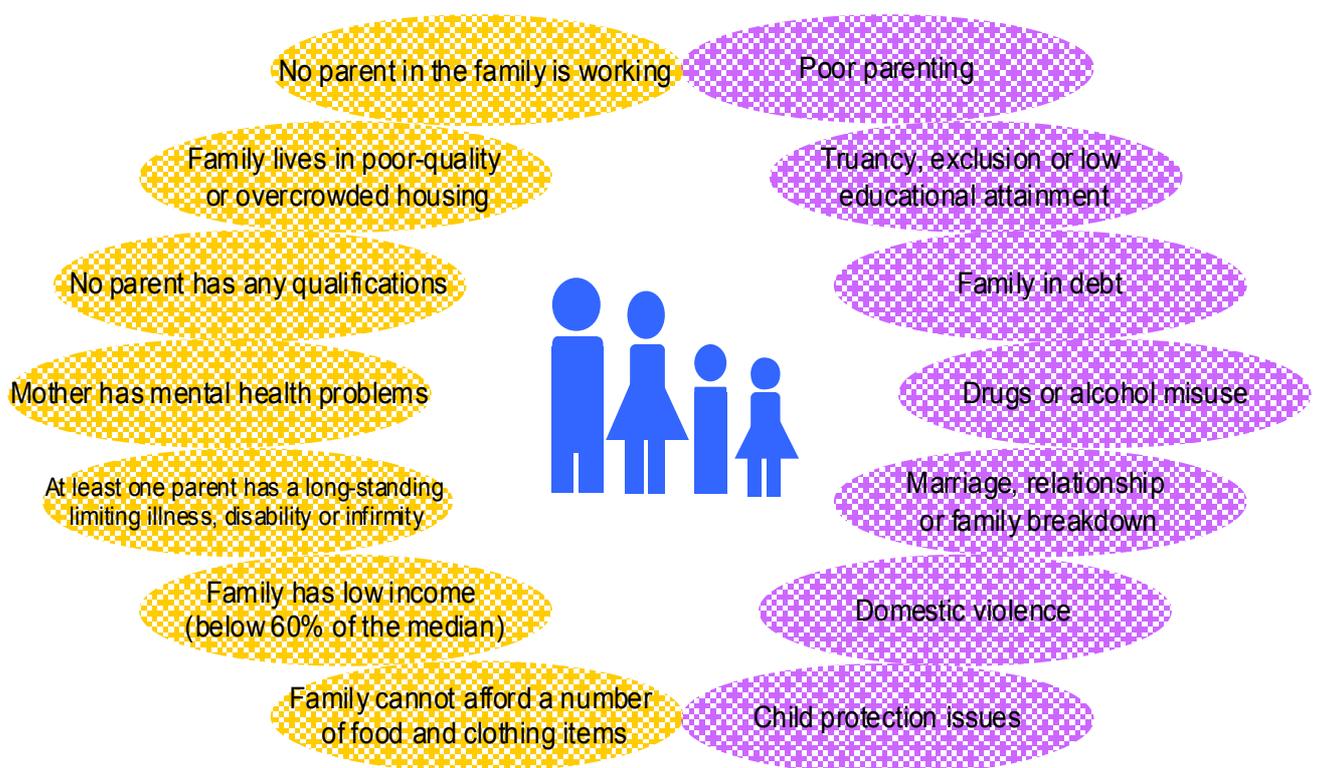
7.7 Section 3, children on the edge of care: There are a number of children on the edge of care because of their family circumstances, or who move in and

out of care. Many children only stay looked after for a short period of time but end up back in the care system again. Work with dysfunctional families, can reduce the flow of children into care and the associated costs and negative outcomes, or enable successful returns from care (27,000 entered the care system last year and 25,000 left it but around a quarter of these children had been in care at least once beforehand).

- 7.8 Section 4, children in care: Relates to helping the 64,000 children who are looked after to find permanency as quickly as possible, whether through remaining in a suitable, stable care placement, through adoption or special guardianship, or through returning home.
- 7.9 Local areas vary considerably and therefore the Department's intention is not to produce a prescriptive 'solution', or an idealised system. Rather, this analysis should give local areas a way of framing their thinking about children's services in their own area, and how best to meet local needs.
- 7.10 Members recognised that growing up in a family with significant, social, health, economic and behavioural problems has a lasting and inter-generational impact on a child's life chances.

7.11 The Team Leader informed Members that around 120,000 families in England experience multiple social, health and economic problems and 46,000 experience 'problem' child behaviour. These account for almost two thirds of exclusions; 1 in 5 youth offences; parents are 34 times more likely to need drug treatment; and 8 times more likely to need alcohol treatment and a third are subject to child protection. The below diagram shows the types of problems faced by families:-

## Types of problems faced by families...



Department for  
**Education**



Risk factors attributed to families with 5 or more disadvantages (from) Families At Risk: Background on families with multiple disadvantages, Social Exclusion Taskforce Research Report, 2007



Additional risk factors from families supported through family intervention (NatGen, Mar 2010).

7.12 The following key issues and statistics were highlighted to Members:-

### Parental alcohol and drug misuse

- Alcohol misuse identified as a factor in 50% of child protection cases
- Children at a higher risk of mental ill-health, behavioural problems, involvement with the police, and substance/alcohol misuse

Parental offending

- 63% of boys with convicted fathers go on to be convicted
- Children of prisoners - 3 times the risk of mental health problems
- Can perpetuate a cycle of antisocial behaviour where children are more likely to be both perpetrators and / or victims of crime themselves

Domestic Violence

- 25% children witnessing domestic violence have serious social and behavioural problems

Safeguarding

- Nearly 75% of Serious Case Reviews found that parental mental ill health, substance misuse and/or domestic violence, often in combination were a factor

Education

- Children aged 13-14 who live in families with five or more problems are 36 times more likely to be excluded from school

**Evidence from the Member of Parliament for Hartlepool, Iain Wright**

- 7.13 The Forum was extremely grateful to receive evidence from the Member of Parliament (MP) for Hartlepool, Iain Wright. The MP highlighted that Hartlepool was regarded as one of the champions in this area and placed real emphasis on the importance of early intervention and its benefits along with the success of Family Intervention Projects (FIPs). The MP referred to the advantages of partnership working with the voluntary sector and the need to ensure that this partnership continued. Reference was made to the potential effects on the early intervention and preventative services as a result of the Government's budget cuts and the need to ensure that the Council retain Think Family services to ensure people have the best start in life. Whilst Members recognised the requirement to reduce services, the need to retain expertise and address the implications of such cuts was emphasised.
- 7.14 Members of the Forum questioned how the Government would reduce child poverty and other issues faced by families such as drug and alcohol abuse. The MP expressed concerns due to the absence of a National Youth Policy and the risks that the current budget constraints may have on the previous good work undertaken in this regard.
- 7.15 The MP spoke about the low take up of working tax credits and benefits generally and advised that whilst assistance was available arrangements

should be made to ensure the system was simplified to encourage greater take up. Disappointment was expressed by the Forum regarding the Government's proposals to reduce the number of Sure Start Centres and highlighted the benefits of the service as well as the importance of universal services being available to everyone.

- 7.16 With regard to early intervention, the benefits of partnership working with the Health Service, particularly midwives and health visitors, to identify problems at pregnancy stage was a main priority. However, concern was expressed by Members in relation to the proposed transfer of services from Primary Care Trusts to General Practitioners (GPs) and the impact on services as a result. Members were of the opinion that there is a need to develop stronger partnerships with the police and housing providers in terms of funding intervention projects.
- 7.17 The MP highlighted the fact that whilst there are a number of routes to identify families in need, there are still a number of families not being identified. It was suggested that the current referral routes be extended and formalised and emphasise be placed on gaining trust and building relationships with families.
- 7.18 Whilst Members noted the success of parenting programmes, it was pointed out by the MP that current intervention programmes focussed mainly on support for mothers and therefore providing a similar level of support to fathers was suggested.
- 7.19 The MP also attended the regional Think Family conference and strongly reiterated his views, as above, and concluded by saying "we should invest in young people and families and stand together so no child is left alone".

### **Evidence from the Child and Adult Services Department**

- 7.20 The Forum welcomed evidence from officers from the Child and Adult Services Department which outlined where the Council is now, how the Council achieved this; and the services available.

#### *Timeline of Development*

- 7.21 Members were informed that the Think Family programme in Hartlepool has been in development since 2001. Think Family fundamentally leads all services to think beyond their own client group and think about all family members. Members were pleased to hear that there is a real national interest in the Hartlepool model which is held to be an example of good practice.

#### *2002*

- 7.22 In 2002 the Children's Fund was established which worked on how to reduce anti-social behaviour aiming services at 5 to 13 year olds.

### 2003

7.23 In 2003 a pilot project was introduced working with four families who had received numerous complaints about anti-social behaviour. Support was offered through the Children's Fund, the Youth Offending Service, housing, education and Families First, which resulted in an 80 percent reduction in complaints. Also, in 2003, the Children's Fund allocated 25% funding to the Youth Offending Service for prevention. Youth Inclusion and support panels were set up, the family support panel included the following organisations:-

- (i) Children's Fund;
- (ii) Families First;
- (iii) Youth Offending Service;
- (iv) Social Services;
- (v) Housing;
- (vi) Community safety;
- (vii) Child Adolescent Mental Health Service;
- (viii) Police;
- (ix) Youth Services;
- (x) Connexions;
- (xi) Health;
- (xii) Education; and
- (xiii) Barnardo's

### 2004

7.24 In 2004 funding was provided by New Deal for Communities, the Youth Offending Service and the Children's Fund for a co-ordinator and two workers.

### 2005

7.25 In 2005 a key worker was appointed and the Hartlepool Intervention Panel was established.

### 2006

7.26 In 2006 the Youth Justice Board Prevention funding established the Youth Inclusion Programme. This programme identified 50 young people, 25 from Dyke House school and 25 from Owton Manor school. In 2007 this programme was extended to the North of the Town.

### 2007

7.27 Prevention awareness courses started to be delivered in schools along with Anti-Social Behaviour FIPs.

2008

- 7.28 2008 saw the development of a Prevention Strategy and a town wide youth inclusion programme. A pilot Youth Justice Board Prevention Project was also set up.

2009

- 7.29 In 2009 Teams Around the School were introduced and prevention workers were also based in schools. During 2009, a Youth Crime Prevention Inspection was carried out by Her Majesty's Inspectorate Constabulary (HMIC) which concluded that 'Hartlepool's prevention approach was in our collective opinion the best structured we have seen in our fieldwork. This structure is supported by excellent professional relationships between all agencies; a genuine common ethos was detected. All should be congratulated on this achievement'.
- 7.30 Members were very keen to gain an understanding of the Team Around the Schools and the impact that they have on children and their families. It was highlighted to Members that there are three teams, these being Team Around the Children's Centre (TACC); Team Around the Primary School (TAPS); and Team Around the Secondary School (TASS).

#### **Team Around the Children's Centre (TACC)**

- 7.31 Members noted that there are eight main Children's Centres based across four localities which replicate the school clusters. Each team is based in a locality and consists of:-

Integration Support Manager  
 Community Involvement Worker  
 Family Support Worker  
 Early Years Consultant  
 Admin and Caretaker  
 Midwives  
 Health Visitors  
 Speech and Language Therapists  
 Outreach workers (commissioned through Barnardos)  
 (Daycare settings are also linked to each centre)

- 7.32 Members queried the referral process and how children / families were identified for support. The Forum was informed that there was a referral pathway in place for early intervention and referrals were received from a range of partners including health professional and also individual families.
- 7.33 One of the parents was concerned that she was not aware of a route to self refer to a service and suggested that this should be examined further. The Forum believed that self – referral was an important element to try and avoid more serious interventions at a later date.

- 7.34 A Multi agency panel meets on a monthly basis to allocate the referrals to workers and the aim is to refer as early as the antenatal period if appropriate. It is essential to ensure that health staff are referring families to the appropriate points of contact. TACC also offer bespoke packages of care so that families are equipped to parent appropriately and feel able to access Children's Centre activities therefore reducing referrals into social care. Members recognised that there were a number of routes to identify families in need through health workers, police or school but queried what was in place to recognise families living in poverty. Members were informed that this would be identified by the TACC or TAPS with only one referral required from one organisation.
- 7.35 A parent questioned how closely GPs were involved in the provision of the Think Family services. An officer from the Child and Adult Services Department commented that work was underway to liaise more closely with GPs through the Children's Centres but some GPs were more receptive than others.
- 7.36 The Forum was interested to hear about the Common Assessment Framework (CAF). The CAF is a form which is completed in conjunction with the family and used across all the services working with the families to provide a holistic assessment for that family. This means that the family would only need to provide information to one organisation / agency as the CAF would be shared with the other organisations / agencies involved.

#### **Team Around the Primary School (TAPS)**

- 7.37 The Forum was informed that the TAPS is an early intervention project aimed at children aged between 5-11 years which enables children to achieve the five Every Child Matters outcomes. The outcomes are detailed in **Appendix A**. The project ensures that families access the relevant support at the earliest opportunity and helps to identify children and their families who may need some additional support. Each team consists of a social worker and a number of interventions workers including:-

Dad's Worker  
 Police Officer  
 Housing Workers  
 Connexions Worker  
 Youth Workers  
 Anti Social Behaviour FIP Workers  
 Mental Health Worker  
 Parenting Befriend Worker  
 Domestic Abuse Worker  
 Youth Offending Worker  
 Anti Social Behaviour Officer

- 7.38 The team is split into three localities to link with the primary schools' behaviour, education and social difficulties cluster groups, North, Central and South. Each team member has two to three allocated schools. Social

workers and allocated workers meet with schools on a half term basis to discuss and identify referrals. TAPS offers a three tier support process, as outlined below:-

TIER 1 - general advice and support to schools, including guidance around the CAF process

TIER 2 - brief intervention

TIER 3 - holistic family support package / FIPs provide the most 'at risk' families with the high level, intensive support they need to make positive changes.

- 7.39 Funding for a number of FIPs has been awarded to Hartlepool. These are all run by the same team that provides the TAPs service. Currently there is an Anti Social Behaviour FIP; a Child Poverty FIP; a Youth Crime FIP and the Belle Vue FIP. This project offers intensive support to families in order to tackle anti-social behaviour, child poverty and youth crime.
- 7.40 Members were shown examples of case studies where help and support was provided by the TAPs. One of these studies is highlighted below. The case study details the family circumstances and the help the family received:-

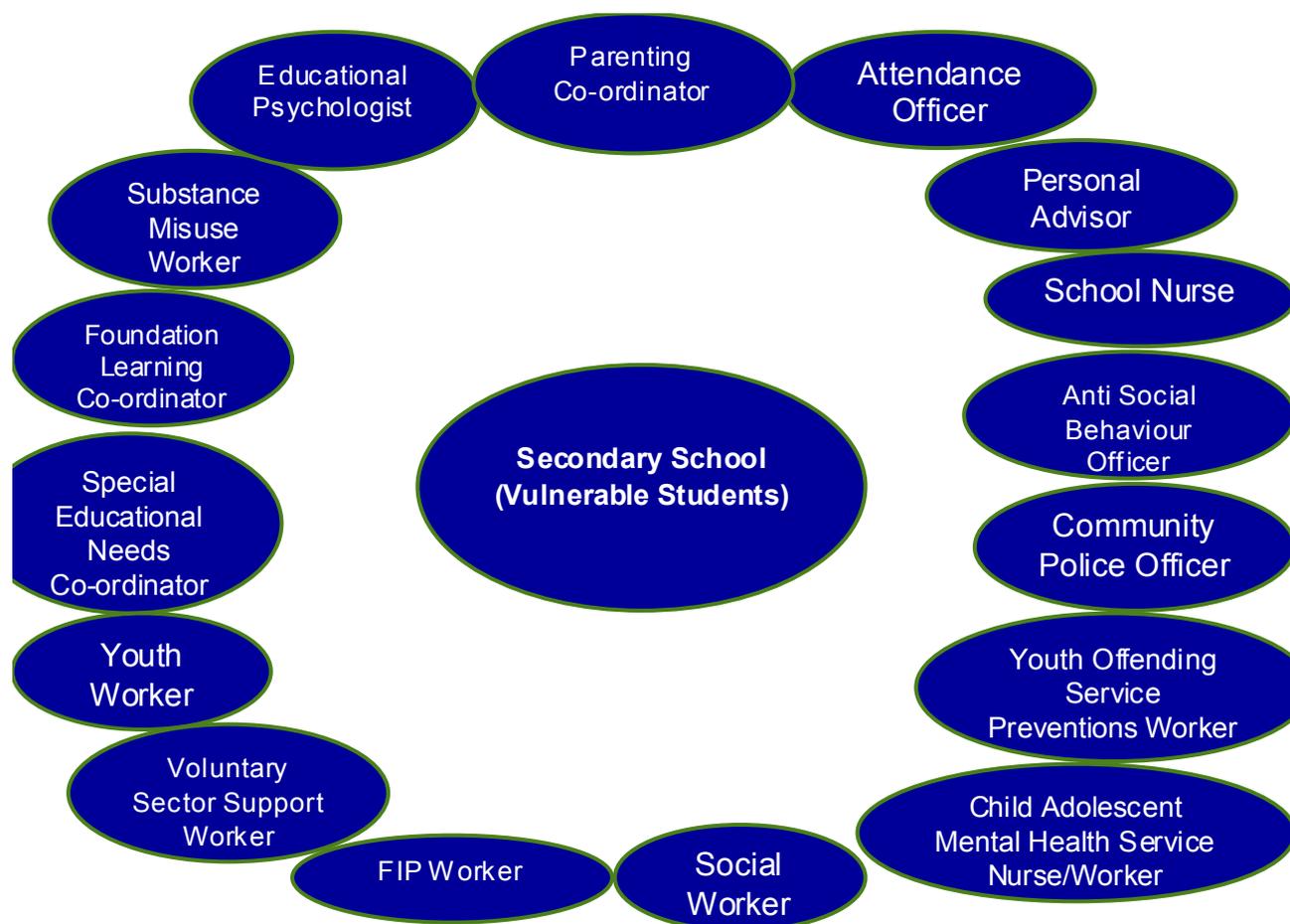
A young boy is showing challenging behaviour at home and school. His sister (15 years old) is pregnant with twins. The mother is struggling financially and has no family in the area. The TAPS worked with the family, benefit advice was sought and emotional support offered to the mother. The team carried out 1:1 work around the boy's emotions and feelings and also prepared him for the arrival of twins. The sister was referred to a Children's Centre and a package of support was provided around her education.

### **Team Around the Secondary School (TASS)**

- 7.41 Members heard that TASS was born out of the National Targeted Youth Support reforms, which highlighted that 'Young people at risk of poor outcomes should receive an integrated package of support which meets their needs.' (Youth Matters / Youth Matters Next Steps). The early identification of at risk young people is the main aim of TASS, and is co-ordinated by a lead professional. Again, the CAF is used to assess young people's needs.
- 7.42 The Council's Youth Support Services and the Secondary Behaviour and Attendance Partnership strongly believe that:-

*'the development of integrated, (virtual) multi-agency teams around each of the local secondary schools provide the best model for securing improved outcomes for vulnerable young people (of secondary school age) and supporting them on the path to success'.*

7.43 Below is a diagram which illustrates the TASS model:-



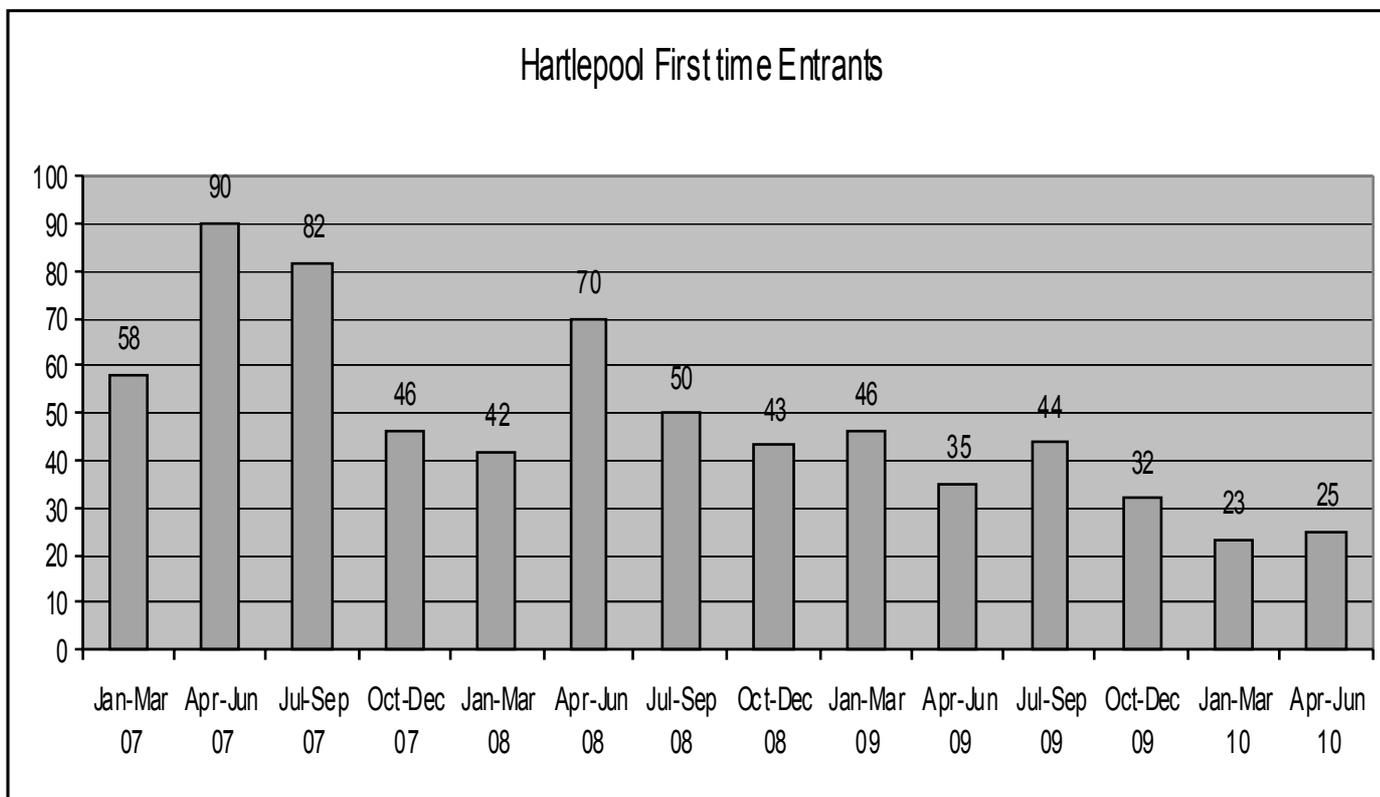
7.44 Members were very pleased to hear about the success of the High Tunstall TASS, as illustrated below:-

‘The High Tunstall TASS has been a success in the early identification of the needs of young people. The rolling out of TASS has proved that a coordinated approach between the schools and services can address issues young people face before the problem exacerbates.

In one of the cases it may have prevented a drug related death due to solvent misuse being identified in the early stages of use and interventions being carried out to address the use.’

(Young People’s Substance Misuse Co-ordinator)

7.45 Early intervention services impact positively on many areas, for example, Members were very pleased to hear that first time entrants into the youth justice system are reducing, as shown in the graph below.

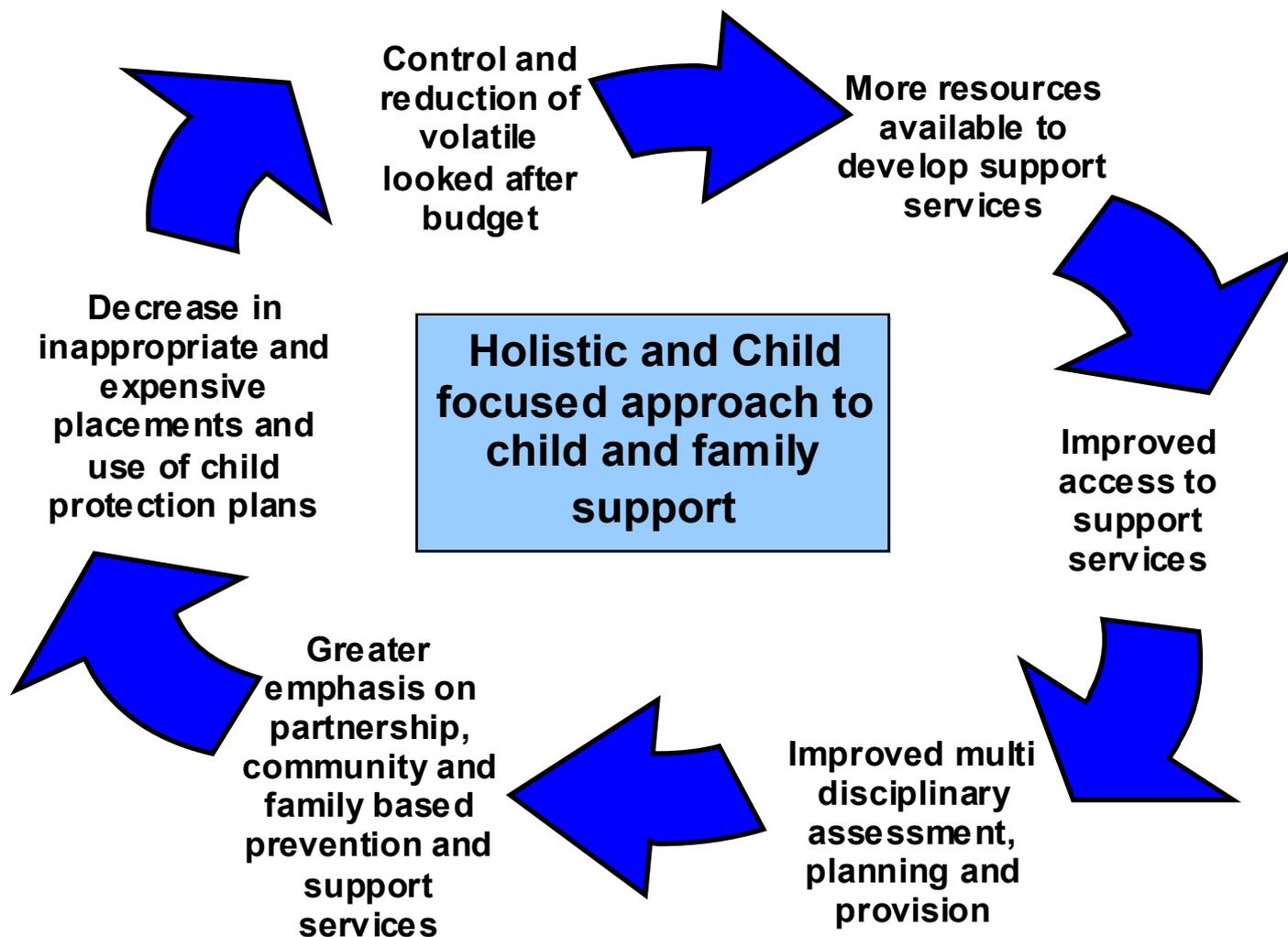


**Prevention Services in 2010 / 11**

7.46 The Assistant Director, Safeguarding and Specialist Services informed Members that the Think Family and Early Intervention Service provided a holistic and child focussed approach to child and family support. In addition to this, tailored packages of care were being piloted with a view to ensure that the individual needs of families were met to try and keep children out of the care of the local authority.

7.47 Members questioned whether the number of children being looked after by the local authority was increasing. The Assistant Director confirmed that it was increasing and this was partly due to intervening earlier with more families. This was also reflective of the national picture. There was some concern raised by the Forum that the additional measures put in place in relation to early intervention were not having the desired affect if the numbers were increasing. The Assistant Director confirmed it was still early days but that the current service was aimed at supporting families down the continuum of need.

7.48 The Assistant Director referred to the Virtuous Cycle, as shown below, which illustrates the holistic and child focused approach to child and family support.



#### **Evidence from High Tunstall College of Science**

7.49 The Deputy Headteacher of High Tunstall College of Science delivered a presentation at the Think Family conference on how the school developed their TASS.

7.50 The Deputy Headteacher defined their TASS as follows:-

*‘This partnership is passionate about the health, happiness, education and inclusion of all our young people. We are committed to sharing good practice and expertise in order to break down barriers to learning and promote personal, emotional and social well-being’.*

7.51 The focus of the TASS is the young person and how the TASS engages with the young person. The TASS is made up of a number of representatives from organisations, such as Barnardos, the police and HYPED, the substance

misuse service. The school recognised that it was very important not to hand the problem onto a variety of organisations but for each organisation to work with the school to help and support the young person involved.

7.52 An example was used to illustrate this approach, as shown below:-

The school had concerns about the behaviour of a 14 year old boy. Some of the issues the boy faced included a lack of motivation, risk of persistent absence, disruptive behaviour in lessons, aggressive behaviour and risk of offending. The boy was receiving additional support from the school before the TASS team became involved. However, the majority of these support measures, for example, Year Leader Report and meetings with parents were unsuccessful. The TASS team became involved to help the boy. Some of the services used by the TASS included B76, Headland Futures, and HYPED, the substance misuse service. The impact of the TASS is identifiable as the boy's attendance is now improving; he has avoided permanent exclusion; he is working towards City and Guilds Level 1 in Horticulture and adult literacy and numeracy; his drug dependence has reduced and he is engaging with a key worker.

7.53 The school now plans to continue to build capacity to provide a coherent, responsive and flexible support system. The school plans to ensure seamless support for Year 6 pupils transferring to the school. Other projects include the development of a 1 year pilot employing a Parent Support Worker and development of a 2 year pilot with MIND to provide a counselling service within the school.

## **8. HOW THE COUNCIL AND ITS PARTNER ORGANISATIONS CO-ORDINATE THEIR THINK FAMILY APPROACH AND THE IMPACT THAT THINK FAMILY SERVICES HAVE ON CHILDREN INCLUDING CHILDREN ON THE CUSP OF CARE, CHILDREN LIVING IN POVERTY, YOUNG PEOPLE AND THEIR FAMILIES**

8.1 As part of this investigation, the Forum at its meeting of 19 October 2010 split into small groups to gather views from partner organisations on the delivery of and co-ordination of Think Family services. Several organisations attended including Hartlepool MIND; Barnardos; Housing Hartlepool; Hartlepool Carers; Hartlepool Patch; Cleveland Police; and the Primary Care Trust. Several parents also contributed to the discussions.

8.2 The key points from the views gathered were:-

- (a) That better access to decent quality information should be available to families detailing what services are available through the Think Family programme;
- (b) That links needed to be strengthened in particular with GP's, as some GP's were prescribing medication rather than directing people to the appropriate services;
- (c) That schools are instrumental in the promotion of Think Family services;
- (d) That raising awareness with both public and partner organisations should be examined further through promoting and marketing the services possibly through the use of the Council's quarterly publication, *Hartbeat*;
- (e) That the venues where services are provided are neutral and welcoming to families;
- (f) That raising awareness of the self referral process was an issue highlighted for further development; and
- (g) That the key factor is that the earlier individuals can access the services they need the better it is in the longer term.

8.3 The feedback from this exercise is attached as **Appendix B**. The comments have been grouped into main categories with a column outlining suggestions for improvement which were made.

8.4 The Forum also held a very successful meeting out in the community, at Belle Vue Community Sports and Youth Centre, and invited families with experience of Think Family services to attend. It was very well attended by parents, young people and children. Three activity sessions were organised for the following age ranges to gather their views on Think Family services:-

- (a) 5-11 year olds;
- (b) 12-16 year olds; and
- (c) Adults.

#### *Feedback from Adults*

8.5 The adults who were in attendance at the meeting discussed the good points about the service they received; improvements to the service; consequences of not receiving the service; and the impact of the service. The feedback from

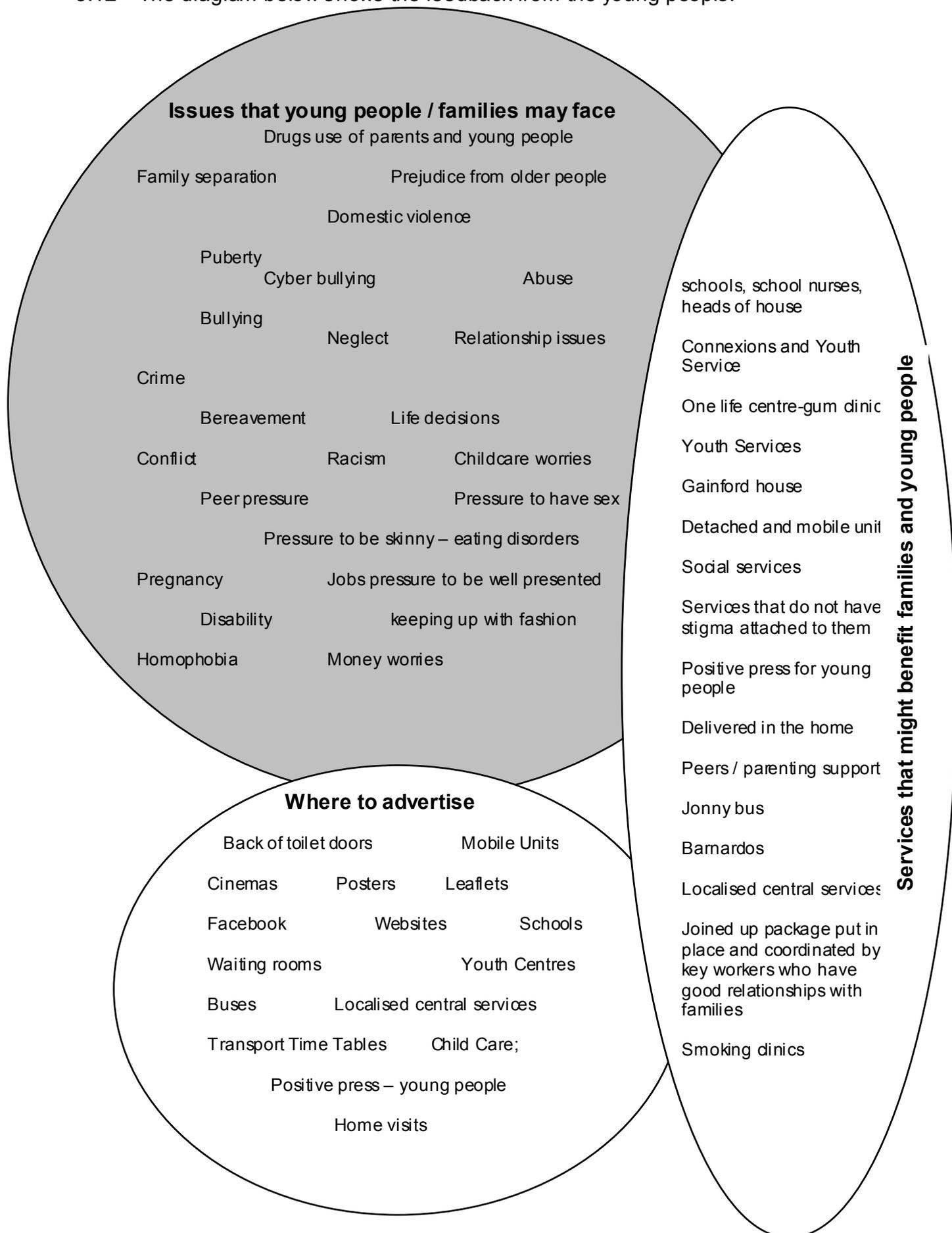
this exercise has been collated with the feedback from the partner organisations and is therefore included in Appendix B.

- 8.6 In summary the feedback highlighted the need to improve access to services so that they are open to all families; raise awareness of services; improve co-ordination between services and keep in contact with families.
- 8.7 As a result of the services offered, parents highlighted that their children are better behaved; communication between all family members has improved; the family is still together; there is an increased awareness of how important having family time is; and mums nurture themselves more.
- 8.8 Members noted that if the services were not accessed by these parents then their circumstances would be extremely different, for example parents said they would have been depressed; things would have got worse; would not have started college / work; children's behaviour would have got worse; and children may have ended up in prison.
- 8.9 The adults also took part in an exercise where they were asked to rank key points in order of importance in relation to how Think Family services are delivered. Out of the three groups which undertook the exercise two of the groups ranked 'help as early as possible' as the most important, with the third group ranking 'one contact point for all services' as most important. The feedback from this exercise is attached as **Appendix C**.

#### *Feedback from Young People*

- 8.10 The young people split into two groups. They were asked to list all the issues that young people and families may face on one side of a diagram that was in the shape of a person. On the other side of the diagram they were asked to list as many services as they could think of that would benefit young people and their families as a whole and who should deliver these. The young people then discussed where they think these services can be advertised and accessed by young people and families in need of support.
- 8.11 The young people prioritised three key points from their feedback which were:-
- (a) Services should have no stigma attached to them and should be delivered on a localised basis by people the family / young person has the best relationship with.
  - (b) Packages should be put in place and coordinated by a key worker.
  - (c) Services should also be confidential.

8.12 The diagram below shows the feedback from the young people:-



*Feedback from the Children*

## 8.13 The children took part in an exercise involving the following:-

This is me - the children decorated a pre-prepared figure to represent themselves which included things that they do and are proud of.

This is my family – the children then placed their figure in the middle of a sheet and arranged pre-prepared figures around it to represent family relationships. A discussion followed about who makes up their family and what sort of intervention they may receive to help with issues that they have as a family.

This is who helps my family – the children used pre-prepared cards to select agencies that might be involved with them and their family. A discussion followed about how they may be able to identify the Think Family approach as it relates to their own experience.

8.14 11 children attended the workshop representing four families. The youngest was 6 and the oldest was 12. The 12 year old elected to come with his younger brothers and sisters to stay together as a family rather than join the 12 to 16 workshop. The initial part of the discussion involved the children sharing the make up of their families. The family situations were quite complex, two of them with the number of children in the family being over five. The family situations also included children of both parents from previous relationships living together with children from the current relationship. All the children were very frank in sharing some of the issues that resulted from this living arrangement. There was a particular awareness of agencies that helped their family and also the role played by health professionals including the hospital, GP's, nurses and health visitors.

8.15 All the children felt positive about the help and support that they received from agencies. The general feeling from the children was that there was an awareness of how other people helped their parent or parents. The parent or parents were then able to help the children.

“...she helps my mam and I know I can go to my mam and everything is alright...”

8.16 One of the children spoke about difficulties that had occurred in the past when his parent had been in a previous relationship. His parent was now in a new relationship and things had changed for the better. He spoke about how the family received help, although he was not able to identify what help they had specifically received. He knew the first name of the worker but not where they were from.

8.17 Two of the children were keen to share what they had been doing with the rest of the groups when they returned to the main room. This was cleared with their mam. When back in the main room only one of the children stood

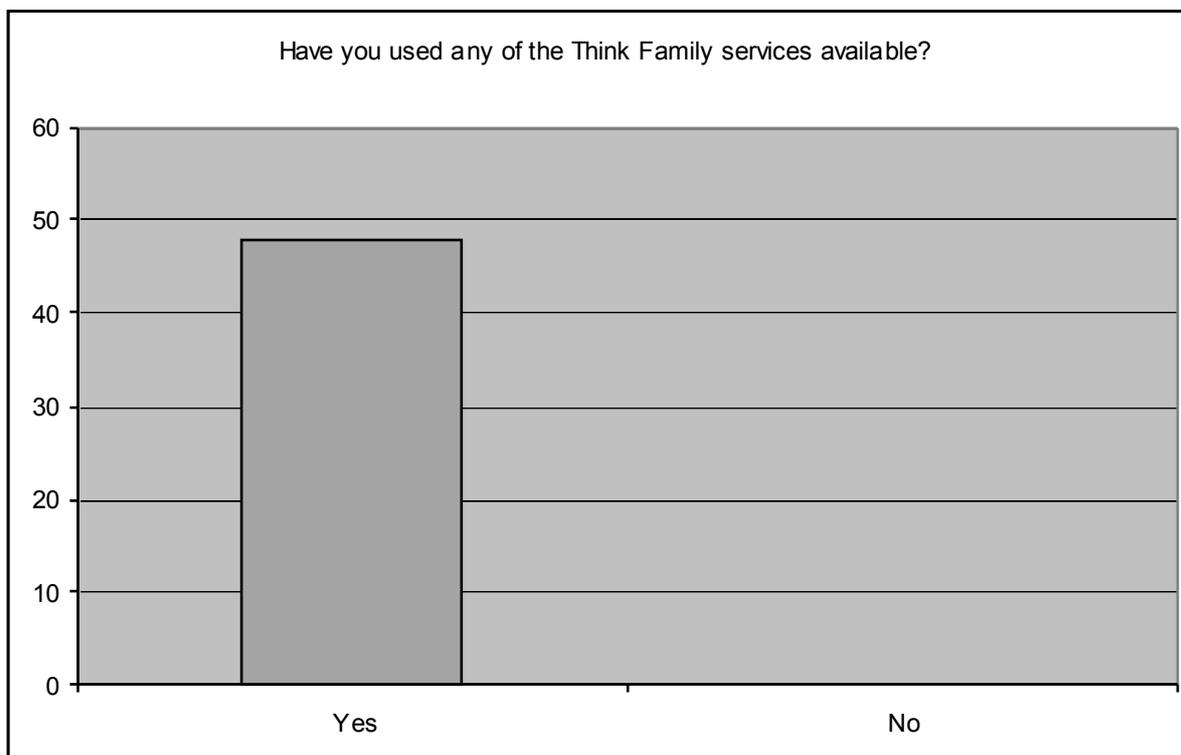
up in front of everyone finishing with the highly effective statement: ‘This is my life’.

*Feedback from Think Family Questionnaires*

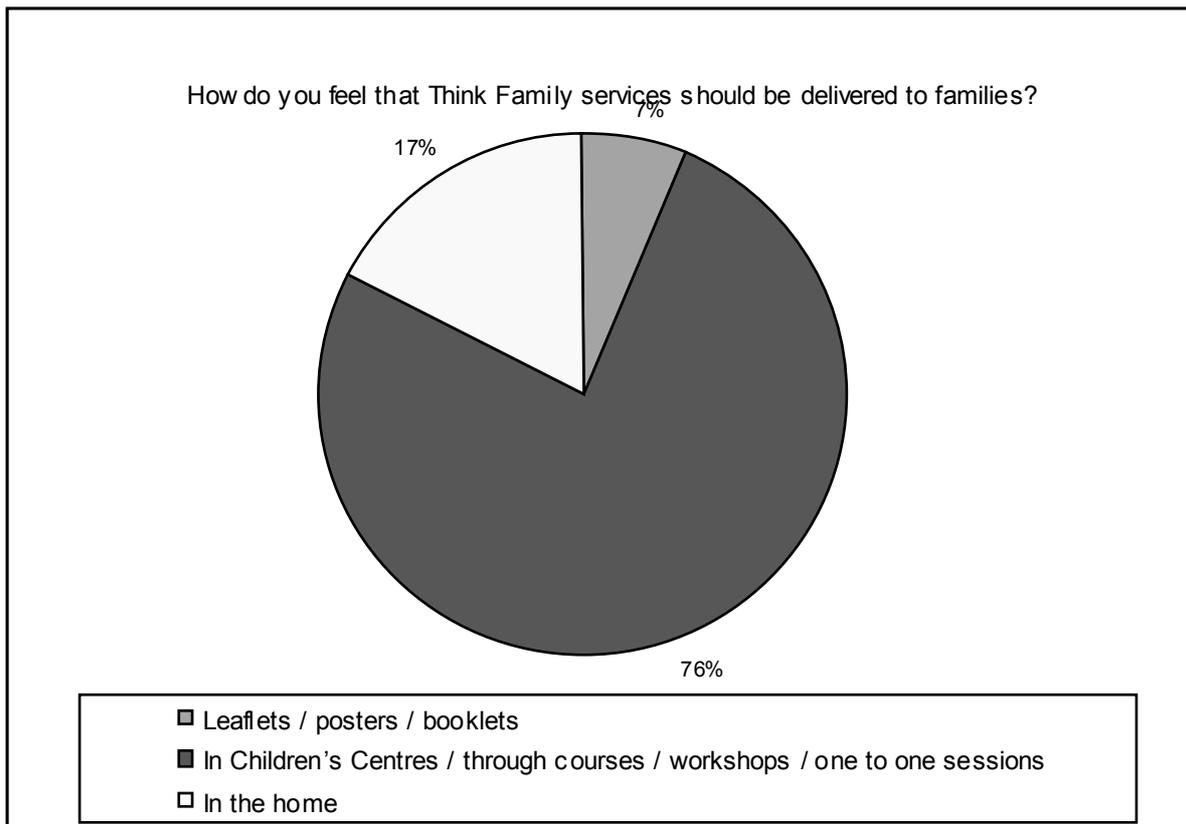
8.18 As part of the evidence gathering process for the undertaking of this investigation, a short questionnaire was distributed to families via family support groups, parenting groups, Children’s Centres, Children’s Fund, Team Around the School and Barnardos.

8.19 48 questionnaires were completed and returned. The graphs show the responses to each question. Some people only answered some of the questions and some people provided more than one answer to a question, therefore not all the graphs show 48 responses.

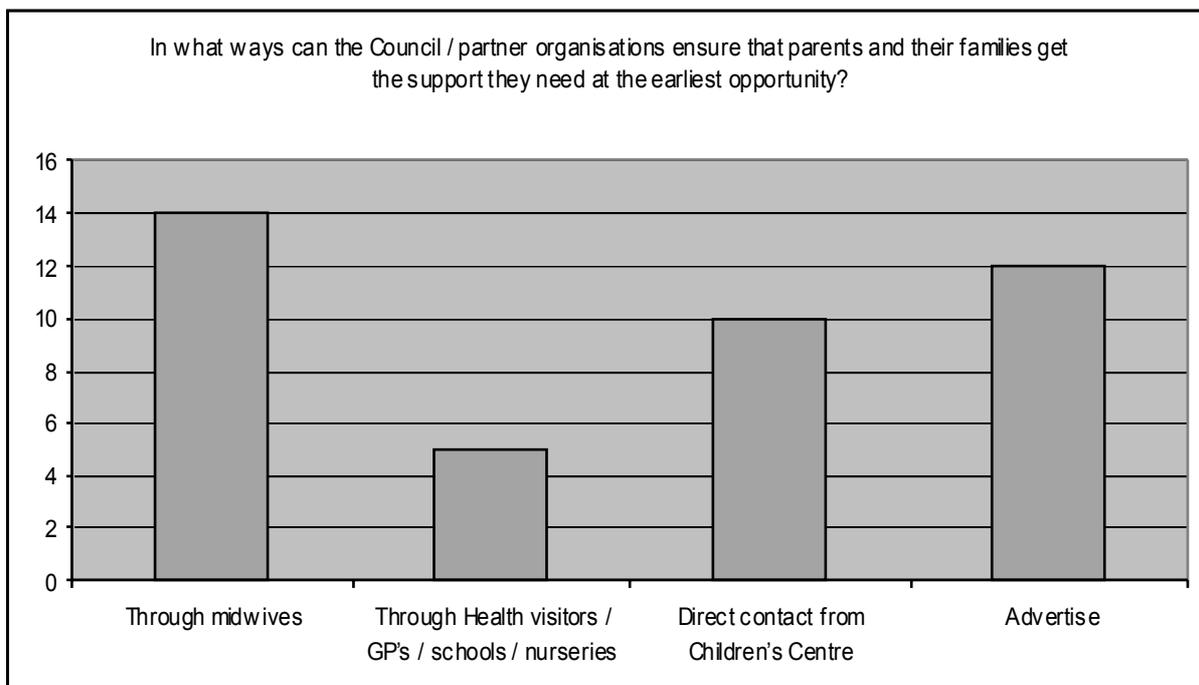
*Question 1:*



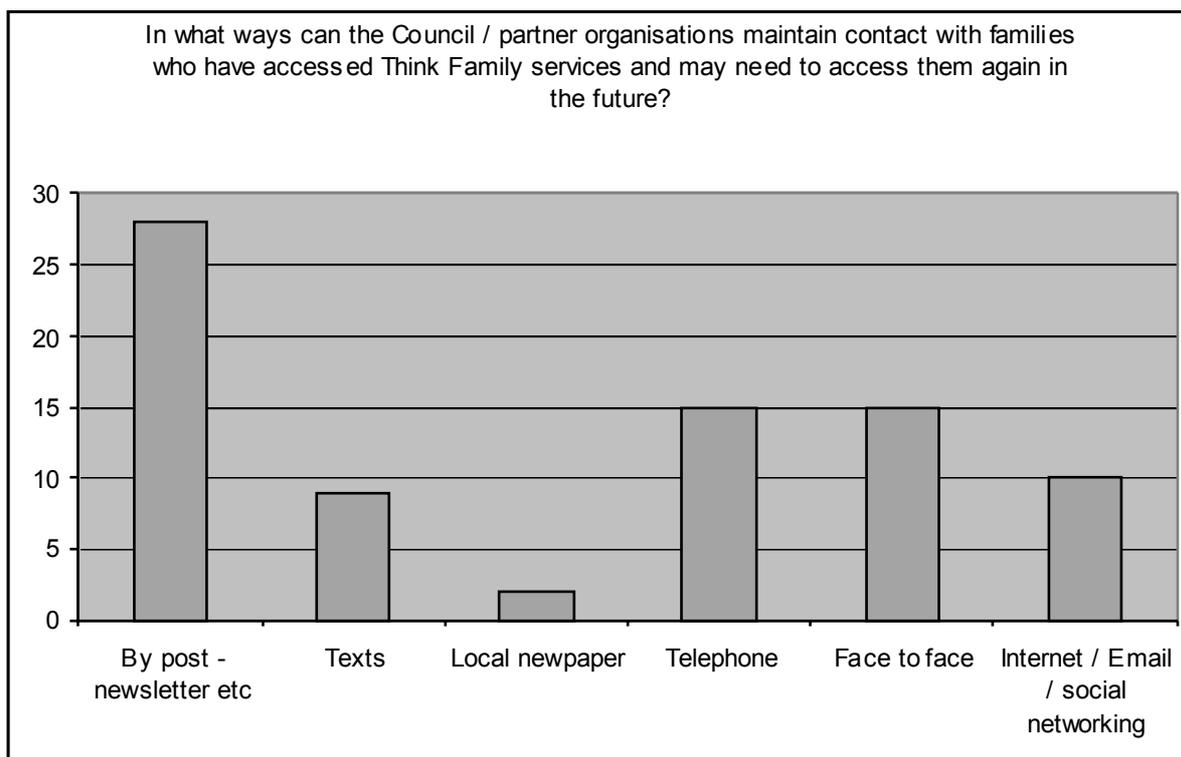
Question 2



Question 3



Question 4



**9. THE IMPACT OF CURRENT AND FUTURE BUDGET RESTRICTIONS**

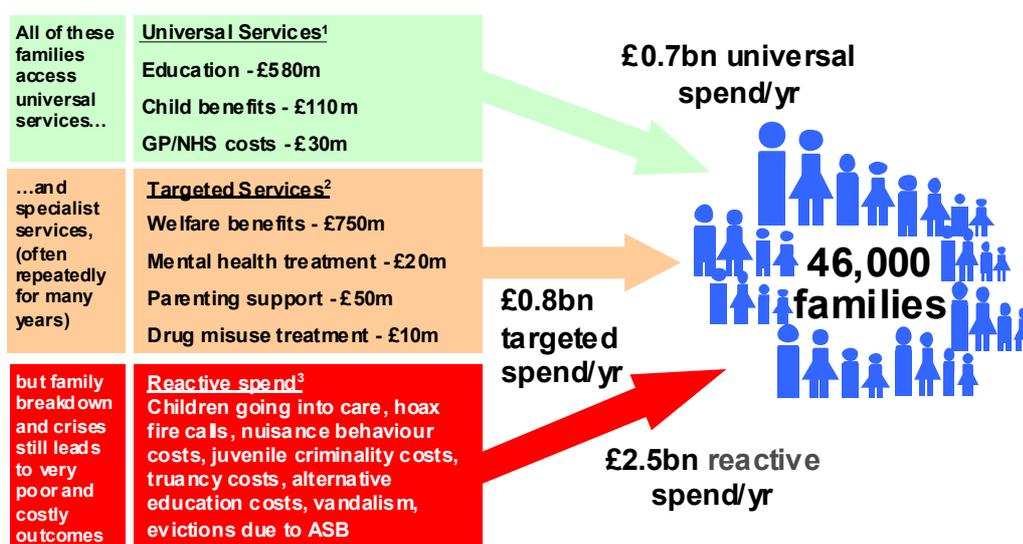
9.1 The Forum was keen to gain an understanding of the impact of current and future budget pressures on the way in which Think Family services are provided. Members welcomed evidence from the Department for Education.

### Evidence from the Department for Education

9.2 The Edge of Care Team Leader from the Families at Risk Division, Department for Education estimated that the cost to provide support to a family with multiple problems can be as much as £250,000 - £330,000 per year, as shown in the diagram below:-

## The high cost of families with multiple problems

Can be as much as **£250,000-330,000 per family per year.....**



Department for Education

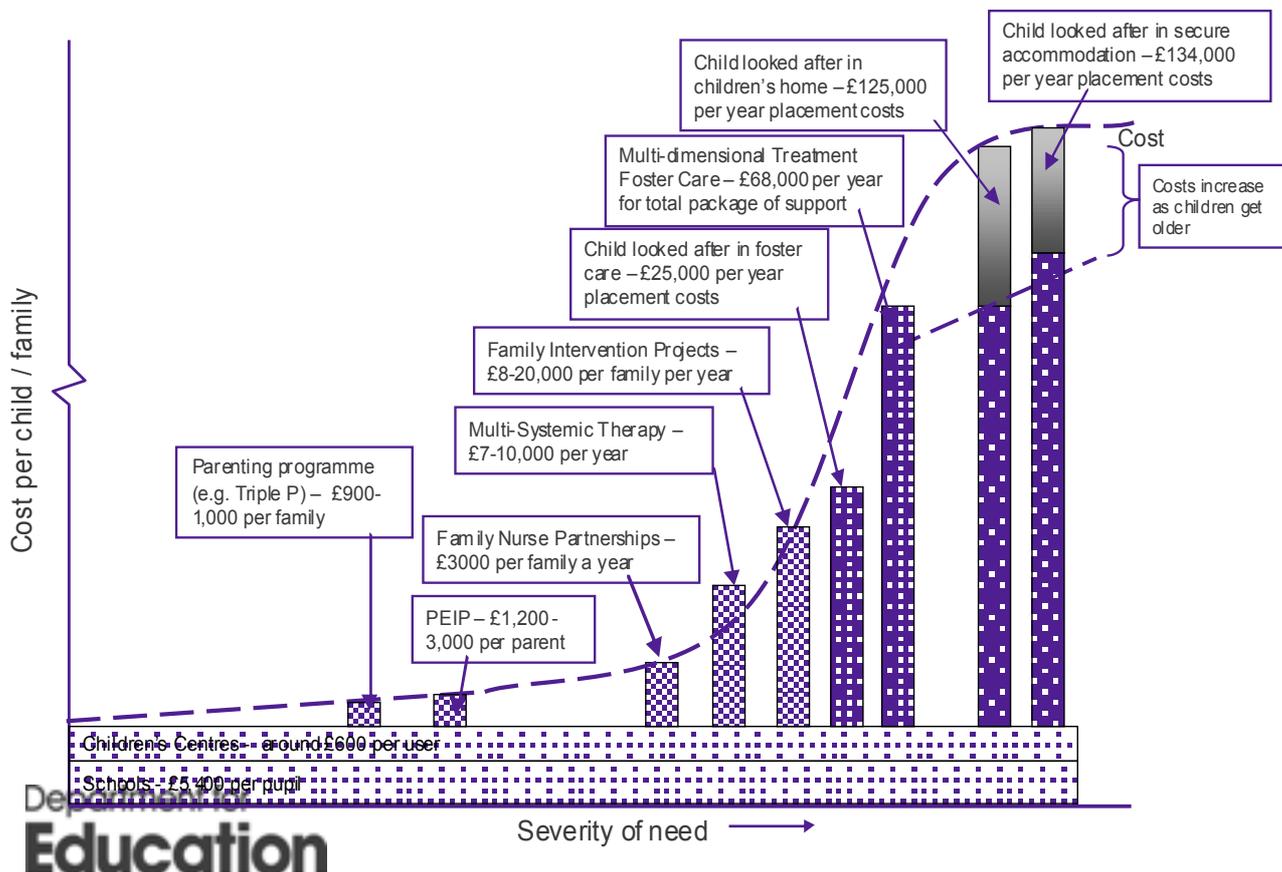
NOTE: INDICATIVE COSTS ONLY - do not include costs of criminal justice services pending further analysis by MoJ.

9.3 The Audit Commission estimated that, if effective early intervention had been provided for one in ten of the young people sentenced to prison each year, public services could have saved over £100 million annually. Members were informed that providing family therapy for young people who had offended cost an average of just over £2,000 per participant but saved tax-payers and victims of crime an estimated £52,000 per participant in the longer term.

9.4 The Team Leader highlighted that an Incredible Years parenting programme with children with diagnosed disruptive behaviour costs an average of £1,344 over a six month period to improve a child's behaviour to below clinical levels of disruptiveness. Conversely, it is estimated that by the age of 28, an individual with conduct disorder has cost an additional £60,000 to public services.

9.5 Members were astounded by the costs, which are detailed further in the diagram below:-

## The longer problems persist the more expensive it becomes....



9.6 Members of the Forum questioned what the costs of early intervention services were in Hartlepool. It was noted that in general early intervention costs would be around £8,000 to £14,000 but without this the cost of taking a young person into the care of the local authority could amount to £0.25m.

9.7 The Team Leader highlighted that a new national campaign will be launched to support and help turn around the lives of families with multiple problems, improving outcomes and reducing costs to welfare and public services. The National Campaign will bring a focus to help authorities and services identify those families and then join up their services, in the way that helps the family rather than the way that is convenient for the service provider. Further details about how the National Campaign will work are still being finalised.

9.8 The campaign will be underpinned by local Community Budgets focused on family intervention enabling a more flexible and integrated approach to

delivering the help these families need. 16 areas covering 28 councils will be put in charge of Community Budgets which will provide a single 'local bank account' for tackling social problems around families with complex needs. The Councils are Birmingham, Blackburn with Darwen, Blackpool, Bradford, Essex, Greater Manchester (a group of 10 councils), Hull, Kent, Leicestershire, Lincolnshire, Swindon and the London Boroughs of Barnet, Croydon, Islington, Lewisham, Westminster, Hammersmith and Fulham, Kensington and Chelsea and Wandsworth

- 9.9 From April 2011 a new Early Intervention Grant will bring together funding for services for the most vulnerable children, young people and families giving local authorities the flexibility to plan how best to use the funding they receive in response to local needs and priorities.
- 9.10 The Forum commented that in view of the difficult financial situation currently faced by the Council, the success and greater reward is to be gained from the provision of preventative and early intervention services.

## **10. HOW COULD THINK FAMILY SERVICES BE PROVIDED IN THE FUTURE**

- 10.1 Members of the Forum were keen to explore how Think Family services could be provided in the future, giving due regard to improving the effectiveness and efficiency of the way in which the services are currently provided. Therefore, in order to gather this evidence Members hosted a regional Think Family conference and also invited evidence from the Child and Adult Services Department.

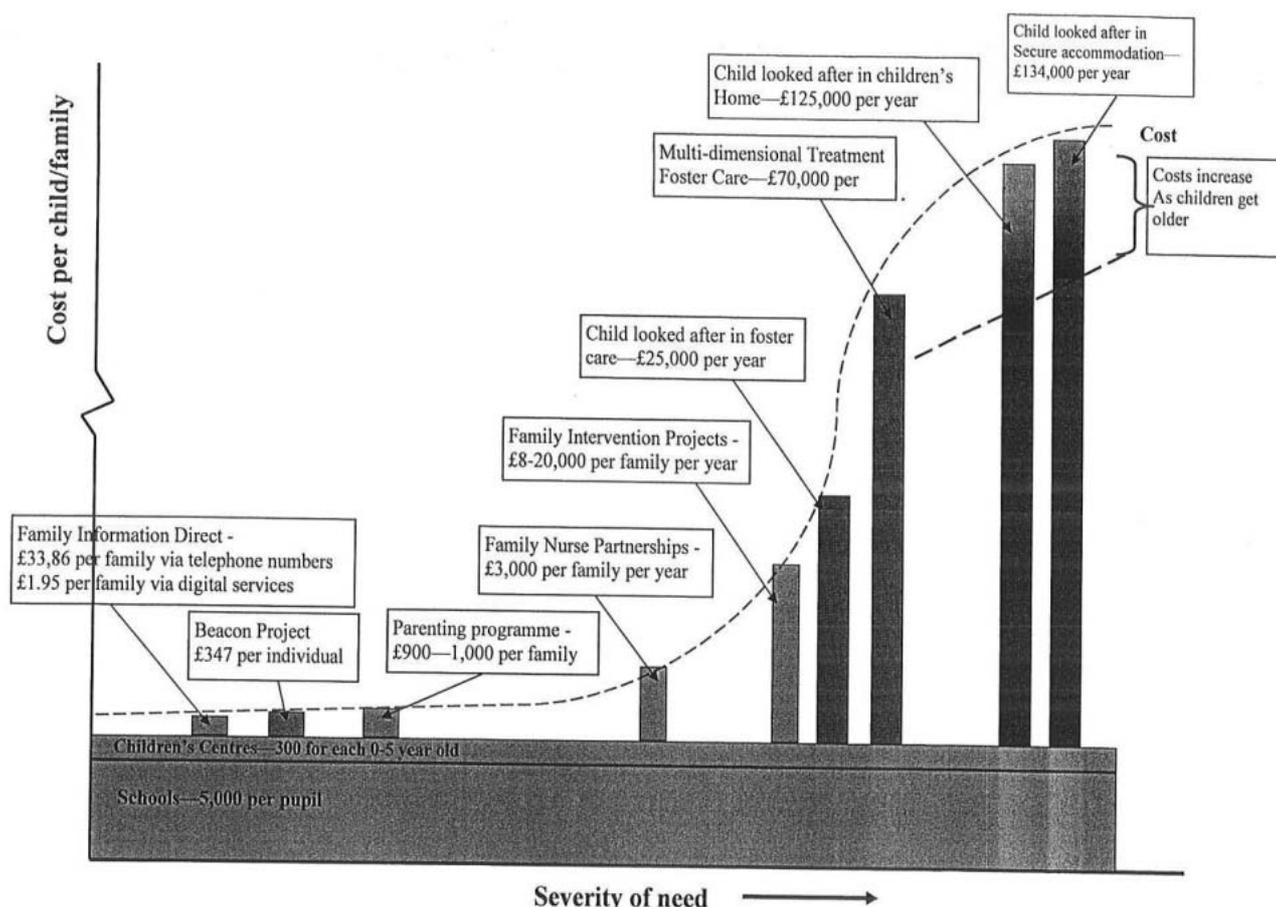
### **Think Family Conference**

- 10.2 The aim of the conference was to share and discuss views and experiences of Think Family services with other local authorities. The programme of events for the day included guest speakers Iain Wright, MP; Nicola Doyle from the Department for Education; and Alison Edwards, Deputy Headteacher of High Tunstall College of Science. The evidence presented by each speaker is referred to earlier in this report.
- 10.3 Following the guest speakers, attendees attended two workshops. The workshops demonstrated Think Family models being developed in several other local authorities.
- 10.4 Workshop 1: Hartlepool Borough Council outlined the Team Around the Schools model. Hartlepool's workshop outlined Hartlepool's journey, TAPS, TASS and FIPs, all of which are referred to earlier in this report.
- 10.5 Workshop 2: Gateshead Council outlined a model where schools are commissioners of family services. The Gateshead workshop focussed on the Beacon project which is a tailor made Barnardo's service designed initially to meet the needs of Gateshead East Area School Cluster incorporating nine primary schools, two special schools and one secondary school. The project

involves schools to help achieve positive outcomes. Schools have positive relationships with the Family Intervention project / Barnardo's Sungate parenting Services. Part of the Beacon's role is to 'hand-hold' families into services and plug identifiable gaps in service provision. The overall aim of the service is to get families to the point where universal services are sufficient to support their needs. The intervention methods include one to one and group work to suit individual needs, solution focused brief therapy, task centred practice and crisis intervention.

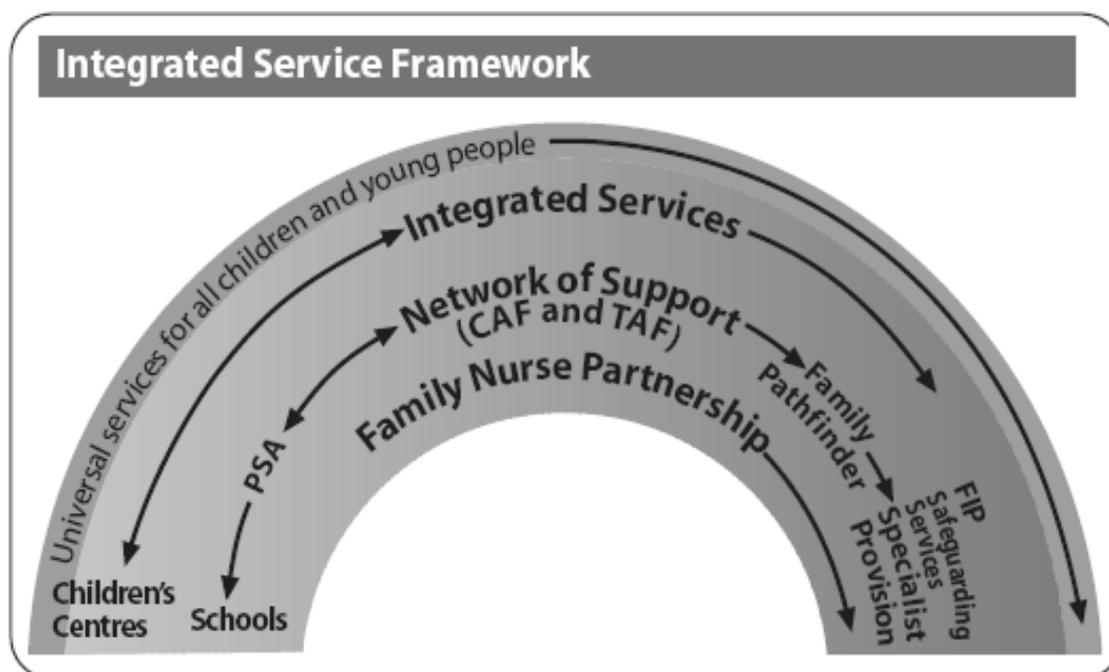
10.6 The outcomes of the project include improved community cohesion meaning resources/services can be provided to families within the wider community; improved attendance and school behaviour; improved inter-family relationships and communication; strong multi-agency and partnership working; and increased parental/pupil participation in the school system.

10.7 Below is a diagram which illustrates the cost of the service. There are two full time members of staff working with 45 families and three groups with the total number of individuals being 259. The service costs are £347.49 per individual



Taken from information provided by the DFE.

- 10.8 Workshop 3: Durham County Council outlined the Durham Family Pathfinder. The aims of the Pathfinder service are to ensure that Adult and Children's Services work together in an integrated way to meet the needs of all family members; to focus on early intervention building on and helping to embed CAF processes; to focus on 'families at risk' where there are multiple, complex problems and where there is risk of children becoming subject of safeguarding interventions; and overall to reduce numbers of families in need of Specialist and Safeguarding intervention. The diagram below shows where the service sits on the continuum of need:-



- 10.9 Each family is allocated a Key Worker with a family agreement / contract put in place. A holistic family assessment is carried out with all significant adults and each child. A multi agency whole family care plan is implemented with monthly team around the family meetings and formal three month reviews. Intensive, flexible, tailored support which is solution focussed is delivered.
- 10.10 The Pathfinder project has developed links to wider Council Strategies including the Think Family Strategy. Consistent assessment and performance management frameworks have been developed across all Think Family Projects. There has been a realignment of Preventative Services across Safeguarding Services with closer links with front of house services to prevent families moving into Safeguarding Services and reduce referral rates. The service will develop a more targeted, proactive approach to ensure most efficient use of what is likely to be less resources.
- 10.11 Some of the elements which the project has found to have worked well include the Solution Focused Approach; a consistent relationship with a 'key worker' appears to be an effective intervention in itself and highly valued by families; and a robust co-ordination of services with clarity of roles

10.12 Workshop 4: Newcastle City Council outlined their Community FIP. Newcastle highlighted the factors which make up effective family support. These being engagement, assessment, planning and delivery and supervision. Family support in Newcastle is currently being delivered by a wide range of different people, organisations and services. To develop the Community FIP, conversations with clusters of schools about the nature of the FIP approach were held. Schools were asked to identify the families that they wanted the Community FIP to work with. The schools were also involved in the recruitment of the staff. The Community FIP is delivered by aligning staff to specific clusters of schools and community venues, a picture of the child and family in context is built up, then a range of engagement techniques and approaches are used along with the engagement of other services such as probation, housing and health services.

10.13 One person using the Community FIP stated :-

‘I feel really supported because of the way my life is and the way that she has helped me. She has helped me with the boys' behaviour and is always available to help me in a crisis’

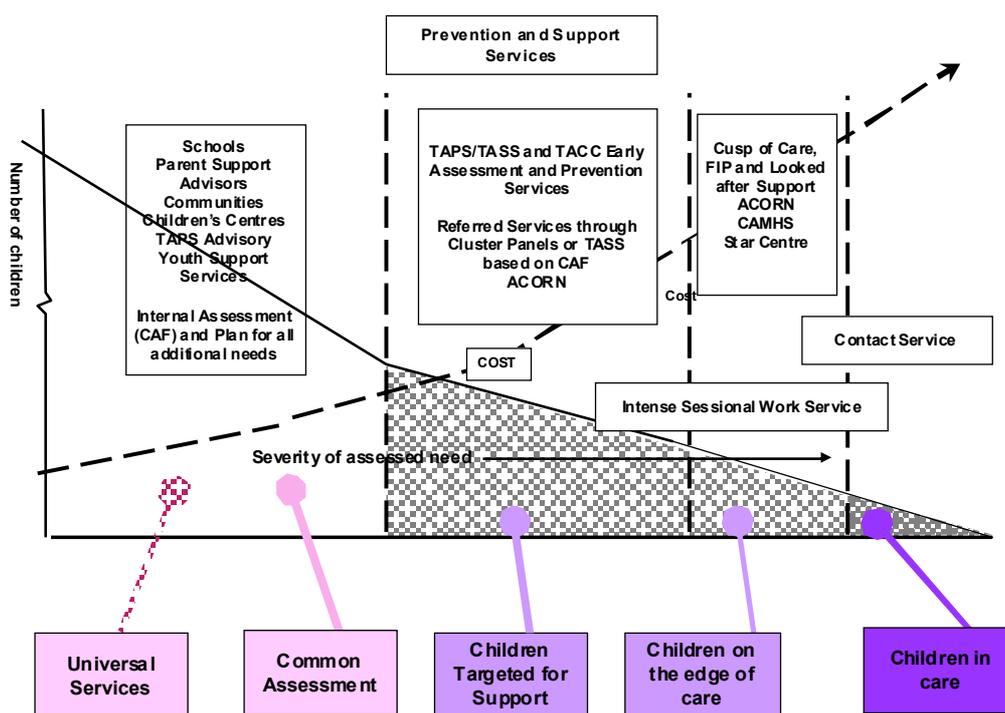
#### **Evidence from the Child and Adult Services Department**

10.14 The Forum received a presentation from the Parent Commissioner on the future of Think Family services beyond 2011. One of the main focuses for the Council is to work with children who are in danger of coming into the care system and to offer support to both them and their families to avoid that young person being placed into care. Members commented that a key issue was to continue to ensure that parents were partners in the whole process and ensure they remained partners so that services were developed to meet their needs.

10.15 The Parent Commissioner highlighted the importance of using the learning from the past ten years and to build on good assessments at each level; good communication between services; integrated services; parents as partners; and to intervene early and consistently.

10.16 The Council is developing a new Prevention Strategy to provide ‘support for all families and more support for those who need it most’. The Council will aim to limit the number of families who need intensive support by constantly assessing the ability to intervene as early as possible. The diagram below shows how Hartlepool plans to provide prevention and Think Family services through to 2013:-

## Prevention and Think Family Services 2011/13



10.17 Members were informed that new complimentary services will be offered to prevent families with multiple problems breaking up, for example support foster care, intensive packages of care; development of a sessional pool; and more Support for TASS. A Member sought clarification on the role of foster carers and how they would be supported. The Parent Commissioner confirmed that a process was currently being examined and it was the intention to recruit three foster carers specifically to look after up to 15-20 young people per year in small blocks in times when intensive care and support was needed for that young person.

10.18 A parent referred to the level of support in place for young people and families who needed intense support but questioned whether the service was as effective as it could be for young people and families who may only need a very small amount of support or help. The Parent Commissioner recognised that whilst there was a certain amount of pressure placed on caring for the young people and families who were in need of more intensive support, there

should be a similar commitment to all families and young people in need whatever their circumstances or requirements.

10.19 The key points of the recently published review by Graham Allen were highlighted to Members. In July 2010 the Government commissioned an independent review of early intervention projects for children, led by Graham Allen, MP, who has a long standing personal interest in policies to break the cycle of deprivation and dysfunction from generation to generation. This report was published on 19 January 2011 and covers the rationale, social and economic benefits, current policy and practice, and the most effective programmes.

10.20 The report makes the following key recommendations:-

- (a) The cross-party co-operation that has characterised this issue should continue and be actively developed. All parties should publicly accept the core message of Early Intervention, acknowledge that the culture of late intervention is both expensive and ineffective, and ensure that early intervention plays a more central part in UK policy and practice.
- (b) All parties should commit to the central objective of Early Intervention to provide a social and emotional bedrock for the current and future generations of babies, children and young people by helping them and their parents (or other main caregivers) before problems arise.
- (c) With the encouragement of the Government, the best and most rigorously proven Early Intervention programmes should be pulled together using the best methodology and science available, to promote their wider use.
- (d) The Government should encourage 15 local Early Intervention Places to pioneer the programmes.
- (e) The Government should promote an independent Early Intervention Foundation, independently funded, to motivate those in the Early Intervention sector; approve the programmes above; work with pioneering places above; and raise additional long-term finance for Early Intervention from non-governmental sources.
- (f) The Government should take further the existing policies in this field to make sure that all children have the social and emotional capability to be 'school ready' at five, including:
  - (i) a long-term plan to give all vulnerable first-time mothers who meet the criteria and want it, access to Family Nurse Partnerships;
  - (ii) working up a national parenting campaign as part of the wider community;

- (iii) high-quality, benchmarked pre-school education for 2-, 3- and 4-year-olds as part of a 0–5 Foundation Stage;
- (iv) a group to explore over the long term what is the appropriate level of maternity and paternity support for all parents and babies; and
- (v) a more coherent series of assessments for the 0–5s to detect and resolve social and emotional difficulties before they become intractable.

## 11. CONCLUSIONS

11.1 The Children's Services Scrutiny Forum concluded that:-

- (a) Early intervention is key to helping families in need and the earlier individuals can access early intervention and prevention services the better it is for both families and society in the longer term;
- (b) Early intervention and prevention services (Think Family services):-
  - (i) should be offered to families as early as possible in order to help families in need at the earliest stage possible to prevent more intensive support being needed subsequently;
  - (ii) need to be open and accessible to all families and to focus on the whole family; and
  - (iii) save money in the long term as shown by the high cost of intensive support if problems are not addressed as early as possible.
- (c) Hartlepool has a range of excellent projects, programmes and initiatives to help support families in need and there is a need for the Council to retain these services. The Forum offered their support for extending and improving early intervention and prevention services;
- (d) Although there is a self referral route for families / individuals people are unaware of how to self refer to services;
- (e) A key issue is to continue to ensure that parents are partners in the whole process so that services can be tailored to meet their needs;
- (f) It is essential that all services are co-ordinated to avoid gaps in service provision and duplication. Therefore, there is a need for closer links to be developed with partner organisations, in particular GP's;

- (g) Awareness of Think Family services needs to be raised to both public and partner organisations through the promotion and marketing of the services;
- (h) One point of contact for all services is essential;
- (i) Better access to high quality information detailing what services are available through the Think Family programme is needed detailing what services are available;
- (j) Schools are key partners in the promotion of Think Family services;
- (k) The experience of parents should be utilised to help other parents / families, for example, parents could be trained to deliver parenting programmes;
- (l) That sometimes it is the services that are hard to reach not the families, due to, for example, families not knowing what services are available; and
- (m) Think Family services should have no stigma attached to them and should be delivered on a localised basis by people with whom the family/ young person have the best relationship.

## 12. RECOMMENDATIONS

12.1 The Children's 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:-

That:-

- (a) The Council works with partner organisations / agencies to:
  - (i) identify families with additional needs as early as possible to ensure that individuals / families receive the help and support that meets their specific needs;
  - (ii) ensure that all services are co-ordinated to avoid gaps in service provision and duplication of services;
  - (iii) develop stronger partnership arrangements to ensure that all organisations / agencies are signposting individuals / families to the appropriate services; and
  - (iv) ensure that all services are open and accessible to all families and family members;

- (b) The Council develops and promotes a simplified self – referral route with one point of contact so that individuals / families can refer themselves to a service if needed;
- (c) The Council raises awareness of all the Think Family services available by promoting and marketing the services through the media; ‘Hartbeat’; schools, nurseries and children’s centres; GP surgeries; community centres and libraries;
- (d) The Council engages with parents and uses their experience to improve / deliver existing services and help develop new services;
- (e) The Council explores options with partner organisations / agencies to secure funding for the continuation of services and the development of new services;
- (f) The Council integrate the Think Family approach into community based services so that families feel comfortable, safe and secure when accessing the services; and
- (g) The Council, as part of the 2012 / 13 budget process re-examines the allocation of the Early Intervention Grant and the proportion that is allocated to Think Family services

### 13. ACKNOWLEDGEMENTS

- 13.1 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:

Sally Robinson – Assistant Director - Prevention, Safeguarding and Specialist Services

John Robinson – Parent Commissioner

Mark Smith – Head of Integrated Youth Support Services

Ian Merritt – Head of Commissioning and Children’s Trust

Nicola Dunleavy – Interventions Co-ordinator

Danny Dunleavy – Youth Offending Service Manager

Liz Hipwell – Integrated Support Manager

Danielle Swainston – Sure Start, Extended Services and Early Years Manager

Zoe McKenna – Participation Worker

Helen White – Senior Youth Worker

Gill Kidson – Family Support Worker

External Representatives

Iain Wright, MP

Nicola Doyle – Department for Education

Julia Moller – Department for Education

John Hardy - St John Vianney Roman Catholic Primary School

Alison Edwards - High Tunstall College of Science

Alan Chapman - Catcote School

Colin Reid – St Hild’s Church of England School

Karen Gibson – Hartlepool Carers

Tracy Jefferies – Hartlepool Carers

Andy Powell – Housing Hartlepool

Jill Coser – Barnardo’s, Hartlepool

Beth Hawkridge – Barnardo’s, Hartlepool

Rebecca Wise - Barnardo’s, Hartlepool

Kelly Goulding - Barnardo’s, Hartlepool

Leigh Kane – Barnardo’s, Hartlepool

Sheila Taylorson – Hartlepool Patch

Inspector David Toor – Cleveland Police

Asim Abbas - HYPED, Substance Misuse Service

Khalid Azam - NHS Hartlepool

June Fawcett - School Nurse Service and the Health Visiting Service

Liz Henderson – Hartlepool MIND

Alex Sedgwick – Belle Vue Centre

Carol McCletchie – Governor, Rossmere Primary School

Representatives from Newcastle City Council

Representatives from Durham County Council

Representatives from Barnardo's, North East

Clare Iseley – Golden Flatts Parenting Group

Parents from Golden Flatts Parenting Group

Families / children who attended workshops and group exercises

Young People who attended meetings, workshops and group exercises:-

Lesley Cullen

Ashleigh Bostock

Lauren Carroll

Shauna Hanley

Aarthi Suresh

Chrissy Marshall – Bell

Kira Lund

Robyn Reid

Danielle O'Keefe

Hannah Bew

Jordan Fothergill

Elise Hanna

Millie Allan

Kimberley Henry

Demi Coull

Katie Bartle

**COUNCILLOR CHRIS SIMMONS  
CHAIR OF THE CHILDREN'S SERVICES SCRUTINY FORUM**

**March 2011**

**Contact Officer:-** Laura Stones – Scrutiny Support Officer  
Chief Executive's Department - Corporate Strategy  
Hartlepool Borough Council  
Tel: 01429 523 087  
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## BACKGROUND PAPERS

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

- (a) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Think Family – Preventative and Early Intervention Services' presented to the Children's Services Scrutiny Forum of 6 September 2010.
- (b) Report of the Scrutiny Support Officer entitled 'Think Family – Preventative and Early Intervention Services – Setting the Scene Presentation - Covering Report' presented to the Children's Services Scrutiny Forum of 28 September 2010.
- (c) Presentation of Officers from the Child and Adult Services Department entitled 'Think Family, Prevention and Early Intervention' delivered to the Children's Services Scrutiny Forum Services Scrutiny Forum of 28 September 2010.
- (d) Report of the Scrutiny Support Officer entitled 'Think Family – Preventative and Early Intervention Services – Evidence from the Member of Parliament for Hartlepool' presented to the Children's Services Scrutiny Forum of 30 September 2010.
- (e) Report of the Scrutiny Support Officer entitled 'Think Family – Preventative and Early Intervention Services – Delivery and Co-ordination of Think Family Services – Covering Report' presented to the Children's Services Scrutiny Forum of 19 October 2010.
- (f) Report of the Scrutiny Support Officer entitled 'Preventative and Early Intervention Services – Impact of Think Family Services – Covering Report' presented to the Children's Services Scrutiny Forum of 18 January 2011.
- (g) Report of the Scrutiny Support Officer entitled 'Think Family – Preventative and Early Intervention Services – Feedback from the Group Exercises held on 19 October 2010 and the conference held on 10 December 2010' presented to the Children's Services Scrutiny Forum of 18 January 2011.
- (h) Report of the Scrutiny Support Officer entitled 'Early Intervention and Prevention Services – Current and Future Budgetary Restrictions: Covering Report' presented to the Children's Services Scrutiny Forum of 31 January 2011.
- (i) Presentation of the Parent Commissioner entitled 'Prevention and Think Family Services 2011 / 13' delivered to the Children's Services Scrutiny Forum Services Scrutiny Forum of 31 January 2011.
- (j) Report of the Scrutiny Support Officer entitled 'Think Family – Early Intervention and Prevention Services – Feedback from a Variety of Activity

Sessions – Covering Report’ presented to the Children’s Services Scrutiny Forum of 31 January 2011.

- (k) Minutes of the Children’s Services Scrutiny Forum of 6 September 2010, 28 September 2010, 19 October 2010, 18 January 2011 and 31 January 2011.
- (l) Presentations from the Department for Education; High Tunstall College of Science; Hartlepool Borough Council; Durham County Council; Gateshead Council; and Newcastle City Council presented to the ‘Think Family Conference’ held on 10 December 2010.
- (m) Youth Matters: Next Steps – Something to do, somewhere to go, someone to talk to  
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- (o) Durham County Council – Children and Young People’s Overview and Scrutiny Committee – Think Family Review 2010 –  
<http://www.cfps.org.uk/scrutiny-exchange/library/education-and-young-people/?id=2895>
- (p) Department for Children, Schools and Families - Think Family Toolkit  
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- (q) Cabinet Office: Social Exclusion Task Force (2008): Think Family: Improving the Life Chances of Families at Risk -  
[http://www.cabinetoffice.gov.uk/media/cabinetoffice/social\\_exclusion\\_task\\_force/assets/think\\_families/think\\_family\\_life\\_chances\\_report.pdf](http://www.cabinetoffice.gov.uk/media/cabinetoffice/social_exclusion_task_force/assets/think_families/think_family_life_chances_report.pdf)
- (r) Early Intervention: The Next Steps: An Independent Report to Her Majesty’s Government: Graham Allen MP:  
<http://media.education.gov.uk/assets/files/pdf/g/graham%20allens%20review%20of%20early%20intervention.pdf>

### Glossary of Terms

**Think Family** means securing better outcomes for children, young people and families with additional needs by co-ordinating the support they receive from children's, young people's, adults' and family services

**Every Child Matters: the Five Outcomes** - The Government publication '*Every Child Matters: change for children*' (December 2004) indicates national and local priorities for Children's Services and sets out an Outcomes Framework which includes the 5 Outcomes for Children and Young people, given legal force in the Children Act 2004.

The 5 outcomes are:

**(1) Being Healthy** so that they are physically, mentally, emotionally and sexually healthy, have healthy lifestyles and choose not to take illegal drugs.

**(2) Staying Safe** from maltreatment, neglect, violence, sexual exploitation, accidental injury and death, bullying and discrimination, crime and anti-social behaviour in and out of school, have security and stability and are cared for.

**(3) Enjoying and Achieving** so that they are ready for school, attend and enjoy school, achieve stretching national educational standards at primary and secondary school, achieve personal and social development and enjoy recreation.

**(4) Making a Positive Contribution** so that they engage in decision-making, support their community and environment, engage in law-abiding and positive behaviour in and out of school, develop positive relationships, choose not to bully and discriminate, develop self confidence, successfully deal with significant life changes and challenges and develop enterprising behaviour.

**(5) Achieving Economic Well-being** so that they engage in further education, employment or training on leaving school, are ready for employment, live in decent homes and sustainable communities, have access to transport and material goods, live in households free from low income.

**Children in need** are children who are unlikely to achieve or maintain a reasonable standard of health, educational achievement and development, or who face significant impairment of their health or development as a result of their needs not being met.

**Children in care / looked after** are children and young people who are in the care of the Local Authority who live in foster or residential care.

**Children on the edge / cusp of care** are children who are not at sufficient risk to be 'looked after' by the Local Authority but are likely to be if something is not done to improve their situation. These children can move in and out of the care system, often for short periods of time and are often from families facing multiple problems.

**Children's Centres / Sure Start Centres** provide children under 5 and their families with a range of services including good quality integrated early education and care, health and family support services, help in finding employment, and advice and information for parents.

**Universal Services** include for example, GP's; health visitors; schools; Job centre Plus; and housing services

**Targeted Services** include preventative programmes for those identified as at increased risk and services to address a specific need. These might include, targeted youth support, parenting programmes, adult literacy classes.

**Specialist Services** have the highest entry threshold, often requiring a referral from another service. They deal with a specific issue or section of the population. For example, higher tier mental health and drugs treatment services.

**Family Intervention Projects (FIPs)** offer intensive support to families in order to tackle anti-social behaviour, child poverty and youth crime.

**Team Around the Children's Centre (TACC)** is an early intervention project offering services to families with children below the age of 5. The project ensures that families access the relevant support at the earliest opportunity and helps to identify children and their families who may need some additional support.

**Team Around the Primary School (TAPS)** is an early intervention project aimed at children aged between 5-11 years which enables children to achieve the five Every Child Matters outcomes. The project ensures that families access the relevant support at the earliest opportunity and helps to identify children and their families who may need some additional support.

**Team Around the Secondary School (TASS)** is an early intervention project aimed at young people at risk of poor outcomes. It ensures that an integrated package of support is provided to meet their needs. The project ensures that families access the relevant support at the earliest opportunity and helps to identify young people and their families who may need some additional support.

**Common Assessment Framework (CAF)** is a standardised approach to assessing all of a child's additional needs and for securing an appropriate range of support for the child. It has been developed for use by all those working with children and young people so that they can communicate better, access needs at an early stage and work more effectively together.

**Prevention Services** are those that have been developed to divert children and families from entering the children in need, looked after children or youth justice system by providing a range of pre-emptive interventions.

**Parenting Support Services** provide parents with active help to bring up their children through a range of interventions such as mentoring, budgeting, and housekeeping skills.

**Parenting Classes** provide the opportunity for parents to attend group or individual classes to develop the skills required to bring up children well.

| CATEGORY  | COMMENT  | SUGGESTIONS FOR IMPROVEMENT FROM FAMILIES / ORGANISATIONS  |
|---|--|--|
| <p><b>IMPROVE ACCESS / OPEN TO ALL FAMILIES</b></p> | <p>Services to be open to all families</p> <p>Everything helped situation / lots of support received</p> <p>Always having worker on hand – is there when parents need support</p> <p>Locality a priority, easily accessible venues – non stigmatised</p> <p>Still some services appear hard to reach</p> <p>Services provided should be responsive and in cases where the particular threshold or criteria is not met, people should be signposted to another service for the provision of support</p> <p>Not just 9 to 5 services</p> <p>Don't label families</p> <p>Take account of the views of children</p> <p>Need to change culture – start doing with parents</p> <p>Some services you don't know are out there</p> <p>A lot of parents struggle to get the right support</p> | <p>Services should be held in a safe, neutral, accessible welcoming environment and not just offered 9 to 5</p> <p>Detailed information should be provided on all the services provided through the Think Family programme</p> <p>Look to set up regular meetings with families / parents / children to ensure they are listened to and make sure they are aware of what support they can access</p> <p>Local services are needed in the community as a lot of parents have to search and travel to access services</p> <p>Deliver services earlier</p> <p>Involve teenagers in courses to help with anger management, choices and consequences</p> <p>Parenting programmes to be longer due to learning new skills.</p> |

|                               |   |  |
|-------------------------------|---|--|
|                               | <p>Parents have to search and be moved on to other services i.e not listened too</p> <p>Service open to all families, very important</p> <p>One worker not always works due to availability</p> <p>travel cost to access facilities and support</p> <p>If done early helps with other children</p> <p>Funding for crèche - reduced attendance</p> <p>Word of mouth improves attendance</p> <p>Stigma – must be a bad parent if attend parenting course – needs name changing</p> <p>Family support works for parents and children</p> <p>Early intervention is key, support should be for whole family</p> <p>Everyone should have opportunity to do parenting course</p> |  |
| <p><b>RAISE AWARENESS</b></p> | <p>Raise awareness to public and professionals through promoting and marketing the services</p> <p>Should be opt in services</p>  | <p>Need for more publicity / marketing / support including the self referral process - one document that is easy to understand that goes to all homes / professionals – for example, Hartbeat magazine which is circulated</p> |

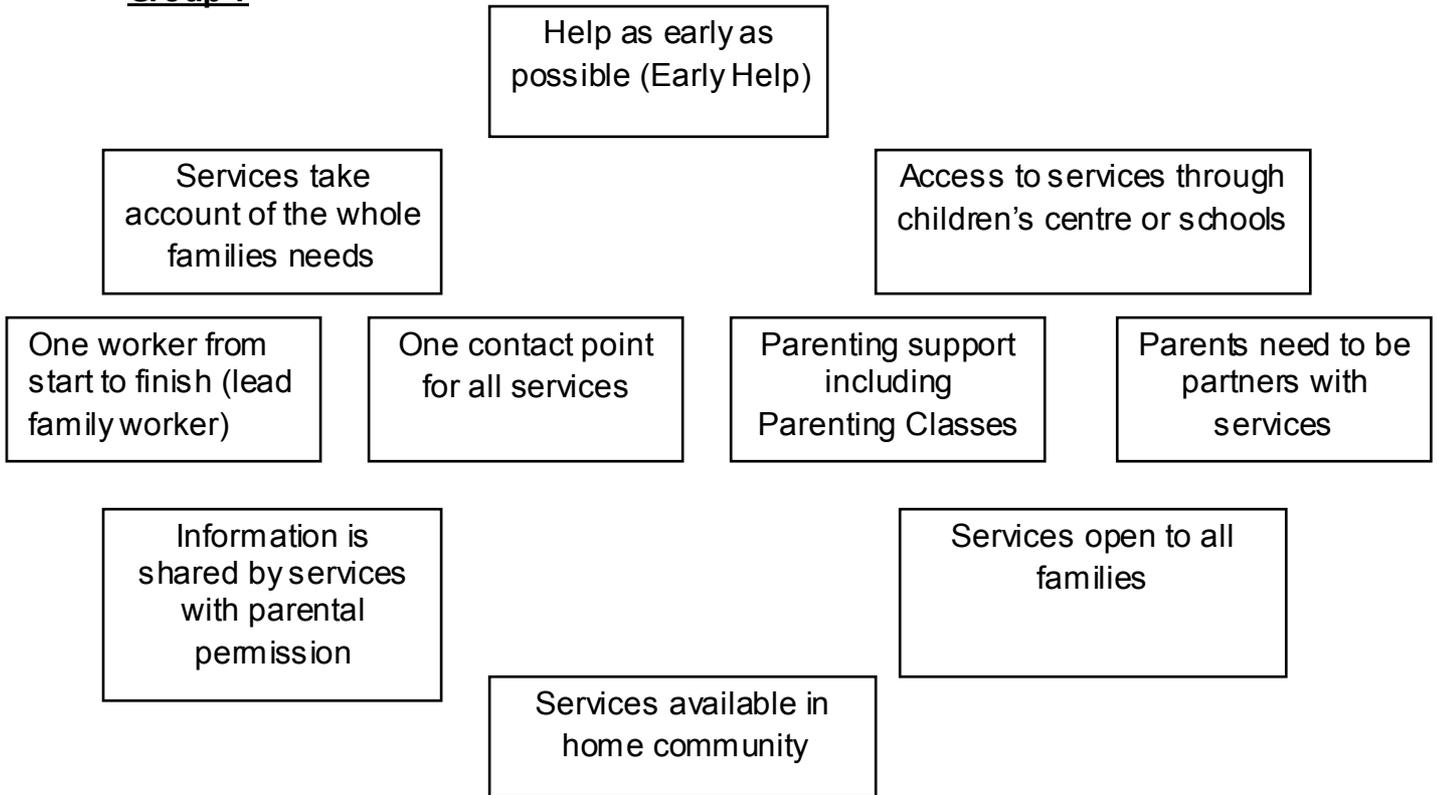
|  |  |  |
|--|--|--|
|  | <p>Understanding and knowledge of services is limited</p> <p>Information for parents / professionals that makes it easier to understand what services are available</p> <p>Clearer information on how to refer into Think Family services</p> <p>Schools are instrumental in the promotion of the Think Family services</p> <p>Letting people know – available to everyone</p> <p>Use different ways to communicate</p> <p>Raising awareness of the self-referral process is an issue and needs further development / advertising;</p> <p>Better communication;</p> <p>Children with older children struggle to get support, due to not having information, e.g where to go – schools to have the information on what support is needed and where to get it</p> <p>Early intervention should be introduced as early as during pregnancy and nursery provision</p> <p>Enjoyed parenting courses / confidence boosted / helped deal with problems / was well explained / improves communication skills / helps other relationships</p> | <p>Townwide. Leaflets / posters etc as an accompaniment / advertise in GP surgeries / nurseries / community centres / churches</p> <p>Contact details for the different services</p> <p>Communicate to hard to reach families</p> <p>Better advertising of multi-agency services is an area that needs to be developed</p> <p><u>Schools:-</u></p> <p>Drop in sessions in school for young people / use of leaflets in schools</p> <p>Information should be sent to families earlier</p> <p>Information on the services and how they can be accessed should be included in school induction packs</p> <p>School assemblies for information on services to explain to young people</p> <p>School website / parent groups – texts for information</p> <p><u>Midwives:-</u></p> <p>Information should be handed out by midwives</p> |
|--|--|--|

|   |  |   |
|---|--|---|
| <p><b>CO-ORDINATION OF SERVICES</b></p> | <p>Services need to communicate with each other and be co-ordinated</p> <p>Early identification / intervention is essential</p> <p>Use of the Common Assessment Framework</p> <p>School could hold a parent meeting with Team around the Primary School, so the schools can promote</p> <p>Care co-ordination</p> <p>Key worker system</p> <p>Not hard to reach families but hard to reach services</p> <p>What are Think Family services? Is it an ethos or services?</p> <p>Services tailored around family</p> <p>Access to knowledge from key worker to other services, knowledge you may not have</p> <p>Team around the school was good offered training courses, after school activities, housing, parenting programmes</p> | <p>Individuals should be acknowledged as the expert in their own situation as opposed to the service provider</p> <p>Build on the experiences of parents who had undertaken different programmes, ie parenting programmes, be utilised by training the parents to deliver future programmes and share their experiences with other parents. Should be rewarded with an accreditation</p> <p>Linkages to health (GP's in particular) needs to be strengthened to ensure effective signposting is in place to make sure all the family's needs are met.</p> <p>Link to the Families Information Service Hartlepool (FISH) / marketing of FISH</p> <p>Better co-ordination of multi-agency services is an area that needs to be developed</p> <p>More volunteers needed</p> <p>Team around the Primary School should have greater responsibility</p> <p>More awareness of the Common Assessment Framework</p> <p>Useful having services all in one place</p> |
|---|--|---|

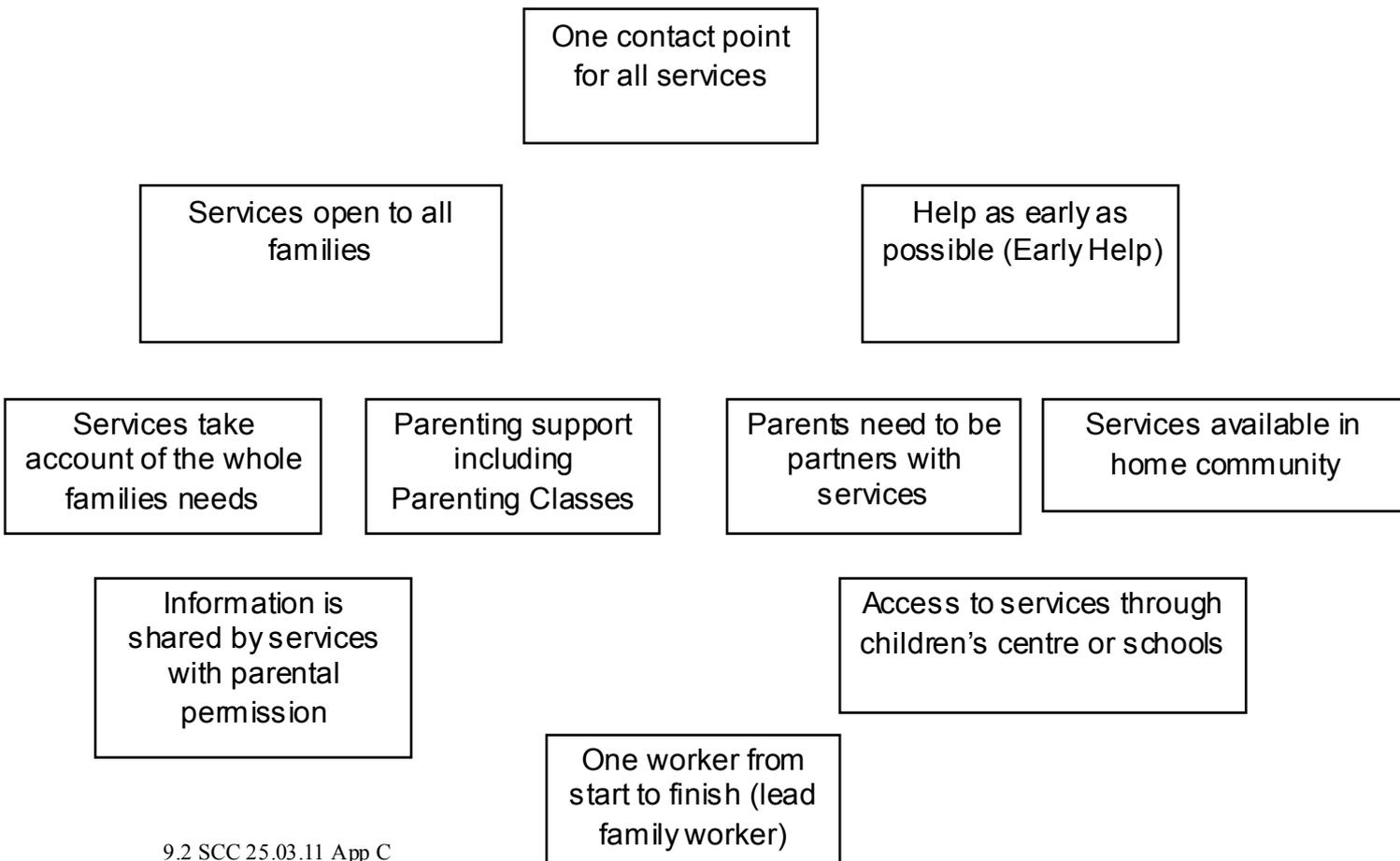
|                                |   |   |
|--------------------------------|---|---|
| <p><b>MAINTAIN CONTACT</b></p> | <p>Need to know someone is there should you need support in the future</p> <p>Parents who have received support through Team around the Schools – contact, speak to parents that may require this service;</p> <p>Better use of resources i.e staffing / multi-agency – one person to co-ordinate</p> | <p>Introduce a help-line number, drop in sessions, catch up meetings and/ or text messages to keep in touch with families who access Think Family services</p> <p>emails / telephone calls / texts / social networks / person to check</p> <p>Three month review post closure</p> <p>News letters for families that have had previous contact;</p> <p>Feed back forms to gather views to inform future work;</p> <p>Survey to include the views of the children</p> <p>Use Team around the school to maintain contact</p> <p>Covering letters could help with follow on support</p> |
|--------------------------------|---|---|

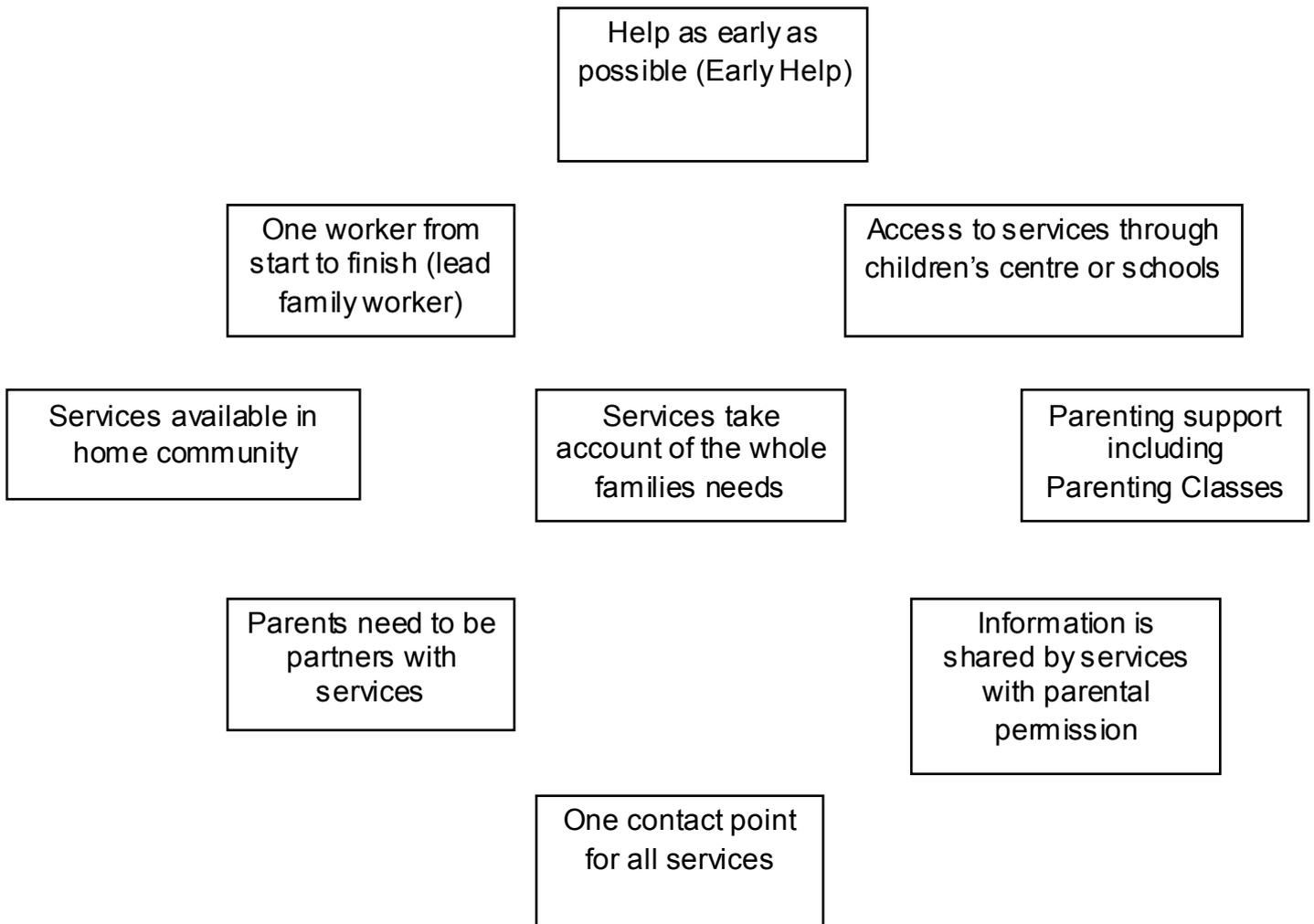
Each group ranked the following points in order of importance in relation to Think Family services:-

**Group 1**



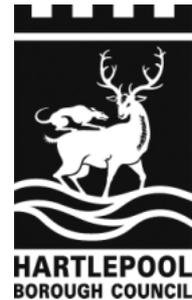
**Group 2**





**SCRUTINY CO-ORDINATING COMMITTEE**

**25 March 2011**



**Report of:** Scrutiny Manager

**Subject:** FINAL REPORT – YOUTH INVOLVEMENT / PARTICIPATION IN THE DEVELOPMENT AND DELIVERY OF COUNCIL SERVICES INCLUDING THE SAFEGUARDING OF YOUNG PEOPLE

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**1. PURPOSE OF REPORT**

1.1 To present the findings of the Children's Services Scrutiny Forum following its investigation into 'Youth Involvement / Participation in the Development and Delivery of Council Services Including the Safeguarding of Young People.'

**2. BACKGROUND INFORMATION**

2.1 At the meeting of the Children's Services Scrutiny Forum of 29 June 2010, the Young People's Representatives; serving on the Forum; decided to choose their own topic for investigation during the 2010/11 Municipal Year.

2.2 Subsequently, attached as **Appendix A** to this report is the 'Youth Involvement / Participation in the Development and Delivery of Council Services Including the Safeguarding of Young People' Final Report.

**3. RECOMMENDATION**

3.1 Members are requested to note the content of this report and agree the Final Report; as attached as **Appendix A** to this report; into 'Involvement / Participation in the Development and Delivery of Council Services Including the Safeguarding of Young People'.

**Contact Officer:-** Joan Stevens – Scrutiny Manager  
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Hartlepool Borough Council  
Tel: 01429 284142  
Email: joan.stevens@hartlepool.gov.uk

## **BACKGROUND PAPERS**

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

- (a) Minutes of the meeting of Children's Services Scrutiny Forum held on 29 June 2010.

### **Purpose of the Report**

To present the findings of the Children's Services Scrutiny Forum following the investigation in to 'Youth Involvement / Participation in the Development and Delivery of Council Services, Including the Safeguarding of Young People'.

### **Setting the Scene**

As part of the Children's Service Scrutiny Forum we were given the opportunity to pick a topic that we were interested in and lead on our own investigation. After some discussion we picked the topic of Social Networking. This was because we felt it was very relevant to a large majority of young people. We decided to focus our investigation on 'how the council could use social networking as a way to promote and advertise what's on offer'.

### **Background**

Social networking sites like facebook, and twitter a have grown massively over the Years and are heavily accessed by young people. Research by the National Youth Agency found that 'Over 60% of 13 – 17 year olds have profiles on social networking sites and that many Young People are spending upwards of two hours a night on online social networking activities', and only 18% of young people have not tried using a social networking site' (NYA 2008 - **appendix 1**).

Social networking sites are merely a communication tool for young people and they use the sites similar to how they use their mobile phones. They allow young people to have a voice in Society and can allow young people to express their thoughts and opinions.

Sites like facebook and twitter are therefore an ideal way to promote services to young people as they are simply used to frequently for them to be dismissed as a method of communicating to both young people as well as adults. However throughout our investigation we have placed a huge emphasis on safeguarding and tried to cover as much as we could on how Social Networking can be used safely within council departments.

### **What are young people doing in Hartlepool?**

Although we had statistics on how popular Social Networking is, we still wanted to ask the question on a local basis. We put together some questions and used existing groups of young people to find out just how popular social networking was amongst young people in Hartlepool. We ran a number of sessions that were facilitated by our Youth Workers and asked some key questions around Social Networking.

What we found was that almost every young person who took part in the focus groups used Facebook as the main way to communicate with their friends. The second most popular way of communicating was via their mobile phones. When young people

were asked how they would like to be consulted with, Social Networking sites was their first answer.

When we asked what they thought about using Facebook young people gave comments like:

**‘I could not live without being able to go on Facebook’**

**‘I use Facebook every night’**

This confirmed the fact that Social Networking is the most popular and preferred method of communicating to young people in Hartlepool and that there is definitely scope for Council Services to increase young people’s participation.

### **What is already happening within Council departments?**

When we first began the investigation we were unsure if the Local Authority could use it as a means of communicating events and activities to young people in a safe and appropriate way. However once we begun our investigation it became apparent that some departments within the Council have used, and still do use, sites like Facebook, as a way of communicating what’s going on to both adults and young people.

The Tall Ships Facebook page was set up within the Council in order to get feedback on issues around access to and on the site. It was also used as a platform in which people could post comments on and upload their photographs of the event. Whilst there were no safeguarding issues or concerns that arose as a result from the page being set up it did raise some concerns for us which we will later explore.

Another example of a council department using Social Networking as a means to communicate is Sports development. The site is set up by an individual within the department and is used to attract a specific target audience to events and activities that sports development are holding. This again raised some concerns for us as there seems to be no real policy or guidance put in place that identifies some clear procedures when using facebook as a means of communication.

This led us to ask the question below, at the Children’s Services Scrutiny Forum;

**“Where the responsibility would be if a young person was to be put at risk using Facebook or Twitter to access Council information.”**

The response we received was from Jim Murdoch, Business Manager for Hartlepool Safeguarding Children Board,

**‘Accessing Council information via the Council web site should present no risk to anyone as there is no contribution from the person making the enquiry. The Council web site is “read only” rather than being interactive.**

**During the Tall ships there was a Facebook account where information about that event was available. However, every precaution was taken to remove any**

**risk to users. The Council has a small group currently considering standards to be followed for any social networking site set up by staff as part of the Council approach to communicating with the public.**

**There is no way in which one person accessing the Council web site can access any details of another person who is, or has been, connected to the site.**

**There are risks to using any of the social networking sites if the relevant safety measures are not implemented and the responsibility rests with the user.’ 18<sup>th</sup> February 2011.**

### **Safeguarding Young People**

Whilst we appreciate the response we do still feel that as a council we owe a duty of care to any young person, to keep them safe while accessing any of our services. And we are concerned that whilst the tall ships page was safely monitored that this is not always the case in other areas.

As part of our investigation we became familiar with the much publicised case of Ashleigh Hall (see **appendix 2**). This raised concerns for us over how paedophiles can access sites like facebook to groom young people.

In addition there are other concerns such as bullying and the role Social networking plays in this.

Whilst we understand the risks will always be there when using Social Networking as a method of communicating Council services to young people, we feel that it is therefore vital that the Council has some clear policy and guidance put in place that departments can follow.

### **Recommendations**

We think that using Social Networking to promote council activities and/or engage young people is an excellent tool we would make the following recommendations that will support doing this safely:

- Some Clear policy and guidance put in place for all departments within the council to follow
- Have a standard procedure – departments should not go ahead and do this on their own
- Closed sites that can not be commented on or someone to be responsible for the site 24 hours a day. This would include fast and effective takedown procedures!
- Employers should have basic legal training. If not don't do it!

- Education is a good way of ensuring young people are safe when they are online. Ashleigh's rules go some way in to supporting this. This could be advertised when each department sets up a site
- Take in to consideration examples of good practice. Some Councils may be ahead of others so link with them where possible
- Social networking is not for everyone so other methods of communicating such as posters and leaflets will still need to be in place.

For further information please contact;

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## Youth Work and Social Networking

### Final Research Report

**How can Youth Work best support young people to navigate the risks and make the most of the opportunities of online social networking?**

September 2008



**Tim Davies  
and  
Pete Cranston**

**Funded by**



**With thanks to:**

All the many people who have contributed to the survey, focus groups, action research and general conversations around this project, and in particular to Tricia Jessiman, Sarah Bellamy, Gillian Elliot, Jeremy Denis, Katie Bacon, Carl Haggerty & Rachel Smith.

## Contents

**Executive Summary:** How should youth work respond to online social networking?

**Section 1: Research Summary**

**1.1: Methodology**

**1.2: Findings**

**Section 2: Theory of youth work and social networking**

**2.1: How are young people using online social networking?**

**2.2: A youth work perspective on online social networking.**

**Section 3: Steps towards youth work engagement with online social networking**

**3.1: A checklist of change**

**Postscript: exciting opportunities and manageable challenges**

**Annex 1: Methodology**

This report builds upon the Interim Report available from: <http://blogs.nya.org.uk/ywsn/>

## Executive Summary



### Introduction

This one page document summarises a 2007/8 research study into the role youth work in supporting young people in their online social networking.

### Findings

Social Networking Sites (SNS) plays an increasingly important role in the lives of many young people and presents them with both opportunities and risks. Many of the reasons young people may encounter risks through SNS have roots outside of the technology, in issues of young people's personal and social development. Young people need support to develop the appropriate skills and resilience to navigate online social networking risks and opportunities. Peer groups need chances to negotiate and develop shared understandings of safe and reasonable online behaviour patterns.

Youth Work can play a key role in supporting young people to navigate the risks and exploit the opportunities of online social networking. Youth work can provide space for young people to reflect upon their online activity, and to develop their 'media literacy'. Proactive youth work engagement with SNS offers an alternative to information campaigns (which have limited demonstrable behaviour change impact); and to blanket blocking of SNS sites (which can risk burying potential problems).

Both as professionals and as approachable adults who young people can talk to, youth workers can offer:

- Individual interventions to address risk behaviours, or to encourage the take up of opportunities, based upon existing youth work relationships;
- Group work to support the development of a shared understandings and practices in groups and to support young people in supporting their peers.
- Reflective learning opportunities for young people to develop media literacy;

Online social networking tools can be used to complement existing youth work activities, as core tools for youth workers, to explore new models of youth work and to promote youth services to young people;

However, the access to technology, and the skills and knowledge base that will allow youth work to perform this important informal education role is not yet widespread.

### Recommendations

Most youth services are not yet playing the key role that they could in supporting young people's safe and effective use of online social networking nor are they realising the many opportunities that online social networking provides for youth work. However, the foundations of effective engagement do exist in most services and could be developed through four lines of activity:

1. **Survey** –identify current access to SNS, engagement with online social networking and skills and resources to draw upon within the service.
2. **Safety** –consider the safety implications of online social networking for young people and for staff, and examine options for policy and action in supporting young people in navigating risk, both individually and as groups.
3. **Skills** –take active steps to develop the online social networking knowledge and skills of staff.
4. **Strategy** –explore opportunities to use online social networking as a youth work tool, and to support and encourage young people to take up the positive opportunities it provides.

The full research report provides more information and guidance on each of these lines of activity.

## Section 1: Research Summary

### In this section you will find:

- Details of the research carried out as part of the Youth Work and Social Networking project;
- Headline findings from the research;

## Methodology

The Youth Work and Social Networking project has sought to answer the question: “How can youth work best support young people to navigate the risks and make the most of the opportunities of online social networking.”

The project has taken place in two phases, and four parts. A detailed methodology is found in Annexe 1.

### Phase 1:

1. **A literature review** – exploring how young people, and youth work, are currently engaged with online social networking and evaluation the evidence base concerning opportunities and risks for young people online.
2. **A national online survey** – of youth workers, administrators and managers to assess current levels of uses of online social networking and to identify youth work attitudes towards social network sites and young people's online social networking behaviours.
3. **Focus groups** – exploring in depth with three youth services the attitudes of youth workers towards online social networking, and seeking to identify training and development needs.

Phase 1 of the project is written up in the Interim Report, which includes the full literature review and a detailed presentation of evidence from the survey and focus groups.

### Phase 2

4. **Action research projects** – working with three youth services to explore: ways of training youth workers about online social networking; uses of online social networking in youth participation; and using online social networks to promote youth work activities.

This final report brings together the evidence from Phase 1, with the insights and learning from Phase 2 to offer both a theoretical, and a practical, account of how youth work can, and should, engage with online social networking.

This report seeks to balance the needs of academic, management and practitioner audiences. For more details on the evidence base from the survey, literature review and focus groups, please refer to the Interim Report. For more details on the practical learning from Phase 2, please refer to the project blog, and in particular the posts mentioned in Appendix 1.

## Findings

### **Online social networking plays an increasingly important role in the lives of many young people.**

Over 60% of 13 – 17 year olds have profiles on social networking sites (SNS)<sup>i</sup>. Many young people are spending upwards of two hours a night on online social networking activities<sup>ii</sup>.

Social Network Sites (SNS) like Bebo, Facebook and MySpace have driven a massive growth in young people's online social networking since the emergence of MySpace in 2003, and Facebook and Bebo in 2005 (alongside a range of other niche Social Network Sites that have developed over the period)<sup>iii</sup>. However, these sites, which can be accessed both by computer and mobile phone, are in all likelihood only the beginning of online social networking trends which will continue to reshape much of young people's local and global communication with significant real-world consequences both positive and negative.

Whilst not *all* young people are actively using SNS (and those from disadvantaged background are less likely to have frequent or regular access to them) their impact is widespread. Lack of access to online social networking opportunities may impact upon young people's social exclusion – as many of the social conversations and co-ordination between young people moves into SNS spaces.

### **Online social networking presents both opportunities and risks to young people.**

Online social networking presents many opportunities to young people by making it easier for them to, amongst other things: publish creative works to local and global audiences; stay in touch and communicate with peers; find and interact with people with shared interests; organise and co-ordinate political engagement and action; for virtual volunteering; and to engage in self expression.

However, online social networking can also expose young people to new risks. Risks from: inappropriate content; commercialism and unsuitable advertising; inappropriate or offensive conduct on SNS; criminal activities such as identity theft; and inappropriate contact (online and offline) from strangers – which may include grooming and in the most serious cases, sexual abuse.

For many young people, online social networking is not a distinct activity, but is part of day-to-day life, communication and interaction with peers. This can lead to some 'risks' crossing over into, and potentially being amplified by, SNS. Both young people and youth workers identify bullying on SNS as one of the most significant negative issues linked to online social networking<sup>iv</sup>.

*Only 18% of young people have not yet tried using a social network site*

(MSN/MTV, 2007)

*40% of young people with social network profiles have the information on them set as public – visible to anyone.*

(Ofcom, 2008)

### **Youth Work has a key role to play in supporting young people to navigate the risks of online social networking.**

Education and information campaigns promoting internet safety messages have had limited success in changing young people's online behaviours<sup>1</sup>. Providing space for young people to reflect upon their online activity, and to develop their 'media literacy' in this space is one of the most promising strategies for promoting safety and the up take of opportunities. Youth work skills are well suited to offering:

- Individual interventions to address risk behaviours, or to encourage the take up of opportunities, based upon existing youth work relationships;
- Group work to support the development and spread of positive on line social networking behaviours ;
- Group work to support young people to become peer-mentors and peer-trainers – supporting each other in their learning about, and safe use of, SNS;
- Reflective learning opportunities to develop media literacy;

Youth workers can also make themselves available as approachable adults who young people can talk to about any concerns they may have about their online experiences.

The online social networking skills base and knowledge base to allow youth work to perform this important informal education role is not yet widespread – but this report suggests a number of approaches to build capacity in the youth workforce to provide effective interventions related to online social networking.

### **Online social networking tools can be used to complement existing youth work activities, as core tools for youth workers, and to explore new models of youth work;**

The group and communication tools on social networking sites can provide ways to keep young people in touch with services and with each other, to build bridges between different groups, and to promote ongoing collaboration on projects between face-to-face sessions. Social network sites can provide a platform for sharing young people's creative efforts, or for enabling young people to have a public voice on issues that affect them. Online social networking also offers the potential for new forms of online outreach work or for working with groups with shared interests from across a wide geographical area (e.g. online work with socially excluded young people, young people from rural areas, or LGBT young people).

I use Facebook to talk to young people about youth groups, and re-arrange dates or organise trips. I use it to see if they are ok if I've not seen them in a while, and also to share photos of previous events we have run.

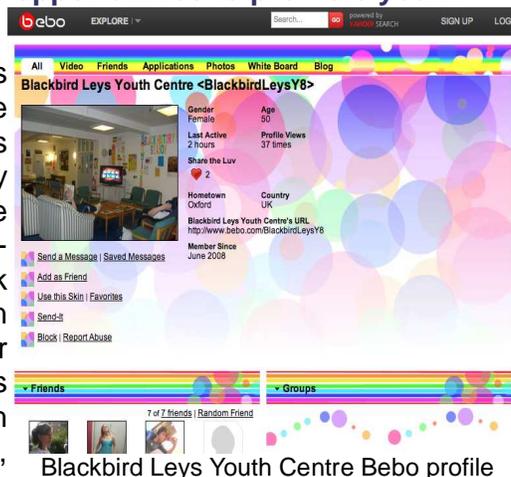
Survey respondent, January 2008

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<sup>1</sup> Livingstone et al. in Ofcom (2008) find that even though young people are widely aware of the risks of certain online activities and 'risk behaviours' the link between this awareness and action to avoid risks is weak.

### Online social networking tools present a range of opportunities to promote youth services to young people;

Positive activities based on long term relationships with trusted adults and intentional age-appropriate inputs designed to support young people's development such as those provided by good quality youth work have a stronger impact on positive outcomes for young people than short-term or one-off activities<sup>v</sup>. It is important that youth work providers can effectively promote their services in an increasingly diverse environment of provision for young people – and online social networking tools provide a wide range of ways to promote youth services, to inform young people of opportunities, and for services to keep in touch with young people.



### There are a range of capacity building needs for youth services wanting to engage effectively with online social networking.

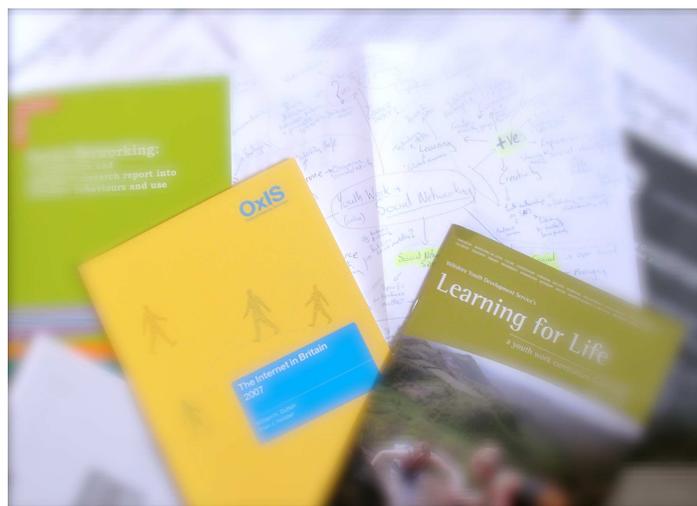
At the time of writing this report in Summer 2008, most youth services are not yet (a) playing the key role that they could in supporting young people's safe and effective use of online social networking, and (b) realising the many opportunities that online social networking provides for improving and developing youth work activities<sup>vi</sup>. However, the foundations of effective engagement with online social networking are available in most services. Section 3 (Practice) of this report is structured to step through the key stages of moving from where services are right now, to where they could (and we suggest, should) be in the near future.

We suggest that services should work through a checklist covering the following.

1. **Survey** –identify current access to SNS, engagement with online social networking and skills and resources to draw upon within the service.
2. **Safety** –consider the safety implications of online social networking for young people and for staff, and examine options for policy and action in supporting young people in navigating risk, both individually and as groups.
3. **Skills** –take active steps to develop the online social networking knowledge and skills of staff.
4. **Strategy** –explore opportunities to use online social networking as a youth work tool, and to support and encourage young people to take up the positive opportunities it provides.

## Section 2: Theory

Exploring the literature on online social networking and laying foundations for practical responses to online social networking set out in Section 3.



A range of literature about youth work, the internet and young people's online social networking

## 2.1: The context of young people's online social networking

### In this section you will find:

- An overview of what online social networking is and why it matters;
- Details of how young people are using online social networking;
- Different perspectives for making sense of online social networking;

### Understanding online social networking;

We can talk of online social networking in at least two senses: (a) as an activity or set of activities people engage in; and (b) as the use of a series of specific online tools and platforms.

#### Online social networking activities

An individual's social network consists of all those people with whom they have a connection (e.g. family members, friends, teachers, school colleagues, youth workers etc.). Social *networking* involves creating new connections (for example, through finding people with shared interests, attending events, meeting the friends of friends and chance meetings) and keeping in touch with the people who one already has a connection with. When these activities of creating and maintaining connections with other people take place through the internet then we can talk of it as online social networking.

However, whilst it has long been possible to use tools like e-mail and instant messaging to keep in touch with friends, family and other contacts, 'online social networking' refers in particular to using internet tools with specific features for creating and communicating with a network of contacts (friends). It is these specific features and the ways in which they work which leads to some of the most interesting implications of the online social networking boom that has taken place since 2005<sup>2</sup>.

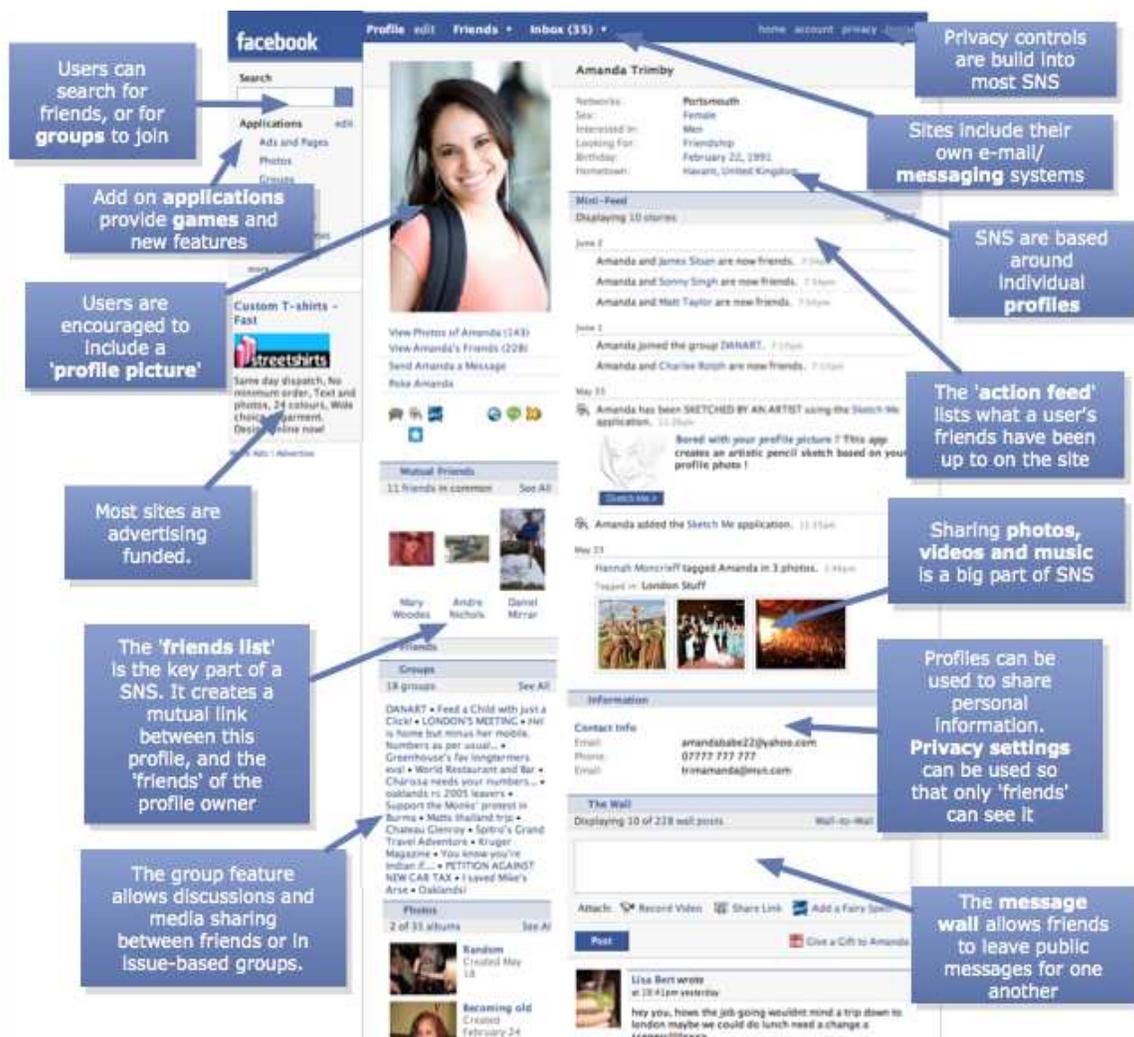
#### Online social networking tools and platforms

Two of the most important features of modern social networking platforms, often referred to as Social Network Sites (SNS), are (1) public (or semi-public) profiles, and (2) the friends list.

The diagram below shows an annotated mock-up of a Facebook profile – pointing a number of the different features, alongside the profile and friends list, which exist on many social network sites.

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2 Whilst knowing exactly how the different features of particular SNS work is not critical to understanding how it may impact on young people – awareness of the key features, and attention paid to their continued development, change and evolution is important for constructing a responsive account of youth work and social networking which has a chance of adapting in light of continual new developments.



A public profile:

- allows users of a SNS allows individuals to publish and share details about themselves and their interests
- displays a summary of that users 'activity' elsewhere on the particular SNS (and, increasingly, on other services and websites that interact with the SNS).
- Can usually be set to allow anyone on the internet to access to view them can be restricted in various ways by the profile owner.

The friends list:

- allows users of a SNS to link to other profiles on the site which belong to their friends or to people (and sometimes organisations or brands) with whom they wish to display a connection.
- makes it possible (privacy settings permitting) to browse a social network site from person

to person exploring the connections between them.

- Is used **by the site** to allow a user to see a list of recent updates just from their friends. (E.g., when a user of Facebook uploads new photos to the site then Facebook will notify all the people on the photo owners friends about the new photo – including a link to it.)
- can be used to control privacy settings – so a user can restrict areas of their profile, or media that they upload to only be visible to their friends.

Social Network Sites are continually developing sophisticated new features, including: photo and video sharing tools; messaging and instant messaging tools; discussion groups; event organising tools and third-parties 'applications' which draw upon the profile and friends list data of SNS users to provide add-on functions, games and tools.

Whilst the findings of the Youth Work and Social Networking report should have applications for dealing with any forms of online social networking – our primary focus has been on that which takes place through social network sites.

### What are young people doing on online social networks?

Over 60% of young people have SNS profiles<sup>vii</sup>, and research by MSN/MTV suggests that only 18% of young people have yet to explore SNS<sup>viii</sup>. The Institute of Public Policy Research have found many young people spending upwards of two hours a night on SNS<sup>ix</sup>. So what are young people spending all their time doing on sites like Facebook, Bebo and MySpace?

Young people are:

- **Keeping in touch.** Young people today are part of a 'constantly connected' generation<sup>x</sup> – where conversations can start at school or in a youth club, move to mobile phones, and then move onto social networking sites<sup>xi</sup>. Whilst tools like Instant Messenger and TXT are used to organise activities, MSN/MTV<sup>xii</sup> found that “[social network] sites are forums to share and relive experiences.” Young people leave messages for each other on their profiles and comment on shared media such as photos and videos. Often the content of these messages is very repetitive – and in many cases the fact of 'being in contact' is what matters – rather than the content of the communication<sup>xiii</sup>. The public (message wall) and private messaging features on social network sites are also increasingly replacing e-mail as a communication tool for many young people.
- **Developing new contacts.** Young people can find new contacts on SNS through exploring the friends lists of their existing contacts, searching for people and groups with particular shared interests, or by browsing the site. Young people may also search for someone who they have met once or twice (for example, at a youth club or a friends party) and add them as a friend on a SNS in order to keep in contact and as part of developing friendships. The box below<sup>xiv</sup> shows how adding someone as a friend on an SNS may take place for multiple reasons.
- **Sharing content and engaging in self-expression.** “53% of social network users have shared some kind of artistic work online, compared to 22% of those who do not use a social network”<sup>xv</sup>. SNS provide a space for young people to create and share media – ranging from written blog posts, photos and videos, through to edited works

and collaborative creations. Much of this creative content is what might be seen as traditional teenage self-expression moved online. As Green and Hannon<sup>xvi</sup> put it *“There is nothing new about young people being creative and expressive – you certainly do not need a computer to decorate your bedroom, form a band or decide what clothes to wear. The difference is that by digitising their creative efforts this generation of young people can share the fruits of their labour with a worldwide audience”*.

- **Exploring identity.** SNS provide a space for young people to explore and develop their identity – both through reflecting on how they should represent themselves on their own profiles and pages on the site<sup>3</sup> and through inviting and receiving feedback from peers through comments and other contributions to the sites<sup>xvii</sup>. It is important to note that whilst 'identity play' may take place – young people's main profiles are rarely intentionally deceptive and there is a strong norm of authenticity on most sites<sup>xviii</sup>.
- **Hanging out and consuming content.** Most SNS are commercial, media-rich spaces and some of the time young people spend on these sites may be seen as time spent just 'hanging out' and being consumers of the information, music, videos, photos and games hosted within them<sup>xix</sup>.
- **Accessing information and informal learning.** Through browsing social network profiles young people can access a wide range of information. A number of local and national information providers and support services are creating a presence on social network sites or are targeting advertising and information campaigns at online social networking spaces. There is also significant interest in the potential of online social networks as spaces for young people's informal learning outside school.

### Friends?

In an extended blog essay boyd (2006) offers nine reasons why an individual may add someone to their friends list.

1. Because they are actual friends
2. To be nice to people that you barely know (like the folks in your class)
3. To keep face with people that they know but don't care for
4. As a way of acknowledging someone you think is interesting
5. To look cool because that link has status
6. (MySpace) To keep up with someone's blog posts, bulletins or other such bits
7. (MySpace) To circumnavigate the "private" problem that you were forced to use cuz [sic] of your parents
8. As a substitute for bookmarking or favoriting
9. Cuz [sic] it's easier to say yes than no if you're not sure.

### Vibrant, cultural, dynamic and democratic or commercialised, toxic and time-wasting?

There are many differing perspectives on online social networking – ranging from those that take online social networking to be a key part of, and a reflection of, “youth culture” (the youth perspective) through to those that view online social networking as spaces of surveillance (the surveillance perspective), sexual playgrounds for shallow self-expression (the body and sex perspective) and places of significant danger to young people (the paedophile and predator perspective).<sup>4</sup> Green and Hannon<sup>xx</sup> characterise the debate about technology in

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3 Stern, 2008, talks of how whilst the construction of self-identity that profiles and homepages allow “is not unique to *online* self-presentation, the deliberate nature of the construction magnifies the experience”

4 Larsen, 2007. Larsen's article provides a very useful quick survey of different ways practitioners and policy makers may be

general as polarised, into ‘*moral panic*’ and ‘*digital faith*’, noting that the introduction of every new media technology is usually accompanied by a similar range of moral panic responses.

Below you will find a 12 of the 35 perspectives on social networking put forward by Dutch researcher Malene Larsen. During our research we presented these perspectives to youth workers and invited them to choose the perspectives which best represented their own understanding of online social networking. Each perspective was chosen at least once – illustrating the breadth of ways in which youth workers may initially approach SNS.

It is important to recognise that each of these perspectives provides some insight into the impact of online social networking, but no single one provides a complete story. In the next section we will suggest a particular youth work perspective on online social networking, and will start to sketch relevant youth work responses to safety and opportunity on SNS.

| <b>12 perspectives on online social networking</b><br>(Taken from 35 perspectives on online social networking by Malene Larsen, 2007 <sup>5</sup> )  |   |   |
|--|---|---|
| <p><b>The consumer perspective</b><br/>Social networking sites are money-making machines creating a need for added value among young people causing them to spend all their pocket money on extra features such as VIP profiles, widgets, gifts for friends and so on.</p> | <p><b>The friendship perspective</b><br/>Social networking sites are places where young people can maintain and nurse their existing (offline) friendships and create new (online) friendships.</p>                     | <p><b>The body and sex perspective</b><br/>Social networking sites are sexual playgrounds for young people where they portray themselves in a provocative or soft porn-style manner. It is all about appearance and body making the youngsters superficial and shallow.</p> |
| <p><b>The space and place perspective</b><br/>Social networking sites are spaces that allow young people to create their own place(s). And those places are as real and important as the offline places where they meet.</p>   | <p><b>The network perspective</b><br/>Social networking sites are places where young people learn the crucial importance of being able to network which they can benefit from in their future professional life.</p>    | <p><b>The democratic perspective</b><br/>Social networking sites are places that allow young people to have a voice in society. Here, they can be heard and express their opinions.</p>   |
| <p><b>The public perspective</b><br/>Social networking sites are “open diaries” of young people, but they do not think about the fact that the whole world can read their text and see their pictures online.</p>  | <p><b>The surveillance perspective</b><br/>Social networking sites are surveillance. Everything young people write online are saved and can be used (against them) by marketing people, future employers and so on.</p> | <p><b>The group work perspective</b><br/>Social networking sites reinforce group work mechanism and young people often work together on profiles and are often willing to help each other.</p>  |
| <p><b>The anti-social perspective</b><br/>Social networking sites make young people anti-social and incapable of communication with others face to face. They loose important social competences.</p>  | <p><b>The social perspective</b><br/>Social networking sites make young people more social and help them communicate with others. Especially, the sites help youngsters cope with shyness or loneliness.</p>            | <p><b>The communication tool perspective</b><br/>Social networking sites are merely a communication tool for young people and they use the sites similar to how they use their mobile phones.</p>   |
| <p>Consider: <i>Which perspective(s) do you associate most with?</i></p>   |   |   |

talking about online social networking – and can be a useful map for navigating the many different viewpoints that may be brought into a discussion. Larsen’s article is available at: <http://tinyurl.com/6e6n8f>

5 The full article is available here: <http://tinyurl.com/6e6n8f>

## 2.2: A youth work response to online social networking

### In this section you will find:

- An summary of the risks and opportunities young people face through online social networks;
- An exploration of the unique youth work contribution to supporting young people in navigating risks and making the most of opportunities of online social networking;
- A suggested 'youth work perspective' on online social networking – which informs the practical guidance in Part 3.

### A space of risk and opportunity

Much as going to a music festival would expose a young person to both opportunities<sup>6</sup> and to possible risks<sup>7</sup> – so too are social network sites (SNS) places of opportunity and risk. In looking out for both young people's safety, and their positive development, a youth work response to online social networking needs to be aware of the particular opportunities and risks young people may encounter.

#### Opportunities

SNS present significant opportunities for developing and maintaining friendships: for young people to extend their social networks by meeting and 'friending' new people or by joining interest based networks. It can be useful to look at the positive impacts of online social networking on young people's developing social capital resources, in particular, on bridging social capital<sup>xxi</sup>. Using online social networks can have a real-world impact on young people's horizons and successful integration and participation in different communities. For example, social network sites can be used for an individual leaving home to go to university both to network with other first-years before even arriving at the University, and can enable them to keep in touch with friends 'back home' – or they can be used by young people who have been on an international exchange to keep in touch or get back in touch many years after the exchange took place.

SNS can also play a role in young people's identity formation. There are risks associated with the use of SNS in exploring identity (e.g. the long-term record of identity 'experiments' and exposure to peer pressures and negative norms). However, the use of SNS can have significant positive impacts<sup>xxii</sup>, as a canvas for reflecting upon identity development and progress for young people, and as a way for young people "to engage with their culture and to practice ways of being within it"<sup>xxiii</sup>.

SNS not only offer young people a platform for communicating with friends, but they offer a world-wide publishing platform for text and multimedia. This

#### The top 5 opportunities of online social networking As identified by respondents to our survey

1. Helping young people keep in contact with peers
2. Allowing young people to develop new contacts and friendships with peers
3. Sharing information and media with peers
4. Finding an audience for creative works
5. Providing access to information

6 E.g. for entertainment, meeting new friends, gaining new experiences and ideas etc.

7 E.g. losing money, getting involved in unsuitable activities, contact with abusive adults etc.

creates new opportunities for young people to have a 'public voice', to engage in self expression and share their creative works, an opportunity particularly taken up by young bands sharing their music and building their 'fan bases' on MySpace. Learning how to use SNS, and accessing the content available through them, can encourage young people's informal learning – both in terms of technical skills<sup>8</sup>, and informal learning about the people and ideas that they encounter whilst browsing and engaging with content online.

Within the online social networking space there are opportunities for young people to access information, advice and guidance either from trusted sources who have 'set up shop' within particular SNSs, or informal advice and guidance from peers. Being networked with advisors and professionals can open up new forms of communication and support for young people. SNS also provide tools and spaces which can encourage and enable young people's civic and political participation<sup>9</sup> – by providing ways for young people to show their political preferences<sup>10</sup> (e.g. by joining 'petition' groups) and offering tools to help young people organise. By way of illustration, a school walk out of over 50,000 US teenagers in 2006 in protest at immigration policies was predominantly co-ordinated through social network sites. Last but not least in terms of opportunities, SNS are places where young people can spend leisure time and have fun.

### Risks

Many of the features of online social networking can expose young people to risks.

The way in which SNS allow for young people to be in 'constant contact' with peers, the possibility of setting up and using anonymous profiles, and the nature of text-based communication all mean that SNS can be used for forms of bullying which Tanya Byron<sup>xxiv</sup> argues are “potentially more damaging” than 'offline' bullying. Online bullying features as both youth workers<sup>11</sup> and young people's<sup>12</sup> biggest concern about SNS.

SNS encourage their users to share personal details and information. In a study of SNS profiles belonging to US teenagers, the Pew Internet Study<sup>xxv</sup> found that 49% included details of the school that profile owner attended. There are risks that the personal information young people publish on SNS may be abused, lead to identity theft, or makes it easier for predatory adults to contact, groom or abuse young people. The sharing of media and

**The top 5 risks of online social networking**  
As identified by respondents to our survey

1. Bullying
2. Young people disclosing personally identifying information
3. Abuse and exploitation of young people
4. Too much time spend on the computer / internet addiction
5. Risks from sexual predators

8 See Green and Hannon, 2007 for a list of digital skills acquired through informal learning with technology. They also argue that “[i]t is this type of [informal] learning which often provides children with the confidence of success in formal contexts.”.

9 Rheingold, 2008; Levine, 2008; Loader et. al,2007; Byron, 2008 §3.92; Howland and Bethel, 2002, amongst others, have explored the internet, or SNS, and young people's political participation. It is an area which gains considerable interest in the literature.

10 Both 'small p' political in terms of causes and campaigns, and, to a lesser extent, Party Political.

11 53% of respondents to our survey of Youth Workers, Managers and Administrators identified bullying as a risk of online social networking (the top response)

12 87% of the young people consulted at Kongomana festival in Devon in July 2008 selected 'No bullying' as one of the rules they wanted for any youth work supported online social networking (again, the top response of all the options).

photos may also impact upon young people's futures – with potential employers, educational institutions or peers able to access photos, videos and information about young people in the future which they may not wish those people to see. Whilst SNS usually incorporate privacy controls to allow users to restrict who can see their information, these are often confusing or ignored by profile owners.

The majority of SNS are commercially owned – and so in using them young people are exposed to a large quantity of targeted advertising and, on occasions, age-inappropriate advertising<sup>13</sup>. Often this advertising is hard to distinguish from non-advertising content on the SNS. As with general access to the internet, it is possible for those using SNS to discover and access offensive, inappropriate, violent or harmful content. However, unlike other online spaces, SNS also makes it easier for this content to be shared within peer networks, and provides a way in which young people could create and share harmful and offensive content (for example, video clips of violent acts).

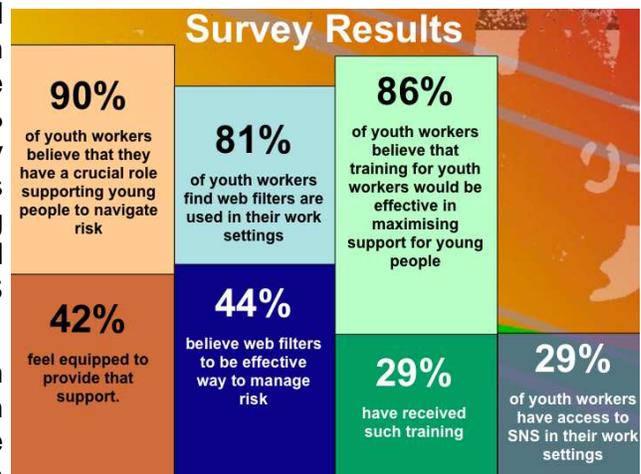
### Youth work responses to online social networking

Professional youth work has a specific and unique contribution to make to ensuring young people can navigate the risks and make the most of the opportunities of online social networking. This builds upon the core skill set and values of youth work.

The importance of the youth work contribution is underlined by the effectiveness of youth work approaches in engaging and working with socially excluded young people and young people with complex needs. These young people are more likely to lack access to technology and online social networking opportunities<sup>xxvi</sup>, and are more likely to encounter serious risks when they are engaged with online social networking<sup>14</sup>.

90% of respondents to our survey agreed that 'Youth Work has a crucial role in supporting young people to navigate the risks of online social networking', with 85% believing youth work to have a similarly crucial role supporting young people's uptake of online social networking opportunities. 53% of respondents said supporting young people to navigate SNS risks was a priority for them<sup>xxvii</sup>.

Many respondents to our survey, along with participants in our focus groups and action research projects were also keen to explore how online social networking can be used as a positive tool in youth work – both to promote existing activities, and to develop new online and offline youth work opportunities and forms of youth work.



13 In particular, MySpace.com does not take adequate action to ensure young users to do not see sexualised or other inappropriate advertising.

14 Social exclusion and wider complex needs were found to be key risk indicators in the Second Youth Internet Safety Survey of American teenagers (Wolak et. al 2008). Young people without positive role models, without trusted adults to turn to, or with little experience of the online environment may also be more at risk.

The following tables outlines the implications of the core youth work skill and values for a unique youth work response to young people's online social networking.

| A youth work perspective on online social networking                    |   |
|---|---|
| Youth work principles <sup>15</sup>                                     | Implications for a youth work perspective   |
| Young people's engagement with youth work is on a voluntary basis       | Some perspectives suggest SNS are 'young people only' spaces where the presence of adults is an illegitimate interference in young people's private lives. However, drawing on the voluntary principle, youth workers can interact with young people within SNS spaces and can legitimately address issues of online social networking with young people – providing <b>participation is negotiated and not imposed</b> .   |
| Youth work 'starts from where young people are at...'                   | Pure information campaigns to inform young people about the risks of SNS are limited in their success at changing behaviour <sup>16</sup> . Instead, youth work interventions need to work with young people to explore their current use of SNS, to identify risks and to identify ways to support young people in navigating those risks. This involves being responsive to young people, and <b>addressing the risks of SNS at the point in time at which they are an issue</b> – rather than solely on the basis of a set curriculum that prescribes a set time and method for exploration of online social networking risk and opportunity. It also involves supporting young people to address the risks of SNS that concern them, such as bullying, alongside the risks that get the most national attention, such as grooming and abuse of young people.  |
| '..and seeks to encourage young people to go beyond where they started' | <p>Whilst young people are making widespread use of SNS, they rarely understand the full potential and wide range of positive uses. Youth workers can build upon young people's existing use of SNS to (amongst other things): encourage engagement with creative arts; develop political participation; support learning around digital media literacy (particularly skills in identifying advertising and being able to critically assess information found online); help young people develop their technical skills; encourage young people to develop their social networks and communicate with young people from different backgrounds; and encourage young people to participate in particular pro-social social networks.</p> <p>If young people are engaging with online social networking in negative ways then <b>there is a role for youth workers to provide the challenge and support that builds on this engagement, and helps young people to discover, and refocus their energies onto, positive uses of SNS</b>.</p> |

15 The majority of these characteristics of youth work are drawn from Bernard Davies' Youth Work: a manifesto for our times, 2005

16 Livingstone et al. in the Ofcom (2008) research summary and submission to Byron's review found that "young people may be aware of the risks, especially regarding social networking sites, but this awareness of these issues and problems is not always translated into action."

|  |  |
|--|--|
| <p>Youth work is holistic and seeks to build young people's resourcefulness, resiliency and resolve.</p>   | <p>Use of SNS does not, by itself, put young people at significant risk of harm<sup>xxviii</sup>. However, certain behaviours on SNS can amplify the risks to young people – for example, engaging in conversations of a sexual nature through the sites with strangers<sup>xxix</sup>. <b>Youth work should be able to identify when a concern or issue is linked to technology</b> (e.g. ignorance of privacy settings / lack of understanding of appropriate norms for public communication online) <b>or when the concern is better addressed through other non-technology linked interventions</b> such as, for example, group work sessions on sex and sexuality, or supporting an individual young person to deal with specific issues around self-esteem, peer pressure or social isolation.</p>   |
| <p>Youth work is associational – working with young people within their peer networks</p>                  | <p>SNS support young people in keeping in touch with peers. Responses to our survey highlighted in particular the value of SNS in maintaining networks between young people from different backgrounds, countries and cultures after youth residential and exchanges<sup>17</sup>. Online social networking has an impact on the formation, evolution and connection between young people's peer networks.</p> <p>However, SNS can also encourage negative peer norms (such as posting provocative profile photos) or 'branding' profiles with commercial content. Youth work supported group discussions/group work can <b>encourage young people to agree and adopt positive shared standards behaviour for participation and interaction on SNS within their peer networks</b><sup>18</sup> and can support young people to understand and make positive choices in their online social networking.</p> |
| <p>Youth work addresses young people as young people, not through adult imposed categories and labels.</p> | <p>Notions of privacy and appropriate conduct are not fixed from generation to generation, but are constantly developing (compare any Sunday newspaper's interviews with a politician from 1970 and 2008 to see this in practice). <b>Youth workers can look to understand young people's participation in online social networking as both belonging to a particular generation</b> (and in this case, a generation for whom the technology has nearly always been present), <b>and as belonging to a particular developmental stage of life</b> with it's own particular concerns of friendship, relationships and identity formation amongst others.</p>  |
| <p>Youth work draws upon a relationship of mutual trust between young person and adult.</p>                | <p>There are some risks on online social networking sites which cannot be prevented by prior work with young people. The presence of trusted adults with an established professional relationship with young people – able to identify and address particular risks to specific young people in the online social networking space - can contribute to making online social networking safer.</p>  |
| <p>Youth work is open to new approaches and ways of engaging with young people</p>                         | <p>Online social networking provides a range of new opportunities to complement existing youth work practices (e.g. adding an online element such as publishing creative works online, or holding an area-wide discussion) and to build new models of work with young people (such as area wide online youth work for specific groups such as LGBT young people, or young people in rural areas).</p>  |

17 Responses to our survey highlighted the role of SNS in keeping groups from a foreign exchange in touch in particular.

18 Kosse (2007) considers the social norms (shared standards of behaviour) that have emerged on social network sites, such as posting provocative pictures on one's profile – and notes that “social norms play a role in a person's decision making process”. Group work can help a small community of young people to examine their norms and explore whether the norms that have emerged are appropriate and true representations of individual's preferences, or whether those norms need to be challenged.

### **A youth work perspective on online social networking**

Drawing on features of the youth work response listed above, and upon an understanding of the opportunities and risks of online social networking – we can attempt to sketch out a coherent summary of a youth work perspective on online social networking.

#### **A youth work perspective on online social networking**

Social Network Sites (SNS) present young people with a wide range of opportunities and risks. Opportunities and risks go hand in hand. The opportunities and risks of most concern to young people (keeping in touch with friends and bullying respectively) are different from those most frequently highlighted in the mainstream media.

Young people need support to develop the appropriate resources and resilience to navigate risk and to make the most of opportunities on SNS, and peer groups need opportunities to negotiate and develop positive norms for their interaction on SNS.

Many of the reasons young people may encounter risks through SNS have roots outside of the technology, in issues of young people's personal and social development. The appropriate response to SNS risk may not involve technology.

Social networking sites can be made safer when youth workers, as professional and trusted adults, actively engage with them.

Youth work can engage with SNS as one or more of:

- an environment in which young people need support and guidance;
- a marketing tool for promoting youth work opportunities and activities;
- a communications tool for interacting with young people and groups of young people;
- a youth work tool for promoting young peoples creative expression, political engagement and wider personal and social development;
- a starting point to work from in helping young people develop their skills, interests and capacities across a range of issues and areas;
- a platform for new forms of online youth work;

Youth work methods have a particular contribution to make in encouraging and supporting young people to adopt safe and positive online behaviours.

In the following section we will explore how this youth work perspective can inform a practical process of building youth work capacity to engage with online social networking.

However, we also believe this youth work perspective should be promoted to those making wider policy decisions about supporting young people in navigating risks and making the most of opportunities online – to highlight the unique and important role that youth work, and informal education professionals, can play.

### Section 3: Practice

In this section we present data and shared learning about current youth work engagement with online social networking and set out practical steps that services can take to build their capacity for engaging with online social networking. This is built from our experience of exploring online social networking with a variety of youth services.



Talking about SNS with young people at Devon's Kongomana youth festival

### 3.1: Steps towards youth work engagement with online social networking

#### In this section you will find:

- A checklist of stages for any service developing their engagement with online social networking to work through;
- Practical resources outlining: key questions to ask when surveying your youth service to identify current online social networking skills and practice; a list of considerations for promoting online safety messages to young people; a table of issues to consider when developing an online social networking policy; a series of capacity building and training models; and suggestions for practical approaches for youth work engagement with online social networking at a range of levels;
- Links to further resources on the web from Phase 2 of the youth work and social networking research project

#### Components of a youth work response: a four stage checklist

For a full youth work response to online social networking to be effective there is a need for action at both the local and national level.

As part of the second phase of our research we worked with three different youth services and projects to explore how they can engage with online social networking. In this section you can find an overview of key issues for youth services along with issues that need to be considered in a national context. We have divided this into four sub-sections:

- **Survey** –identify current access to SNS, engagement with online social networking and skills and resources to draw upon within the service.
- **Safety** –consider the safety implications of online social networking for young people and for staff, and examine options for policy and action in supporting young people in navigating risk, both individually and as groups.
- **Skills** –take active steps to develop the online social networking knowledge and skills of staff.
- **Strategy** –explore opportunities to use online social networking as a youth work tool, and to support and encourage young people to take up the positive opportunities it provides.

### Survey

In working with three different youth services during this research, and hearing from many more we have seen that there are many different issues to be addressed in building youth work capacity to engage with online social networking. Each service has its own starting point – and it is important for capacity building to identify where a service is starting from.

This will involve carrying out a survey or evaluation of:

#### **Access to technology and access to online social networking sites**

##### **Key Questions: access**

Do staff have access to computers and to online social networking sites from their office base?

Do young people have access to online social networking sites through youth service IT provision?

In our survey of over 100 youth workers, managers and administrators, we found that only 29% of respondents have access to social network sites (SNS) in the spaces where they work with young people, and access to SNS is blocked in over 45% of office settings. Access to SNS is crucial for staff to develop their understanding of these environments.

If internet access to your service is filtered, then you should also identify where control of the filtering set-up rests, and what flexibility exists for the filtering set-up for local provision<sup>19</sup>. You may also want to think about the physical set up of any IT provision. Supervising internet access sessions is the most trusted strategy for promoting safety (blocking and filtering least trusted<sup>20</sup>) but is most effective when a supervising worker can see all the screens in an ICT room.

#### **Skills and experience**

##### **Key Questions: skills**

Are there staff members with an existing understanding of online social networking?

How many staff have encountered or actively using SNS?

Are any staff trained to deliver online safety sessions?

Are there any staff with specific technology skills? Are there young people with specific skills and experience who could advise and support the service?

Do staff and manager share a sense of the importance of engaging with online social networking?

64% of the respondents to our survey had used SNS in the past, with 49% of respondents having set up their own social network site profiles. The focus groups and action research workshops we held (where the number of people who had used SNS ranged from 50% to

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19 For details of our learning about updating filters to provide access to social network sites take a look at:  
<http://blogs.nya.org.uk/ywsn/2008/06/facebook-filters-and-taking-th.html>

20 See §3 of the Interim Report.

just 1 in 10) suggest these figures may overstate general levels of use across the youth service as a whole.

In the skills section we will outline a model for building upon existing skills in your service to develop capacity for responding to online social networking.

Alongside mapping skills and experience, it will also be helpful to map out support from staff and management in your service for engagement with online social networking.

### **Existing use**

#### **Key Questions: use**

Is your service already making use of online social networking?

What different uses are being made of SNS?

Are there demands to make use of online social networking which have not yet been met?

Which SNS are used by the young people the service works with?

In our survey only 34% of the 64% who identified they were using social network sites said that they were using them in a work context. Where SNS were being used in a work context, the main uses were:

- **Promotion and recruitment** – letting young people know about activities and events;
- **Engagement** – seeking views from young people;
- **Keeping in contact** – sending messages to young people;
- **Sharing media** – including photos from events or music from young people's bands.

Whilst some areas are developing official bespoke social networking features for their own local youth websites, most engagement with the main SNS where young people are already active (MySpace, Facebook, Bebo etc.) was taking place 'under the radar' and a number of survey responses specifically highlighted that their uses of SNS were not officially sanctioned.

### **Policies and guidance**

#### **Key Questions: policy**

Do you have a policy or guidance for staff on online social networking?

Does your internet use policy mention online social networking?

Do you have other policies that apply to use of the internet or which can be easily adapted to apply to use of the internet and online social networking by both young people and staff?

The safety section below includes guidance on key elements that need to be covered in policies on online social networking.

## Safety

Any engagement with online social networking does need to be build on a safe and sound foundation which involves:

- Providing relevant and timely safety guidance and support to young people;
- Rigorous child protection procedures that apply online as well as offline;
- Policies and guidance in place to protect both young people and staff;

### Approaches to safety guidance and support<sup>21</sup>

We can divide ways of providing safety guidance and support to young people into reactive and proactive. Services will need a mix of reactive and proactive measures in place.

#### Reactive

At present the most widely used social networking safety measure in youth services is to block access to SNS from youth service computers. The majority of youth workers do not believe this is an effective measure. Supervising young people's internet access sessions is seen as far more likely to be effective in promoting safety<sup>22</sup>.

It is also important that youth workers are equipped to identify and address issues relating to online social networking. This can require workers to be familiar with the basic terminology and operation of online social networking sites, and to be able to respond appropriately to potential risks.

For example, a youth worker hearing that a young person is planning to go to London to meet a friend from Bebo should be able to identify that, in this context, the 'friend' could be a stranger, and they should be equipped (where there is an established youth work relationship) to have a conversation with the young person about whether or not to go to the meeting, and what safety precautions to take if going, such as going with parents or friends and staying in public spaces only.

#### Proactive

A number of pre-prepared training programmes addressing online safety issues already exist, such as the Think U Know programme from the Centre for Child Exploitation and Online Protection<sup>xxx</sup>. These address specific dimensions of online safety (such as the risk of grooming or sexual abuse), but do not cover all the issues relating

**Follow up online...**  
Want to know more about knife crime and street crime? Check out these websites and social network profiles...

**On the web**  
<http://disarmingbritain.wordpress.com/>  
The Disarming Britain project is run by Channel 4 across the web, social network sites and TV.

**MySpace**  
<http://www.myspace.com/disarmingbritain>  
[http://www.myspace.com/stop\\_street\\_crime](http://www.myspace.com/stop_street_crime)

**Bebo**  
<http://www.bebo.com/disarmingbritain>  
<http://www.bebo.com/idoesnthavetohappen>

**Facebook**  
<http://is.gd/Zaw> - Disarming Britain

Remember - when you join a group or add a profile as a friend on a social network site other people are able to find your profile.

Is your profile set to private so that only your friends can see it?

Is there anything on your profile that you wouldn't want your parents/carer, your teachers or a stranger to be looking at?

Check your privacy settings by trying to look at your profile from someone else's account, or when you are not logged in.

If you find anything on the internet which worries you - or you are uncomfortable about any messages or friend requests you receive online you can talk to a youth worker or other adult about it, or you can report possible abuse at <http://www.ceop.gov.uk>

Example of a handout that links online social networking with other youth work activities (a group discussion on street crime in this case) showing how proactive engagement with online social networking can promote safety messages and encourage young people to make positive use of SNS.

21 The Interim Report includes a full evaluation of the evidence for different approaches to safety.

22 See §3 of the Interim Report.

to safe use of online social networking sites.

Youth services may design their own sessions or curriculum specifically to address safety on online social networks, or messages about safety may be included in other activities.

The factors that put young people at risk of harm through online social networks are often extrinsic to the SNS themselves – and so services may also think proactively about how their wider curriculum and activities contribute intentionally to developing young people's resilience, cognitive and emotional competencies, critical skills and self-esteem for online interactions. Young people generally do not perceive the internet and online social networking as something special or distinct from other areas of life, so including aspects of online safety into other themes in a youth work curriculum offers wider opportunities to promote safe social networking.

### Getting the safety messages right

It is not within the scope of this research to recommend the definitive safety messages that should be promoted to young people<sup>23</sup>, however, we can briefly discuss a number of issues that arise when considering safety messages. The messages given to young people need to be:

- **Relevant** – it is important to start any inputs around safety from young people's own experience. This may mean talking about sharing photos or information on SNS in terms of its potential impact on bullying in the first instance, before discussing other risks such as those of grooming or abuse and exploitation. Starting from the relatively 'low impact, high incidence' risks may prove more productive, than starting from 'high impact, low incidence' risks.
- **Realistic** – asking young people aged 15 or 16 not to use their names or to put any photos at all on a social network site is unlikely to be a realistic request. Instead, safety messages should focus on thinking critically about which photos to share and which not to. And what information to share and what not to.
- **Positive** – messages based on fear can have unintended consequences and negative impacts upon young people's positive use of SNS<sup>24</sup>. It is important that safety messages and interventions are delivered in a balanced way which supports young people to think also about the positive aspects of online social networking. Often a focus on the positive aspects of SNS will provide an opportunity to talk about safety and sensible conduct.

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23 And it should be noted that this research argues that the messages are only part of the story – building young people's general resiliency and capacities is equally as important as messaging.

24 We have heard anecdotal evidence during our research about young people who have stopped using SNS, or have been banned from using SNS, because of 'scare stories'. This does not support young people to develop their resiliency in an increasingly important environment.

Policy checklist

As part of our action research in Devon we explored the key issues that a policy on youth work engagement in online social networking would need to address. We consulted with over 60 young people at the 2008 Kongomana festival to identify their views on such a policy – particularly a policy for youth workers creating participation opportunities on sites like Bebo, Facebook and MySpace. The views shared by these young people<sup>25</sup>, along with evidence from the literature review, and discussions in the UK Youth Online Community<sup>26</sup> are expored in the table below. The left-hand column indicates a key issue that a policy for youth work engagement with SNS should consider, and the right-hand includes guidance and notes for considering that requirement of a policy.

| Key issue   | Draft guidance/notes/issues  |
|---|--|
| (a) What guidance is provided for staff to manage their <b>personal SNS profiles</b> ?                    | <p>Staff should be free to have their own <b>personal</b> SNS profiles. However:</p> <p>(a) They should not accept friend requests from young people against these profiles;</p> <p>(b) They should not post any content on their profiles which it would be professionally inappropriate for young people to know or see <i>or</i> they should use the privacy settings of a site to ensure this content is not accessible to young people;</p> <p>(c) They should lead by example, and abide by all the relevant safety messages and guidance provided to young people.</p> <p>(d) The youth service should provide clear guidance to staff on what they should and shouldn't post on their personal online spaces. This should not prevent staff from using their online spaces for reflective learning and knowledge sharing.</p>  |
| (b) <b>Who is allowed to use SNS as part of their work?</b> And in what ways are they allowed to use SNS. | <p>There are different youth work uses of SNS and any guidance or policy should specify who can use SNS <i>and how</i> they can use SNS. For example, a policy may build upon these three distinctions:</p> <ul style="list-style-type: none"> <li>● Individual youth workers may use a work SNS profile to contact the young people with whom they have a direct professional relationship – and only with the permission of that young person;</li> <li>● A centre or project manager may use a public SNS profile or group to market a project. They may accept friends list requests from young people who have attended or would be interested in attending the project subject to the notes in (e).</li> <li>● A specially trained youth worker (e.g. a 'detached youth worker for the web') may use SNS to interact with young people who may not already be known to the service and to carry out online outreach and issue based work.</li> </ul> <p>A workers use of SNS should always be agreed with the relevant line manager.</p> |
| (c) <b>How should youth workers manage their work SNS profiles?</b>                                       | <p>Workers should maintain separate personal and work profiles wherever possible<sup>27</sup>. Where possible, the ability to browse the friends list on the profile should be switched off.</p> <p>Where a work profile is being used to contact young people known to the worker</p>   |

25 See the consultation report at <http://blogs.nya.org.uk/ywsn/2008/08/using-social-network-sites-for.html>

26 See the discussion here: <http://tinyurl.com/5wpggq> (Accessed 18/08/2008)

27 As of 18/08/2008 having two profiles is officially against the Facebook Terms of Use, as is having an organisational profile. It is, however, possible to 'segment' a Facebook profile, and to have different privacy settings for different groups of people. Managing this properly takes care – and staff and services should be confident in dealing with the Facebook settings before going down this route.

|  |  |
|--|--|
|  | <p>it is important that the message box on the profile is checked regularly. Where a profile or group may receive friend/membership requests from individuals not already known to the worker – the profiles of the individuals making the request should be checked before they are accepted.</p> <p>Groups or profiles should include a clear message stating who the profile owner is, their affiliation, how to confirm their identity, and who to contact in the case of any concerns about their conduct.</p>  |
| <p>(d) What <b>recording of contact</b> should take place?</p>   | <p>Contact with young people through SNS should be recorded alongside any other communication and work with young people. A process for recording contact and communication may be based on a detached youth work policy.</p> <p>Services should decide how to record and report 'contact time' with young people that occurs through SNS.</p>   |
| <p>(e) What <b>guidelines</b> should exist for workers and young people about <b>conduct</b> in online SNS spaces?</p> | <p>Our consultation with young people suggested the following (non exhaustive) list of guidelines should be explored:</p> <ul style="list-style-type: none"> <li>● Youth workers should make sure young people are aware that adding them as a friend will make hidden information from the young person's profile visible to the worker.</li> <li>● If a youth worker is concerned about the content of a young persons profile (e.g. unsuitable profile picture) they should send them a polite private message.</li> <li>● Workers should actively check any discussions they host, and should make sure these online spaces are kept free of bullying.</li> </ul> <p>Services should consider consulting young people on a local code of conduct for particular uses of SNS and posting this on their official websites.</p> |
| <p>(f) How should workers deal with <b>concerns</b> about young people's safety or conduct?</p>                        | <p>Youth workers should know how to record and report any concerns about young people's safety to their line managers, or, where relevant, how to escalate any child protection concerns to the relevant authorities.</p> <p>Relevant codes of conduct, negotiated with young people should be used to set the youth worker response to concerns about young peoples conduct in online SNS and community spaces.</p>   |

The national picture

In depth research is needed into the most effective safety messages, and delivery mechanisms for safety messages, in terms of their impact on young people's behaviour. This should test the hypothesis that safety messages delivered in a youth work context, and delivered through group work are more likely to have a positive impact on behaviour than those delivered in the classroom context.

## Skills

It is important for all youth workers to be aware of online social networking and to have the understanding and skills to respond appropriately to any issues linked to online social networking that young people may raise. Services should also develop their capacity to make wider use of online social networking as a youth work tool.

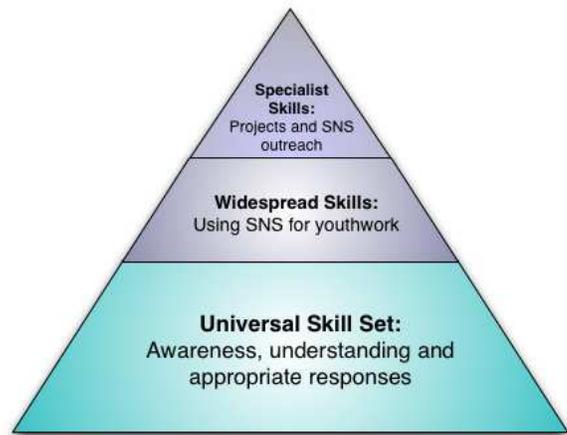
### Our research

As part of our survey and focus groups we sought to identify the existing skills base for engagement with SNS within the youth work workforce. Through this we identified a clear need for a basic training programme introducing online social networking in theory and practice. We then worked with Rotherham Youth Service to develop and pilot a series of training sessions. This section will draw upon the training needs model developed for the Interim Report, and our experiences in Rotherham to explore options for developing workforce skills.

### Skill development models

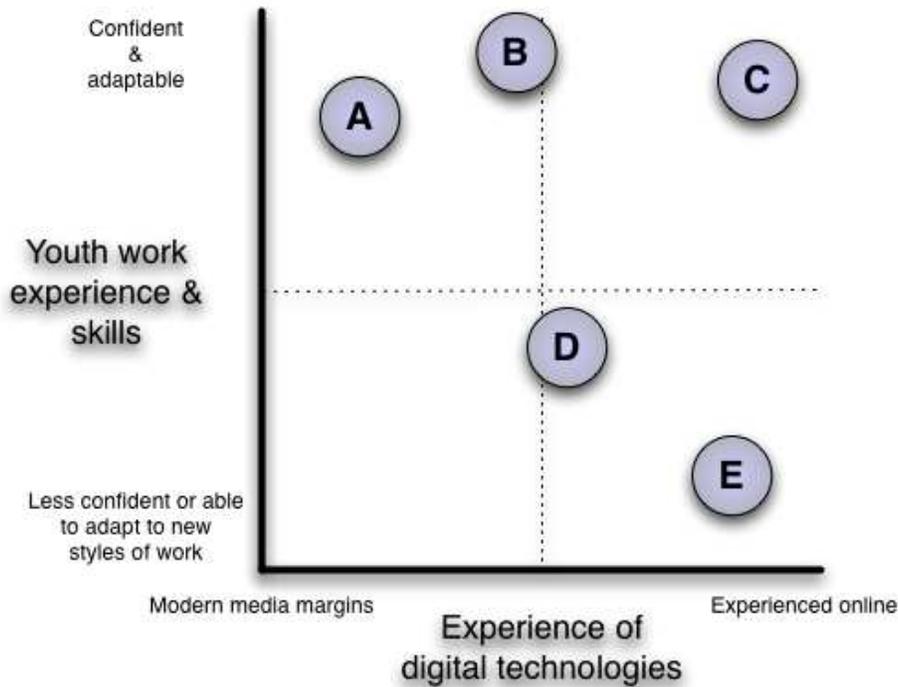
There are different levels at which individual staff can engage with online social networking, and consequently there are different skill development needs. These can be broadly divided into three – from a universal skills base, through to a widespread skill set, and a specialist skill set.

- **Universal: Youth workers are equipped to *respond* to young people's online social networking** - All workers have experience of what SNS are & understand the basic safety and opportunity issues associated with them. They are able to apply good youth work practices and responses to online social networking related issues.
- **Widespread: Youth workers are equipped to *use* online social networking as a youth work tool** - Some workers are confident in using SNS as a tool in their work with young people for individual communication, closed group work or promoting youth work activities and opportunities.
- **Specialist: Youth workers are equipped as an online social networking (and social media) *specialists*** - A small number of workers are equipped to run dedicated projects using SNS and to support other staff members making use of SNS. They may also be equipped to operate as online outreach workers.



In the interim report we identified two dimensions that would help determine an individual workers training needs. Firstly (and on the horizontal axis in the diagram below) there is the level of experience of digital technology a worker has. Our action research confirmed that a significant number of youth workers have very low levels of experience or literacy with digital

technologies and the internet. Secondly (and on the vertical axis) there is the level of youth work skills and experience that a worker has.



In any service, there are likely to be workers at each of the points on the diagram above (and the points in between). The table below explores in more depth these different profiles and the learning needs of staff.

| Profile<br>(In order of approximate size of group – largest first)  | Strategic Implications  | Development needs  |
|---|---|--|
| <p><b>A: Experienced youth workers, on the new media margins</b> recognise the importance of engaging with SNS and new technologies but lack the experience, knowledge and confidence to understand how their youth work skills could relate to SNS, or how to address SNS issues.</p> <p><i>“I think it’s quite scary – but I find computers scary anyway. But, I also think we need to be moving with the times. I would need a 24 hour hotline – but we could make this work – as long as we had the support there.”</i></p> | <p>Probably the largest group.</p> <p>While this group may learn how to engage and discuss SNS issues with young people, few are likely to become active users or champions because of the time needed to learn new tricks concerning SNS, especially as the general IT skills of this group are often very limited</p> | <p>May have had limited opportunities or encouragement to engage with technology before. These are needed.</p> <p>This group is mostly willing to engage with SNS, but needs awareness raising training, and a guarantee that technical support and back-up is available. The need to know the service supports workers engaging with SNS. They may benefit from contact with more media-active staff.</p> |

|   |  |   |
|---|--|---|
| <p><b>B: Experienced youth workers - cautious converts</b> are secure about their own skills, have experience of adapting to new situations and made an effort to keep in touch with new technology – often through a relationship with a child or family member.</p> <p><i>(Commenting on young people sharing embarrassing photos of friend on Facebook) “It’s unfortunate and bad behaviour on behalf of her friends – but she shouldn’t have got herself in that situation – she should learn her lesson.”</i></p>                    | <p>Knowledge gaps amongst this group can lead to over- or under-cautious responses to SNS issues.</p> <p>Members of this group have the potential to champion online work within a service, but are likely to need a partnership with media-active youth workers</p>   | <p>This group are aware of the need to learn how to adapt to the way young people operate online and able to state their own training needs.</p> <p>They will benefit from hands-on training and connections with others in similar situations, as well as those who are experimenting with new online ideas.</p>   |
| <p><b>D: Emerging youth workers, active experimenters and progressive converts</b> are among the most open, maybe active users of online social networking sites themselves and already experimenting with SNS as important spaces in which to support and engage with young people.</p> <p><i>“The ability to use social networking is great for consultation and promotion”</i></p> <p><i>“A campaign ..by young people to save [a] skatepark utilised social networking [and] events and official petitions to great success.”</i></p> | <p>This group represent the most important training group since they are moving into a position where they are likely to assume increased responsibility and are interested in trying out new ways of working.</p> <p>They are potentially a key training resource – able to share their practical skills with others, whilst benefiting from the youth work skills and insights of their more experienced youth work peers.</p> | <p>This group would benefit from training the trainers programmes, to enable them to play a lead, specialist, or champion role in local projects and services – sharing their SNS knowledge and skills.</p> <p>This group will benefit from making connections into youth work and other networks of interested professionals for peer support and knowledge sharing.</p> |
| <p><b>E: Emerging youth workers, uncritical networkers</b> are experienced users of online tools, including SNS, and enthusiastic about using them in youth work</p> <p><i>“Some people have unsuitable photos on their profiles — their profile pictures can look ‘slightly dodgy’. I’m not really sure what to do about it.”</i></p>  | <p>The enthusiasm and experience of this group in using online social networks is a key asset for youth services.</p> <p>However, this group also need support to ensure they don't miss identifying both risks and opportunities.</p>   | <p>This group may need training and support (possibly through mentoring or supervision) in identifying youth work concerns, applying youth work practice and working within the boundaries of professional youth work in online social networking spaces.</p>   |

|  |   |   |
|--|---|---|
| <p><b>C: Experienced youth workers, ready responders</b> are often used to operating relatively independently, are early adopters of new technology and ahead of mainstream trends. Their understanding of technology can help them identify both technological and social solutions to challenges and to identify/enable new opportunities created by online social networking.</p> <p><i>"I think much more needs to be done towards the use of social media to create change ...particularly ..... beyond the very personal way they are used by the majority of people".</i></p> | <p>Our sample suggests there is a relatively small number of youth workers, from all levels, who are both secure in their own practice as professionals and experienced users of online tools, including SNS</p> <p>This group are a valuable resource for learning and training – helping to map out possible youth work responses to SNS scenarios and strategic planning</p> | <p>This group would benefit from a training trainers programmes to enable them to play a lead, specialist and/or champion role</p> <p>They would benefit from connections into youth work and other networks of interested professionals for peer support</p> |
|--|---|---|

Facilitating the right opportunities for conversations and shared learning inside a service is as important as accessing external training and support to start a capacity building process.

However, it is important to recognise that even those workers with significant online experience and who are active users of online social networks may not be equipped to identify appropriate youth work responses to online social networking, or to use SNS in a youth work context.

The skill development needs for workers towards the left of the diagram above (low technology experience) are often very basic, and a fear of technology can limit the extent to which these staff members are able to independently manage their own learning about online social networking. A key goal of any training and capacity building must be to build confidence as well as skills and knowledge.



Social Network Site Jigsaw Puzzles. Used as a training resource during Phase 2 of the project.

### Approaches to training and capacity building

We delivered two styles of training during our action research projects.

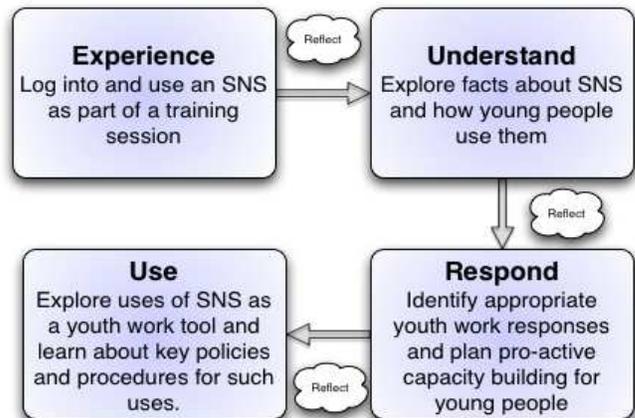
In the first we focussed on **the theory of online social networking**, using a paper-based model of an SNS to look at the features which make it up – and using group discussions to identify the different ways in which SNS are used by young people. We used a quiz exercise to explore the facts about online social networking and the risks and opportunities available to young people and youth services, and we used discussions of a range of scenarios to identify possible youth work responses to young people's safe or unsafe use of SNS. At the end of this first training session there was an opportunity to look at Bebo.com and Myspace.com – but we did not encourage training participants to log-in or do anything more than simply browse the sites<sup>28</sup>.

In the second training session we started with a **practical exercise** – working in a computer room with unfiltered internet access. We asked training participants to sign up to Bebo.com and to explore what happened when they added each other as 'friends'. We then held a group discussion on what the group had discovered, and looked at issues that SNS may raise for young people or youth work. This training session ended with an activity exploring proactive youth work responses of SNS, and invited training participants to draft short project plans.

The second method, focussing on direct experience of SNS was far more effective in building the confidence and understanding of SNS amongst the workers present – and at giving a strong grounding to discussions of possible youth work responses to SNS. We also found there was a significant benefit in splitting training over at least two sessions, and in creating extensive space for reflective learning within the training group.

We would suggest that any approach to capacity building, aiming to establish a service wide basis of understanding of SNS, needs to go through the four stages of:

- **Experiencing online social networking** by accessing, registering with and using (even if for just ½ hour) a particular social networking site.
- **Understanding how young people use SNS** and the implications, risks and opportunities that gives rise to.
- **Identifying appropriate reactive and proactive youth work responses to online social networking.** This may involve learning about youth service policy and programmes, as well as providing an opportunity for workers to reflect on how they would respond to particular scenarios.
- **Youth work uses of online social networking.** It is important for those staff members already engaging with and using SNS that any training identifies appropriate and inappropriate uses of SNS and points staff to any relevant policies and



28 Partly this was due to issues with the filtering system in the computer room we were using.

procedures. An exploration of potential youth work uses of SNS should provide a foundation for further training on specific uses of SNS in youth work.

These four stages are presented in the diagram above as a cumulative/linear process to show how each stage builds upon the previous. However, the process of gaining concrete experience of SNS, observing and understanding young people's use of SNS, identifying through theory and practical scenarios the appropriate youth work responses to SNS, and experimenting with new approaches to youth work through SNS should also be seen as part of an ongoing experiential learning cycle<sup>29</sup>.

### Key training topics

In our focus groups and survey we invited staff to share their training priorities. Their suggestions illustrate the range of issues that hands-on and reflective learning opportunities need to address. Respondents asked for:

- Knowledge and learning activities that “remove the fear” of online social networking (which is often due more to the fact that it involves IT than the nature of the social networking platform itself)
- Practical ways of working, including how to offer professional advice in the online context and, “how social networking can be used in a safe manner to aid creativity in informing, supporting, and working with young people.”. These should include, “good practise guidelines to encourage those in the different sectors to feel safe when interacting in this new culture.”
- Information and examples about the opportunities and risks for youth work to enable people to “feel more balanced about the risks and opportunities”, including information on site security (from hacking and identity theft); whether personal information is retained after a site is closed; how to identify spoof identities; and emerging trends.
- Support to identify “Where Youth Workers draw the line in social networking interaction with young people professionally? Where is the line drawn between interaction and advice and meddling in private lives? What are the protocols that young people would like Youth Workers to follow? For example, how would they like us to interact with them on social networking projects?”
- Ideas and guidance on “How can online social networking be constructive in working with young people who lack confidence as opposed to face to face advice and support?”

Respondents also wanted to be equipped to offer young people input, interventions and capacity building that covers:

- How to “Assess risks in online behaviour”, and recognise dangers, such as grooming patterns;
- What to do about dangers (who to contact, how to record activity);
- How to operate safely (such as using privacy settings and adopting appropriate

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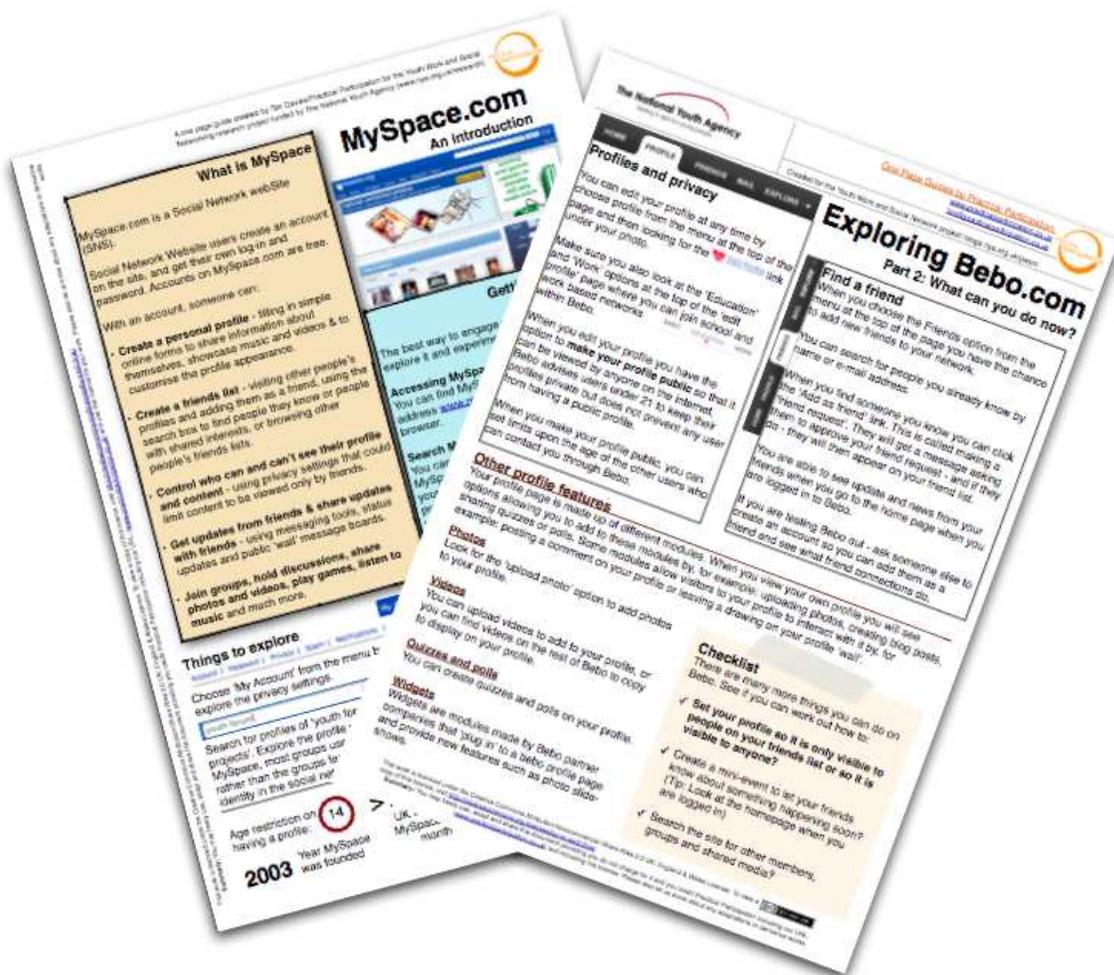
<sup>29</sup> Drawing on the theory of Kolb's learning cycle. Kolb, 'Experiential Learning: Experience As The Source Of Learning And Development', 1984.

behaviour),

- How to “compare and choose which (network) is a safer online service for them to use?”
- How to exploit opportunities of online social networking for extending networks, creative expression, accessing information and becoming more politically engaged.

Next steps

The National Youth Agency will be developing a programme of training and awareness raising to help support the emergence of champions for online social networking engagement in local authorities, whilst local youth services are encouraged to create opportunities for learning about online social networking within their teams.



Training guides used during Phase 2 of the project.



communication with young people, to complement existing youth work, and to develop new models of youth work.

The table below outlines different youth work approaches and activities that may fit within these various levels of engagement.

| A matrix of youth work engagement with online social networking.   |   |  |  |  |  |   |
|--|---|--|--|--|--|---|
| Using Youth Work to support young people to navigate the risks and make the most of the opportunities of online social networking  |   | Promoting conventional Youth Work activities by using online social networking   | Using online social networking and social network sites as Youth Work tools.   |  |  |   |
| <b>(1) Promote safe social networking messages and skills.</b>   | <b>(2) Promote the uptake of positive social networking opportunities.</b>  | <b>(3) Use social network sites to advertise and promote Youth Work activities available to young people<sup>30</sup>.</b> | <b>(4) One-to-one communication between workers and young people<sup>31</sup>.</b>   | <b>(5) Complementing existing sessions through online social networking.</b>   | <b>(6) Creating participation opportunities through online social networking<sup>32</sup>.</b>                             | <b>(7) Online-only youth work &amp; 'detached youth work 2.0'.</b>  |
| -Run group-work sessions and training on safer social networking;<br><br>-Build safer online social networking messages and skill-building into other youth work activities <sup>33</sup> ;<br><br>-Identify and address concerns about risky behaviour; | -Signpost young people to positive online social networking spaces and sites and uses of SNS.<br><br>-Run group-work sessions and training on positive uses of social networking sites; | -Creating profiles;<br><br>-Using micro-blogging and social networking tools;  | -Communicating with known young people by SNS message services;<br><br>-Using status updates and friends list information with known young people;<br><br>-One-to-one contact from unknown young people (e.g. IAG work online) | -Running an online component for a group or for group-work sessions;<br><br>-Sharing photos and media from youth work activities through online social networking; | -Hosting discussion spaces in online social networks;<br><br>-Providing a platform for young people's voice and influence; | -Running online only activities;<br><br>-Detached youth work online;<br><br>-Running a project across a wide geographic area (possibly rural), or with a specific group (e.g. LGBT young people). |

### A strategic approach

A strategic approach to youth work and youth service engagement with online social networking will look to explore all these areas and opportunities – applying learning from small scale experiments and pilot projects to the right-hand side of the table (#3, 4, 5, 6 & 7) to both develop stronger youth work uses of online social networking and to provide a stronger knowledge and experience base for delivering sessions and inputs for young people on safe and effective uses of online social networking (#1 & 2)

30 See <http://tinyurl.com/5rrbgo> for an account of how Blackbird Leys Youth Centre have started to use Bebo and Facebook to promote their activities.

31 See the case study from the Gateshead Young Women's Outreach Project at <http://tinyurl.com/5bom4c> for details of how social network sites can act as a one-to-one communication tool in a youth work setting.

32 See the consultation report at <http://tinyurl.com/5mvs2> for ideas around using social networking in participation.

33 See the suggestions at <http://tinyurl.com/552xbn> for ideas on how to build safer social networking ideas into other youth work sessions.

## Postscript: exciting opportunities and manageable challenges

Online social networking is a disruptive technology. It has grown from nowhere to widespread use in under five years, and will continue to have a significant impact on the way in which young people interact with each other, and with their wider world – both now as young people, and as adults in the future.

Online social networking (as part of the wider web) has the potential to bridge divides, open up new horizons for young people, encourage creativity and create massive opportunities for learning, collaboration and innovation. It also creates new spaces where young people may be at risk and need both to be protected, and need to be equipped to respond to and navigate risk.

The impact of new technologies is not simply due to the way they are designed. The ways in which they are adopted and used are far more important in determining whether their overall impact is positive or negative. . . We have argued in this report that youth work has a unique role. It can offer support and guidance to young people as they learn to navigate the risks of online social networking. Equally importantly, it can support them to find positive patterns of use and exploit the opportunities opened up by online social networking – and in doing so, to remake SNS spaces as the sorts of environments we, and they, want them to be.

We have also suggested that online social networking opens up new opportunities for youth work – and we would encourage others to explore these more deeply. There are clear benefits in understanding more about how to use social network sites as youth work tools. More profoundly, SNS as a disruptive technology creates an opportunity space for a new exploration of historic youth work values concerning voluntary participation, altering the balance of power between young people and adults, and focussing on the importance of working with young people understood as part of peer groups, networks and communities when supporting their personal, social and moral development.

Youth work is, however, not there yet. Many youth workers (may) still see online media like SNS as about computers, and computers, they feel, are boring grey boxes that get in the way of human contact. At the same time there are big gaps in access to technology in many youth work settings. Building youth work understanding of, enthusiasm for, access to and skills for engaging in online social networking, is an enormous challenge. We believe it is a manageable one – and we hope this report is of practical help for those taking on that challenge.

Youth work can engage with online social networking, and we believe that in this age of social technology – where technology is about connections between people, not between grey boxes – it has a lot to gain from doing so.

### In closing

This report contains a summary of our learning from this project. To have included all the material we have uncovered would have turned the report into a book and, as we suggest above, there is scope for a great deal more research.. We are also well aware that there is a wealth of experimentation, good practice and learning taking place in local areas across the country which we were not able to draw upon. For these reasons, amongst others, we are keen to foster continued opportunities for all those interested in youth work and social networking through the online network at <http://www.ukyouthonline.org> and by offering this paper as a discussion starter and a foundation for future action and learning.

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August 2008, Oxford.

## Annex 1: Methodology

*“How can youth work best support young people to navigate the risks and make the most of online social networking?”*

The Youth Work and Social Networking project consisted of four key elements:

- **A literature review**
- **An online survey of youth workers and youth work managers**
- **A series of focus groups**
- **Three action research projects**

The focus of the research was on uncovering key messages from and for youth work practitioners. The literature review, online survey and focus groups formed Phase 1 of the research from December 2007 to April 2008. From April 2008 to August 2008 we applied to learning from Phase 1 into the Phase 2 action research projects.

Ongoing details of the project were reported and resources shared via a blog at <http://blogs.nya.org.uk/ywsn/> and issues relating to the project were discussed in an open online forum at <http://www.ukyouthonline.org>.

Details of each of the components of the project are given below.

### Literature Review

We carried out an in depth literature review to identify existing research concerning:

- young people's engagement with online social networking;
- the opportunities and risks of online social networking;
- appropriate responses to concerns about the risks of online social networking;
- existing youth work engagement with online social networking;

The result of this literature review form §2 and §5 of the Interim Report from the project, with a more detailed outline of the evidence concerning the opportunities and risks of online social networking provided in Annex 1 of the Interim Report.

### Survey

We carried out an online survey between December 2007 and January 2008 to explore awareness levels around social networking amongst youth workers, and to ascertain youth work attitudes towards online social networking.

We invited responses to questions covering respondents:

- Demographics and working contexts;
- Access to and use of online technology in home and work settings;
- Perceptions of young people's access to and use of online technologies;
- Use of different media for information and entertainment;
- Current use of online social networking tools in personal and work contexts;
- Current online safety mechanisms in use, and belief in their efficacy;
- Responses to the risk levels in a series of online social networking scenarios;
- Attitudes towards online social networking and perceived opportunities and risks it presents to young people;
- Attitudes towards a youth work role linked to online social networking;

The survey used a mixture of closed questions and open responses. Some free text responses were coded to allow for trends to be identified.

### Demographics:

We received survey responses from over 120 youth workers, youth support workers, youth work managers and youth work administrators.

54% of responses were from women, with 46% of responses from men.

77% of responses came from the statutory sector, 17% from the voluntary sector, 3% from the faith sector and 1% from the private sector.

33% of respondents identified as 'youth work managers', with 29% 'professional youth workers', 7% 'youth support workers', 6% 'volunteer youth workers', 5% 'administrators' or 'other qualified youth workers' and 15% providing some other definition of their role.

Asked about the different tasks their jobs involved, 63% of respondents identified they 'organised and managed provision' for young people, with 56% involved in 'participation and youth empowerment', 46% 'delivering specific courses and programmes' and providing 'one-to-one support with young people', 32% 'running general youth club evenings', 30% 'running drop-in sessions', and 21% involved in 'detached work'.

Given the survey was conducted online, and was clearly labelled as concerning 'Youth Work and Social Networking', there is likely to be some selection bias in terms of those who completed the survey - although we believe the survey as a whole does represent a wide range of youth work views.

### Focus Groups

Through a series of focus groups we sought to explore in more depth questions around:

- Current levels of access to, awareness of, and experience with online social networking in youth work;
- Attitudes within youth work towards online social networking; and
- What recommendations and proposals for action were coming from youth work with respect to online social networking;

We held three focus groups with youth workers in:

- Rotherham
- Oxfordshire
- Wiltshire

Across these three locations, 27 people took part in our focus groups, including a range of youth work managers, professional youth workers, youth support workers, trainee youth workers, administrators and young people on work experience placement. Centre based, project based, school based and detached youth work were all represented with the focus group sample. Focus group participants' ages ranged from 15 to 52, with an average age of 36. 7 of the participants were male, 20 participants were female. Of those who provided an answer, 4 participants work part time, and 20 participants work full time.

In each focus group we held a general discussion around the questions 'What is online social networking?' and 'How are young people using online social networking?'. This was followed by a short presentation on the key features of a Social Network Site, designed to make sure everyone was working from a similar understanding of online social networking in the following sections of the focus group.

We then described a number of scenarios to the group, and asked individuals to position themselves along a spectrum to indicate whether they thought the scenario was risky or safe (for the young people involved). This led to further whole group discussion.

The same scenarios then formed the basis of small group discussions about possible youth work responses to such a scenario. Small group discussions were also used to explore possible ways in which online social networking presented an opportunity for youth work.

Finally, we held a whole group discussion to look at where participants thought youth work should be moving with respect to online social networking, and the key resources and changes they felt would be needed to support progress in those directions.

A detailed report of results from the Focus group is included in the Interim Report §4.

### Action Research

We worked with three youth services to develop short pilot projects in response to learning from the first phase of our research. These projects took place in:

- **Rotherham** – where we worked to develop a programme of **training** for youth workers.
- **Oxford** – where we worked to explore the use of social network sites in a youth center setting, and the use of social network sites in the **promotion** of youth service provision.
- **Devon** – where we worked to explore the use of social network sites to support young people's **participation** in decision making.

In each case the youth service had access to a set number of consultancy days from our researchers to enable them to develop these projects. Throughout the process we sought to capture insights and learning from the project participants.

The learning generated from these projects is captured in the 'applications and implications' sheets and case studies in this report.

Resources generated during these projects can be found on the project blog at <http://blogs.nya.org.uk/ywsn/>. In particular you can find blog posts on:

- **Weaving safe social networking messages into other sessions** – ideas from a meeting in Rotherham about how to talk about safe social networking without just talking about social networking. <http://is.gd/1K4R>
- **Using SNS for participation: consultation report from Devon** – a four page summary of young people's views on how Devon county council should use sites like Bebo and MySpace to invite young people's views on issues that affect them. <http://is.gd/1K4Y>
- **Sign-posting young people to positive social networking spaces** – a potential activity to promote opportunities on social network sites to young people, whilst also sharing safety messages. <http://is.gd/1K52>
- **Introductions to MySpace and Bebo** – responding to requests from workers for very basic details of these sites, and how to explore them. <http://is.gd/1K5k> and <http://is.gd/1K5h>
- **Dealing with blocking and filtering** – notes on our experiences of trying to gain access to MySpace, Bebo and Facebook to run a training session with youth workers. <http://is.gd/1K5t>

Discussions that have contributed to the action research phase of the Youth Work and Social Networking project have also taken place on the UK Youth Online network at <http://www.ukyouthonline.org> and we have drawn upon a case study of the Gateshead Young Women's Outreach Project which you can find here: <http://is.gd/1K5c>

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## **The National Youth Agency**

works in partnership with young people and with organisations and services to ensure better outcomes for young people. It is an independent, development organisation located between government and funding bodies on the one hand and service providers and their users on the other.

### **We strive to ensure that the work of services and organisations is:**

- relevant to the lives of young people;
  - responsive to policy;
  - effective and of a high standard;
  - efficient and provides good value; and
- successful in securing the best outcomes for young people.

### **Our five strategic aims are:**

- Participation: promoting young people's influence, voice and place in society.
- Professional practice: improving youth work practice, programmes and other services for young people.
- Policy development: influencing and shaping the youth policy of central and local government and the policies of those who plan, commission and provide services for young people.
  - Partnership: creating, supporting and developing partnerships between organisations to improve services and outcomes for young people.
- Performance: striving for excellence in The Agency's internal workings.

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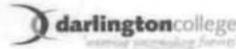
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# Ashleigh's Rules

**Ashleigh Hall was a student at Darlington College who died in tragic circumstances. Ashleigh's death came about through her social networking.**

Lots of people love using Facebook, Twitter and chat rooms. There is nothing wrong with chatting to your friends in this way. However, it's really important that you keep yourself safe, so we asked our students to give us their safeguarding tips:

- 1 If ever meeting up with somebody who is alien to you or your friends make sure that you meet them in a group of at least 2-3 and in a public, well lit and populated area.**
- 2 Inform somebody of where you are going and what time you should be back, also the name of who you are meeting.**

- 3 Don't accept anyone on social networking sites that you don't know.**
- 4 Remember never to trust anyone who you have met online, you don't know what they are capable of doing.**
- 5 Never tell a stranger on network sites or chat rooms anything personal about yourself, eg. Where you live, date of birth etc.**
- 6 Never meet anyone you don't know, simple as!**



**SCRUTINY CO-ORDINATING COMMITTEE****25 March 2011****Report of:** Scrutiny Manager**Subject:** OPERATION OF A 'DIRECTORSHIP' MODEL IN HARTLEPOOL – GUIDANCE ON TIMETABLE FOR CONSIDERATION**1. PURPOSE OF THE REPORT**

- 1.1 To seek Members seek Members views on the timetable for consideration of a briefing note from the Chief Executive on the operation of a 'Directorship' model in Hartlepool.

**2. BACKGROUND INFORMATION**

- 2.1 The Scrutiny Co-ordinating Committee considered in detail the Executive's proposals for the Initial Medium Term Financial Strategy (MtfS) 2011/12 to 2014/15. As part of the first round of the budget consultation process, the Scrutiny Co-ordinating Committee's views, comments and suggestions in relation to the proposals were presented to Cabinet on the 10 December 2011.
- 2.2 Included within the Committees formal response to Cabinet was a recommendation / request that -
- 'In addition to the overall proposed budget reductions for the Chief Executive's Department a question was raised about operating a 'Directorship' as opposed to a directly appointed Chief Executive and Assistant Chief Executive. Members requested that the feasibility of this three directorate approach be explored, not just in relation to the financial aspects but the difference/benefits that it would bring to the delivery of corporate services.'
- 2.3 In response to this request, the Chief Executive presented a briefing note to the Scrutiny Co-ordinating Committee at its meeting on the 14 January 2011. The Committee received the briefing note and it was agreed that it required consideration in greater detail at a future meeting of Scrutiny Co-ordinating Committee. On this basis, Members views are now sought on the timetable for consideration of Chief Executives briefing note on this issue.

### **3. RECOMMENDATION**

- 3.1 That the Scrutiny Co-ordinating Committee clarifies its wishes in terms of the timetable for consideration of the Chief Executives briefing note on the operation of a 'Directorship' model in Hartlepool.

### **BACKGROUND PAPERS**

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

- (i) Scrutiny Co-ordinating Committee – 1 December 2010 and 10 December 2010 – Report entitled 'Medium Term Financial Strategy (MtfS) 2011/12 to 2014/15 – Initial Consultation Proposals';
- (ii) Scrutiny Co-ordinating Committee report and minutes – 14 January 2011;
- (iii) Cabinet - 20 December 2010 - Scrutiny Co-ordinating Committee report entitled "Formal Response to The Executive's Initial Medium Term Financial Strategy (MtfS) 2011/12 to 2014/15 Consultation Proposals";
- (iv) Scrutiny Co-ordinating Committee Minutes - 1 December 2010 and 10 December 2010; and
- (v) Cabinet Minutes - 20 December 2010.

## SCRUTINY COORDINATING COMMITTEE

25<sup>th</sup> March 2011



**Report of:** Director of Regeneration and Neighbourhoods

**Subject:** JACKSONS LANDING “TAKE OFF”

---

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide a background to the Jacksons Landing ‘Take Off’ project and an overview of the business case that is to be taken forward in detail to both Cabinet and Full Council for approval prior to purchase of the site.

### 2. BACKGROUND INFORMATION

- 2.1 Jacksons Landing is identified as a prominent building on a strategically important site within the Council’s Central Investment Framework adopted in 2008. The building is also identified within the Mayor’s key derelict building and untidy land listing. Development of the site would help to diversify and underpin the town’s economy and provide a crucial link from the town centre to the wider marina and docklands area to the East of the town centre.
- 2.2 The site is currently occupied by a former retail outlet building over ground and part first floors with 380 associated parking spaces occupying a site of 4.97 acres. The building has been derelict for over five years now with no interest in the building for its current use being forthcoming in that time despite marketing by international agents DTZ during that period.
- 2.3 Tees Valley Unlimited, (TVU), were initially commissioned by HBC to consider options for redevelopment of the site as a key regeneration project to be led by the Council and they advised that in the current economic climate the most appropriate scheme would be to refurbish the existing building into office accommodation with some supporting retail/leisure area to the ground floor overlooking the marina, as well as develop an area of the site for residential use given its prominence in relation to the marina and its sustainable location close to the town centre.
- 2.4 An initial commercial plan incorporating financial viability work was undertaken that showed the overall scheme to be potentially deliverable

subject to securing pre-lets and the verification of the assumed costs within a more detailed financial appraisal.

- 2.5 As a consequence of this, in December 2010 HBC's Cabinet approved a proposal to enter a lock out agreement with the current site owners. This agreement contains provisions that give the Council the ability to enter an option to purchase the site, with exchange and completion of any sale under this option having to take place by 31<sup>st</sup> May 2011.
- 2.6 A full business case for the project is currently being collated and this will be presented at various levels throughout the Council for approval prior to committing to the purchase of the site. This business case will include for a detailed financial appraisal of all project costs and income as well as full details of agreed pre-lets and land sales as required to allow the project to stack up financially.
- 2.7 It is intended that these pre-lets/land sales will be incorporated in agreements for lease/sale with the relevant parties that will be completed simultaneously upon completion of the site purchase by the Council, thus ensuring certainty within the delivery strategy.
- 2.8 A design team utilising HBC's in house expertise has been appointed to collate and submit a full detailed planning application in line with the brief for the site. It is the intention that a planning approval will be secured at the earliest opportunity to allow the project delivery strategy to run immediately following purchase of the site.

### **3. DELIVERY STRATEGY AND FINANCIAL BUSINESS CASE**

- 3.1 Details of the delivery strategy and financial business case can be found in the confidential **Appendix 1. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

### **4. SUMMARY**

- 4.1 The Jacksons landing 'Take Off' project is continuing to move forward and remains on course to meet the deadlines set out in the timetable above. Negotiations in respect of the pre-lets and land sale that are crucial in underpinning the project from the outset are progressing positively and remain on track to be in a position to execute relevant legal documentation simultaneously upon purchase of the site by the Council, subject to the relevant approvals being secured.
- 4.2 The process of compiling the full business plan and detailed financial business case is ongoing and information gathering is predominantly

complete and the collation of the physical report to be circulated to relevant HBC officers in its first draft form on 18<sup>th</sup> March 2011 has now commenced.

## **5. RECOMMENDATIONS**

- 5.1 That Members of the Forum note the content of the report and where appropriate seek clarification.

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## **BACKGROUND PAPERS**

None

## SCRUTINY CO-ORDINATING COMMITTEE

25 March 2011



**Report of:** Scrutiny Manager

**Subject:** Call-In of Decision: Community Pool 2011/12 –  
Briefing Note

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### 1. PURPOSE OF THE REPORT

- 1.1 To provide Members of the Scrutiny Co-ordinating Committee with the relevant information relating to the Call-In of the Community Pool 2011/12 decision taken by the Grants Committee on 1 March 2011 (adjourned and reconvened on the 7 March 2011) as per the Authority's Call-In procedure.
- 1.2 To ascertain from Members of the Scrutiny Co-ordinating Committee if they wish to accept or reject the Call-in.

### 2. BACKGROUND INFORMATION

- 2.1 At the decision making meeting of the Grants Committee held on 1 March 2011 (adjourned decision to 7 March 2011) a report was considered on the Community Pool 2011/12. The report is attached as **Appendix A**.
- 2.2 Following the decision of Grants Committee, a Call-In Notice was issued by 5 Members of the Council, a copy of which is provided at **Appendix B**.

### 3. CALL-IN PROCESS

- 3.1 The Scrutiny Co-ordinating Committee has the power under Section 21 of the Local Government Act 2000 and Rule 14 of the Scrutiny Procedure Rules to call-in decisions made by the Executive but not yet implemented.
- 3.2 Following the adjourned decision being made by the Grants Committee on 7 March 2011, a Call-In notification was submitted to the Proper Officer on 17 March 2011. The notice met the constitutional requirements for its acceptance.
- 3.3 The Decision Record of the Grants Committee is also attached as **Appendix C**.
- 3.4 The Call-In notification outlined the reasons why the Members were of the opinion that the decision had been taken in contravention of the principles of

decision making, as outlined in Article 13 of the Constitution. The reasons identified in the Call-In Notice were:-

- vii) Clarity of aims and desired outcomes; and
- xii) Reasonableness

#### **4. NEXT STEPS**

- 4.1 In the first instance the Committee must decide whether it agrees with the Members submitting the Call-In Notice that the decision should be Called-In for the reasons set out in the Notice. These reasons should then form the basis for the Committee's consideration of the decision.
- 4.2 Following your consideration of the Call-in, if the Committee remains concerned about the decision, comments should be agreed for consideration by the Grants Committee. Following the receipt of these comments the Grants Committee would be required to reconsider the decision in light of them and either reaffirm or amend the decision. A response from the Grants Committee must be referred to the Committee, setting out the reasons for reaffirming or modifying the decision, in relation to the issues raised by the Committee.

#### **5. RECOMMENDATIONS**

- 5.1 That members of the Scrutiny Co-ordinating Committee decide if they wish to:-
  - (i) Accept the Call-in and hold a further meeting to receive further information / evidence; or
  - (ii) Reject the Call-in (the decision will then be immediately implemented).

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

The following background paper was used in the preparation of this report:-

- (i) Hartlepool Borough Council's Constitution
- (ii) Agenda and Minutes – Grants Committee (1 March 2011)
- (iii) Call-in Notice

## GRANTS COMMITTEE

1<sup>st</sup> March 2011



**Report of:** Director of Child and Adult Services

**Subject:** COMMUNITY POOL 2011/2012

---

### SUMMARY

#### 1. PURPOSE OF REPORT

The purpose of this report is to advise and seek approval for the level of grant awards to community groups and voluntary organisations from the Community Pool for 2011/2012.

#### 2. SUMMARY OF CONTENTS

Applications to the Community Pool have been invited for services provided in the 2011/2012 financial year from community groups and voluntary organisations. 28 applications have been made, totalling requests of £722,158.

The Community Pool budget for the 2011/2012 financial year has been set at £444,658. This includes a £50,000 reduction on the base budget of the 2010/2011 financial year which has been agreed as a result of the savings that have to be made because of the reduction in council funding and the Corporate Spending Review.

The balance remaining of the Community Pool for the 2010/2011 financial year is currently £53,132. Officers are requesting that this balance be rolled forward into the 2011/2012 budget. If the request is approved there will be a total balance of £497,790 to be committed during the 2011/2012 financial year.

Within the Community Pool budget, it is usual practice to allocate funding for Directed Lettings: support to groups for the hire of premises. The Directed Lettings allocation for 2011/2012 is £2,900. Also, Members agreed at the meeting of the Grants Committee in September 2010 that funding should be allocated for Hartlepool Sports Council for their sports awards. Therefore, £2,500 is being recommended for Hartlepool Sports Council in 2011/2012 to continue this initiative.

If the roll over of the balance of the 2010/2011 budget is approved and after the deduction of the Directed Lettings and Hartlepool Sports Council allocation this will leave a balance for distribution at this meeting of £492,390.

Three applications are not recommended for funding at this time. Details of these applications are included in the body of the report.

Officers are recommending that the decision relating to one application is deferred to the next meeting of the Grants Committee.

Due to the financial difficulties faced by the Council going into 2011/2012 and the pressures on the voluntary/community sector, the Council is currently reviewing how it supports third sector organisations. The outcome of the review should be known by the end of September 2011. This being the case, options for how the Community Pool could be allocated in 2011/2012 have been provided as **Appendix 2 and Appendix 3** to be considered by Grants Committee.

### **3. RELEVANCE TO PORTFOLIO MEMBER(S)**

The Grants Committee is responsible for determining the level of grant awards from the Community Pool to the voluntary sector.

### **4. TYPE OF DECISION**

Non-key.

### **5. DECISION MAKING ROUTE**

Grants Committee to determine awards at meeting, 1st March, 2011.

### **6. DECISION(S) REQUIRED**

Members are requested to approve/note:-

1. The end of year balance for 2010/2011 Community Pool currently £53,132, to be rolled forward into the 2011/2012 Community Pool budget.
2. The levels of budget allocated for Directed Lettings.
3. An award of £2,500 for Hartlepool Sports Council for their sports award scheme.
4. Consideration of the recommendations in **Appendix 2 and Appendix 3** and approval of funding Options 1 or 2.
5. Recommendations to defer the application from Radio Hartlepool as detailed in the body of the report.
6. Any allocation of grant aid to groups known to be experiencing financial difficulties to be released in monthly/quarterly instalments, as appropriate, in order to safeguard the Council's investment and minimise risk.

7. The rejection of the applications from Red Dreams, Victim Support and Hartlepool Hospice as detailed in paragraph 4.4 of this report.
8. Any remaining balance of the Community Pool to be considered for allocation against bids at future meetings within the 2011/2012 financial year subject to the funding option selected.

**Report of:** Director of Child and Adult Services

**Subject:** COMMUNITY POOL 2011/2012

---

## **1. PURPOSE OF REPORT**

1.1 The purpose of this report is to advise and seek approval for the level of grant awards to community groups and voluntary organisations from the Community Pool for 2011/2012.

## **2. BACKGROUND**

2.1 The Community Pool provides financial assistance to support those aspects of the activities of the voluntary/community/not for profit sector that clearly reflect the aspirations of the Council's Community Strategy.

2.2 The Council has identified, within the Community Strategy's aims and themes, a number of corporate strategy priorities. The main objective of the Community Pool is to support the activity of strengthening communities.

2.3 Applications are processed against set criteria, which can be found as **Appendix 1**.

2.4 Grant aid awarded is generally provided as a contribution towards the core costs of an organisation's operation and in many instances helps to match other funding streams.

2.5 The Community Pool budget for the 2011/2012 financial year has been set at £444,658 this includes a £50,000 reduction on the base budget of the 2010/2011 financial year. This reduction in the budget has been agreed as a result of the savings that have to be made because of the Council's reduction in funding due to the cut in the Corporate Spending Review.

2.6 However, Officers are requesting the roll forward of the balance of the 2010/2011 Community Pool budget of £53,132. If this request is approved the total available to commit during the 2011/2012 financial year would be £497,790.

## **3. CONSIDERATION OF AWARDS**

3.1 Application to the Community Pool is open to all, however, the majority of the applications for 2011/2012 are from groups that have received grant aid previously and are somewhat **dependant** on financial support from the Council to ensure their sustainability.

- 3.2 Applicants can apply for a one-year revenue grant or a three-year tapering revenue grant and as part of the assessment process, applications have been categorised to ensure that financial support is maintained to those groups providing services that complement the Authority's strategic aims and objectives. **Appendix 1** The criteria and guidance notes for applicants provides information for applicants relating to what can be funded and how applications are assessed.
- 3.3 In accordance with the criteria, applications have been categorised as follows:-
- (i) Providers of services that are of strategic importance.
  - (ii) Community development/capacity building initiatives.
  - (iii) Established groups who have been fully constituted for in excess of two years and have not been previously supported from the Community Pool.
  - (iv) Other organisations/groups.
- 3.4 Consideration is given to the group's operational activity with funding provided as a proportion of the core costs and the potential of the group to access other funding in order to achieve a complete financial package for their activities.
- 3.5 Some groups have applied for substantially larger grants compared to those approved for 2010/2011. Some groups have taken action to cope with the reduction in funding from other sources, including measures to reconfigure the activities of the organisation, proactively seeking other funding and making plans to sell their services in order to ensure the sustainability of the organisation. In some cases the outcome of other fundraising applications is imminent and in some cases is dependant on the outcome of any application to the Community Pool. Many groups have identified exit strategies which they will put into place should their bid for to the Community Pool be rejected.
- 3.6 Where grant aid has been approved and where it is considered to be appropriate, in order to safeguard the Council's investment and minimise risk, Officers would suggest that Members of the Grants Committee allow Officers to make an informed decision about the frequency of payments to grant recipients. Normally grant aid is paid out in 2 instalments, but this could be tailored according to the prevailing circumstances of the group to monthly or quarterly payments.

#### **4. OPTIONS CONSIDERATION FOR 2011/12**

The traditional route of making recommendations, based on the applications received for the new financial year has not been provided for Members consideration within this report. Changes to financial circumstances require consideration of alternative approaches. Two options are proposed. The first option addresses the changed financial position of the Pool. The Community Pool budget for 2011/12 has been reduced by 10% of the 2010/11 budget.

Additionally the Council may make additional cuts to budgets in 2012/13. This is due to the outstanding Service Delivery Review and potential impact of the Comprehensive Spending Review. The second option seeks to apply criteria for future Community Pool disbursement and eligibility in line with Member recommendations proposed as part of the Budget process. These aim to target commissioning of service provision with measurable outcomes rather than the current contribution to core costs. Two options for recommendations are included as **Appendix 2** and **Appendix 3**.

Option 1 includes recommendations that are based on the award that the group received in 2010/2011 then reduced by 10% which is in keeping with the reduction to the overall reduction in the Community Pool budget. Therefore, no account is made of the actual bid submitted where this has for some reason, been increased beyond that of the award in 2010/11.

However, additional consideration has been given to those groups that would be disproportionately affected by any reduction to their funding. Where this is deemed to be the case additional funding has been allocated to bring these awards back to the current years level. An Equality Impact Assessment has been prepared and is included for Members information as **Appendix 4**.

Option 2 is a more radical recommendation and proposes funding for a 6 month period only. Grant recommendation is calculated as 50% of the grant within the Option 1 recommendation. If Members approve this option all groups who are awarded a grant would have the funding paid in one instalment. The balance of the Community Pool after the six month period would be £261,981. This approach would allow for a 'new scheme' to be established in this current financial year which would provide support through grants or commissioning to groups providing services that are of strategic importance.

The basis of this option is in line with a Member desire to move from core cost contribution to that of a 'commissioned' service in recognition of clearly determined and delivered outcomes.

This may prove somewhat difficult to bring into fruition in the timescale identified and bears a considerable risk that it is: a) undeliverable, and b) causes extensive hardship for the supported groups. The implication being that if a group were no longer supported, they may be left with insufficient time to manage a downsizing of operation or have funding to cover their staff redundancy liabilities.

This is not a viable option in the view of Officers for 2011/12. However, it is included for consideration as it does reflect longer term expressed Member wishes. It could be developed within 2011/12 in order to be approved and implemented from 2012/13. In this way all current groups would be aware of the new funding proposal and criteria from the time of the annual call for 2012/13 submissions in November 2011.

**5. GRANT APPLICATIONS FOR 2011/2012**

5.1 As detailed in paragraph 2.6 of this report, the total budget available for 2011/2012 is £497,790. 28 applications from community groups and voluntary organisations that provide services in Hartlepool have been received. The value of these applications totals £722,158 far exceeding the total budget available.

5.2 **Appendix 2 and Appendix 3** provides a list of all the applications to the Community Pool for 2011/2012 and details 2 options for recommendations relating to those applications. Where funding is being recommended, information relating to the expenditure of the grant is also provided. Detailed below, are the four broad areas into which these applications fall:-

5.3 One: Ongoing Commitments

Within the Community Pool budget it is usual practice to allocate funding for Directed Lettings: support to groups for the hire of premises. Based on demand in the 2010/2011 financial year, Officers are recommending that £2,900 should be allocated for Directed Lettings for 2011/2012.

At a meeting of the Grants Committee in September 2010 Members approved an award of £2,500 for Hartlepool Sports Council and also agreed that the funding should be allocated every year thereafter at the beginning of the year as a contribution towards their annual sports awards. Officers are recommending that £2,500 be allocated for 2011/2012 to Hartlepool Sports Council.

Taking all of the above into consideration the uncommitted balance available for distribution therefore is £492,390.

5.4 Two: Applications Recommended for Rejection

Red Dreams: The application from Red Dreams is being recommended for rejection at this time. The application falls into Category 3 'Established groups who have not been previously supported'. Officers are recommending rejection of this application because another existing, regularly supported group carries out similar work to Red Dreams is being recommended for support and as resources are limited we must avoid duplication of provision. Also as the group has not been supported from the Community Pool previously the group won't be deemed reliant on funding from the Community Pool.

Victim Support: The application from Victim Support is being recommended for rejection at this time because the application is for an enhanced service over and above what is currently being provided in Hartlepool at the moment. Victim Support is in receipt of a considerable grant from the North East Region Ministry of Justice Grant for the Teesside Division, the Head Office of which is based in Middlesbrough. This grant supports all the work delivered from Middlesbrough. Victim Support has also applied to the Safer

Hartlepool Partnership for funding for the Hartlepool project but the outcome of this application is not known yet. As Victim Support has not been supported with funding from the Community Pool in recent years and as resources are limited, and the application is for a considerable amount, £28,325, officers do not feel that given the pressures on the budget it would be appropriate to make a positive recommendation in relation to this application at this time.

Hartlepool Hospice: The application from Hartlepool Hospice is being recommended for rejection at this time. As Hartlepool Hospice has not been supported with funding in recent years, and are therefore not reliant on funding from the Community Pool and as resources are limited and the application is for a considerable amount, £25,338, officers are recommending rejection of this application.

### 5.5 Three: Applications Recommended for Funding

With the budget being substantially oversubscribed Officers have taken a very cautious approach in relation to the formulation of the levels of funding recommended for applicant groups.

In some cases, substantial increases on last years levels have been requested; usually because a funding stream which was previously used to match local authority funding has come to an end. However, because of the difficult financial situation that the council finds itself in and the savings that have to be made from the Community Pool, two options are being put before the Grants Committee for their consideration and are included as **Appendix 2** and **Appendix 3**.

In both funding options there are 24 applications which are being recommended for approval at this meeting. All of these applications are from groups that have been supported with funding from the Community Pool previously and have come to some extent to depend on this funding.

The loss of funding from other sources could result in some groups making supplementary applications to the Community Pool in the new financial year having to reduce services or cease their operation altogether. When expressions of interest were invited from groups the information that was sent to them at the time explained the financial pressures the Council were facing and that some difficult decisions may have to be made. However, Officers feel that it is important to stress that Hartlepool Borough Council via the Community Pool or otherwise does not have the resources to replace funding lost from other sources and that voluntary sector groups should take appropriate measures to reduce their dependency on grant funding. It would appear that many groups have taken action, have drawn up exit strategies and some have issued redundancy notices to staff.

#### Specific Issues relating to applications recommended for funding

Officers would like to highlight some specific issues relating to 4 applications which are being recommended for funding at this time. Clearly a 10% cut in

the size of the Community Pool would impact on the community generally. An Equality Impact Assessment aims to identify any negative impact in relation to those groups protected under equality legislation as well as ensuring good race relations are promoted. There are 4 groups which fall into the criteria of the assessment. Details of which follow:-

**Harbour:** The Harbour project is jointly funded by Stockton Borough Council. We have been advised that Stockton Borough Council will be supporting the project into 2011/2012. Therefore Officers are recommending that the grant awarded from the Community Pool for 2011/2012 is maintained at the same level as the award for 2010/2011 to enable the project to carry on. This being the case Officers are recommending that an award of £15,760 be approved for SEARCH.

**Hartlepool Access Group: Shopmobility:** Members are aware of the difficulties Shopmobility were having during 2009/2010. The group has made positive changes to its management and has reorganised its structure enabling the group to operate within its means. However, Shopmobility is still reliant on its funding from the Community Pool because the funding is matched with funding from PPG Ltd, who manage the Middleton Grange Shopping Centre, this being the case if the grant from the Community Pool was reduced then the likelihood is that PPG would reduce their grant, which would have double the impact on Shopmobility. Therefore, Officers are recommending that any award to Shopmobility be maintained at the level that was approved in 2010/2011 which was £23,949.

**The Salaam Centre:** As a result of this work it has been established that The Salaam Centre could be affected by a reduction to its grant more than other groups because of the clientele it serves and the fact that it is the only organisation that works with the ethnic minority groups in Hartlepool. The centre is moving to new premises in March which is a critical point in the group's development. However, the running costs of the new building will be uncertain and the groups bid to the Community Pool for 2011/2012 was based upon estimates for the running of the new building. Therefore, any reduction in funding could cause the group serious financial pressures and could put at risk the successful relocation of The Salaam Centre. Officers are recommending that the grant to the Salaam Centre for 2011/2012 is maintained at 2010/2011 levels which is £15,850.

**Hart Gables:** As a result of carrying out the Equality Impact Assessment Officers are recommending that the award to Hart Gables is maintained at 2010/2011 levels. As Hart Gables is the only group in Hartlepool providing services specifically for the gay and lesbian community in Hartlepool Officers are recommending that an award of £11,556 is approved for 2011/2012.

#### 5.5 Four: Deferred Applications

Officers are recommending that decision relating to the application by Radio Hartlepool be deferred until the next meeting of the Grants Committee. Radio Hartlepool has not yet achieved the quality assurance mark PQASSO.

Funding for the assessment was provided from the Community Pool in the current financial year. Also, the outcome of the Viewpoint survey is not known yet. Radio Hartlepool has been included in the survey which went out in January 2011. The findings of the survey will assist Officers to make an informed decision regarding the bid from Radio Hartlepool.

This being the case funding has not been ring fenced for this application and any future award would reduce the balance remaining for any applications from groups who may require consideration of further in-year support to safeguard their future.

## 6 CONCLUSION

- 6.1 For the 2011/2012 financial year, a total of 28 applications have been made by community groups and voluntary organisations that provide services in Hartlepool. The value of the applications totals £722,158 which far exceeds the budget available of £497,790 which includes the roll forward of the balance of the 2010/2011 budget. **Appendix 2** and **Appendix 3** provides a list of all the applications.
- 6.2 For 2011/12 it is strongly advised that option 1 for grant disbursement is selected. This is soundly based on the current criteria and is clearly based on fair and equitable reduction in grant as determined in the 2011/12 budget setting process fully approved at Council on 10 February 2011.

## 7 RECOMMENDATIONS

Members are requested to approve/note:-

1. The end of year balance for 2010/2011 Community Pool currently £53,132, to be rolled forward into the 2011/2012 Community Pool budget.
2. The levels of budget allocated for Directed Lettings.
3. An award of £2,500 for Hartlepool Sports Council for their sports award scheme.
4. Consideration of the recommendations in **Appendix 2** and **Appendix 3** and approval of funding Options 1 or 2.
5. Recommendations to defer the application from Radio Hartlepool as detailed in the body of the report.
6. Any allocation of grant aid to groups known to be experiencing financial difficulties to be released in monthly/quarterly instalments, as appropriate, in order to safeguard the Council's investment and minimise risk.
7. The rejection of the applications from Red Dreams, Victim Support and Hartlepool Hospice as detailed in paragraph 4.4 of this report.
8. Any remaining balance of the Community Pool to be considered for allocation against bids at future meetings within the 2011/2012 financial year subject to the funding option selected.

CONTACT OFFICER: John Mennear, Assistant Director (Child & Adult Services)

Background Papers

Applications to the Community Pool 2011/2012.



# **HARTLEPOOL BOROUGH COUNCIL**

## **COMMUNITY POOL 2011/2012**

### **CRITERIA AND GUIDANCE NOTES FOR APPLICANTS**

The main aim of the Community Pool is to support those aspects of the activities of the voluntary/community/not for profit sector that clearly reflect the aspirations of the Council's Community Strategy and Neighbourhood Renewal Strategy.

## HARTLEPOOL AMBITION

### COMMUNITY STRATEGY AND NEIGHBOURHOOD RENEWAL STRATEGY 2008-2020

Within the main strategic document, there are 8 aims and themes, which are clearly set out as priorities:-

- Jobs and the Economy
- Life Long Learning and Skills
- Health Care
- Community Safety
- Environment
- Housing
- Culture and Leisure
- Strengthening the Communities

## CORPORATE STRATEGY

The Council has identified within the Community Strategy's aims and themes a number of corporate strategy priorities. The main objective of the Community Pool is to support the activity of strengthening communities.

Community Pool resources are targeted to vulnerable sectors of the community and to those organisations delivering effective and appropriate services that complement the Authority's strategic aims, "to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives".

Within the Strengthening Communities theme are a number of objectives which groups funded from the Community Pool can collaborate with the Council to achieve its corporate objectives:-

- To empower local people to take a greater role in the planning and delivery of services and strategies that affect their individual lives, their local neighbourhood and the wider community.
- To increase opportunities for everyone to participate in consultation, especially "hard to reach" groups and those communities affected.
- To improve the accessibility of services and information ensuring that providers address the varied needs and requirements of the whole community.
- To fully value the voluntary and community sector and to support them to secure their long-term future through contracted service delivery, promoting volunteering and the agreement of longer term funding settlements.
- To ensure Hartlepool is a cohesive community where there is a sense of belonging for all and where people of different backgrounds, circumstances and generations are able to get along free from discrimination and harassment.

In order to identify the most disadvantaged communities for the purposes of assessing applications to the Community Pool, the rankings found in the Index of Multiple Deprivation 2004 will be used to ascertain the nature of deprivation in Hartlepool.

The following ward is in the top 1% of deprived wards nationally: **Stranton**.

The following wards are in the top 5% of deprived wards nationally: **Owton, Dyke House, Brus, St Hilda**.

The following wards are in the top 10% of deprived wards nationally: **Grange, Rift House.**

**Groups targeting areas of greatest disadvantage in the town will receive a higher priority for funding.**

Weightings will be applied to grant applications depending on the location of the applicant organisation and the area they serve.

## **FUNDING CATEGORIES**

The Community Pool funding categories are as follows:-

**(i) PROVIDERS OF SERVICES THAT ARE OF STRATEGIC IMPORTANCE. This includes:-**

**Those groups/organisations that provide services to support disadvantaged individuals. Groups may require specialist expertise, e.g. Legal advice, debt counselling, and self-improvement opportunities.**

Applications from those groups providing services that directly complement the services provided by the local authority and are considered strategically important will receive priority particularly those who provide:-

- Legal advice and guidance.
- Income generation, credit union support and debt counselling.
- Voluntary sector infrastructure support: accreditation, management, fundraising.
- Counselling services.

**(ii) COMMUNITY DEVELOPMENT/CAPACITY BUILDING INITIATIVES. This includes:-**

**those groups which support the development of community capacity, including the formation of tenants and residents groups, and seek to improve interaction between local residents and statutory service providers, including local partnerships and networks and groups working proactively to facilitate the engagement of disadvantaged sectors, to encourage them on to the first step and then signpost them onto provision elsewhere, if necessary, providing support and training to encourage self help.**

Applications from local community groups, particularly those who actively provide:-

- Advocacy in relation to issues affecting the voluntary sector.
- Support to strengthen voluntary sector infrastructure; accreditation, management.
- Support with fundraising.
- Support to volunteers.
- Development of capacity building projects/activities.

**(iii) ESTABLISHED GROUPS WHO HAVE NOT PREVIOUSLY BEEN SUPPORTED FROM THE COMMUNITY POOL**

**Groups who are considered to be established i.e. who have been fully constituted for in excess of 2 years, who have not been awarded grant aid from the Community Pool previously can apply for financial support if they are meeting the aims and objectives of the Community Pool.**

**(iv) OTHER ORGANISATIONS/GROUPS. This includes:-**

All applications, which do not fall into the other 3 categories, but provide valuable services with measurable outcomes for the benefit of Hartlepool residents living in the most disadvantaged wards, can be considered for funding.

## **ALLOCATION OF FUNDING FROM THE COMMUNITY POOL**

Funding is offered on a two-tier system.

### **➤ 3 YEAR REVENUE TAPERED GRANT**

Groups can apply for a 3 year tapered funding agreement in principle subject to budgetary availability. In the second and third years of the agreement, grant recipients will be afforded, in principle, 75% and then 50% of the award made in Year 1. Under this scheme, groups cannot apply for funding from the Community Pool in year 4.

### **➤ 1 YEAR REVENUE TAPERED GRANT**

1 year funding with applications being processed alongside all others in subsequent years.

Grant aid will only be approved for revenue funding to support organisational running costs. A funding formula will be applied with the main priority being the staffing costs of a group. Key posts within an organisation, as identified by the Community Resources Manager, can be supported with a percentage of salary costs.

Applicants should note that:-

Capital works will not be supported, i.e.

New applications for initiatives in areas currently benefiting from regeneration initiative funding will receive a lower priority.

Play initiatives will receive a lower priority because of the alternative funding sources e.g. Play Opportunities Pool.

**There is no upper limit in relation to the amount applied for from the Community Pool, but applications for less than £5,000 will not be considered from the Community Pool but will be signposted to other funders.**

## **MONITORING OF GRANT AID**

All grant aid is managed through a funding agreement, which includes the terms and conditions, under which grant aid has been awarded.

The spend and the outputs/benefits relating to the grant will be monitored and if it is found that grant aid has not been spent appropriately or outputs/benefits not achieved then measures may be taken to reclaim the grant.

## **APPEALS PROCEDURE**

Groups applying to the Community Pool will be given the opportunity to appeal against a decision made by the Grants Committee in respect of their application for funding. An appeal must be made in writing, as it will be presented to the Grants Committee for their consideration.





| APPLICANT GROUP & ROLE OF THE GROUP   | GRANT AWARDED 2010/2011 | REQUEST 2011/2012 | 2010/2011 GRANT MINUS 10% | EQUALITY IMPACT ASSESSMENT | ANNUAL AWARD 2011/2012 UP TO | REJECT/ DEFER | NOTES PROPOSED EXPENDITURE OF GRANT/REASON FOR DEFERRAL/REJECTION   |
|---|-------------------------|-------------------|---------------------------|----------------------------|------------------------------|---------------|---|
| <b>CATEGORY 3: ESTABLISHED GROUPS WHO HAVE NOT BEEN PREVIOUSLY SUPPORTED</b>  |                         |                   |                           |                            |                              |               |   |
| <b>RED DREAMS</b>   | £ -                     | £ 5,792.00        | £ -                       | £ -                        | £ -                          | REJECT        | Alternative provider is being   |
| A resource for young people encouraging individuals or groups of young people within the arts including performing, visual, media and written arts as a means of advancing their lives, developing their skills, capacities and capabilities. |                         |                   |                           |                            |                              |               | recommended for funding. No reliance on grant aid . Funding not available. See report for more information. |
| <b>VICTIM SUPPORT</b>   | £ -                     | £ 28,325.00       | £ -                       | £ -                        | £ -                          | REJECT        | No reliance on grant aid. Funding not available . See report for more information.                          |
| Provision of support to victims and witnesses through partnerships and referral to relevant help and information.   |                         |                   |                           |                            |                              |               |   |
| <b>HARTLEPOOL HOSPICE</b>   | £ -                     | £ 25,338.00       | £ -                       | £ -                        | £ -                          | REJECT        | No reliance on grant aid. Funding not available. See report for more information.                           |
| Works to provide the relief of sickness offering a range of specialist palliative care and support to individuals and their families at their time of need  |                         |                   |                           |                            |                              |               |   |
| <b>CATEGORY 4: OTHER ORGANISATIONS/GROUPS</b>   |                         |                   |                           |                            |                              |               |   |
| <b>WEST VIEW PROJECT</b>  | £ 20,862.00             | £ 37,810.00       | £ 18,776.00               | £ -                        | £ 18,776.00                  |               | Contribution to salary costs Development Manager & Administrator  |
| Provider of activities including sports and adventure training for the benefit of the community including children and young people   |                         |                   |                           |                            |                              |               |   |
| <b>THE ORB CENTRE</b>   | £ 5,000.00              | £ 6,000.00        | £ 4,500.00                | £ -                        | £ 4,500.00                   |               | Contribution to salary costs of two p/t Youth Workers (min award)   |
| Provider of activities for young people from the Foggy Furze, Stranton and Dyke House wards   |                         |                   |                           |                            |                              |               |   |
| <b>HEADLAND FUTURE</b>  | £ 12,600.00             | £ 12,500.00       | £ 11,340.00               | £ -                        | £ 11,340.00                  |               | Contribution to the salary costs of an Operations Manager   |
| Facilitator and provider of a wide range of activities for young people and the community as a whole  |                         |                   |                           |                            |                              |               |   |
| <b>HARTLEPOOL COMMUNITY STUDIO</b>  | £ 21,250.00             | £ 22,850.00       | £ 19,125.00               | £ -                        | £ 19,125.00                  |               | Contribution to salary costs Venue Manager, Venue Engineer/Trainer, Administrator                           |
| Provider of a venue for a wide range of activities including music, performance, rehearsal, drama and comedy  |                         |                   |                           |                            |                              |               |   |

| APPLICANT GROUP & ROLE OF THE GROUP   | GRANT AWARDED 2010/2011 | REQUEST 2011/2012 | 2010/2011 GRANT MINUS 10% | EQUALITY IMPACT ASSESSMENT | ANNUAL AWARD 2011/2012 UP TO | REJECT/ DEFER | NOTES PROPOSED EXPENDITURE OF GRANT/REASON FOR DEFERRAL/REJECTION                  |
|---|-------------------------|-------------------|---------------------------|----------------------------|------------------------------|---------------|--|
| <b>CATEGORY 4: OTHER ORGANISATIONS/GROUPS CONTINUED</b>   |                         |                   |                           |                            |                              |               |  |
| <b>EPILEPSY OUTLOOK</b>   | £ 9,283.00              | £ 13,261.00       | £ 8,355.00                | £ -                        | £ 8,355.00                   |               | Contribution to salary costs<br>Manager  |
| Provider of support to sufferers of epilepsy and their families and carers  |                         |                   |                           |                            |                              |               |  |
| <b>OWTON MANOR WEST NWATCH &amp; RES ASN</b>  | £ -                     | £ 22,262.00       | £ 12,554.00               | £ -                        | £ 12,554.00                  |               | Contribution to salary costs Centre<br>Manager & Administrator (40%)               |
| Facilitator and provider of activities/services for the local community (NOT ELIGIBLE TO APPLY IN 2010/2011)  |                         |                   |                           |                            |                              |               |  |
| <b>HARTLEPOOL CATHOLIC BOXING CLUB</b>  | £ 5,000.00              | £ 18,200.00       | £ 4,500.00                | £ -                        | £ 4,500.00                   |               | Contribution to rent (minimum award)   |
| Provider of facility for training and competitive boxing for the benefit of young people  |                         |                   |                           |                            |                              |               |  |
| <b>BELLE VUE COMMUNITY SPORTS &amp; YOUTH CTRE</b>  | £ 22,603.00             | £ 25,000.00       | £ 20,343.00               | £ -                        | £ 20,343.00                  |               | Contribution to salary costs Finance<br>Officer & Caretaker                        |
| Provider of a wide range of services for the local community including sports facilities and community rooms to hire and accomodation for other voluntary organisations |                         |                   |                           |                            |                              |               |  |
| <b>HART GABLES</b>  | £ 11,556.00             | £ 17,916.00       | £ 10,400.00               | £ 1,156.00                 | £ 11,556.00                  |               | Contribution to salary costs<br>Manager & Finance Worker                           |
| Provider of support to the lesbian, bi-sexual, gay and trans-sexual community in Hartlepool.  |                         |                   |                           |                            |                              |               |  |
| <b>MAKING A DIFFERENCE</b>  | £ 8,587.00              | £ 12,587.00       | £ 7,728.00                | £ -                        | £ 7,728.00                   |               | Contribution to salary costs Project<br>Co-ordinator and lease costs               |
| Provider of counselling services, practical support and information for young people who are experiencing emotional distress and/or have behavioural problems.          |                         |                   |                           |                            |                              |               |  |
| <b>VOLUNTARY WHEELS</b>   | £ 6,296.00              | £ 10,000.00       | £ 5,666.00                | £ -                        | £ 5,666.00                   |               | Contribution to salary costs<br>Co-ordinator Driver                                |
| Provider of affordable community transport scheme.  |                         |                   |                           |                            |                              |               |  |
| <b>HARTLEPOOL FAMILIES FIRST</b>  | £ 27,357.00             | £ 27,221.00       | £ 24,621.00               | £ -                        | £ 24,621.00                  |               | Contribution to salary costs<br>Manager, Finance Officer &<br>Senior Street Worker |
| Provider of a range of services including the Health Bus, the Play Bus, an after school and holiday play including the Street project formerly known as RESPECT.        |                         |                   |                           |                            |                              |               |  |
| <b>ADVANCE</b>  | £ 8,608.00              | £ -               | £ -                       | £ -                        | £ -                          | £ -           | No bid received for 2011/2012  |
| Provider of service for children & young people with Attention Deficit Hyperactivity disorder   |                         |                   |                           |                            |                              |               |  |

| APPLICANT GROUP & ROLE OF THE GROUP                              | GRANT<br>AWARDED<br>2010/2011 | REQUEST<br>2011/2012 | 2010/2011<br>GRANT MINUS<br>10%    | EQUALITY<br>IMPACT<br>ASSESSMENT | ANNUAL<br>AWARD<br>2011/2012<br>UP TO | REJECT/<br>DEFER | NOTES<br>PROPOSED EXPENDITURE<br>OF GRANT/REASON FOR<br>DEFERRAL/REJECTION   |
|--|-------------------------------|----------------------|------------------------------------|----------------------------------|---------------------------------------|------------------|--|
| <b>CATEGORY 4: OTHER ORGANISATIONS/GROUPS CONTINUED</b>          |                               |                      |                                    |                                  |                                       |                  |  |
| WYNYARD CAFÉ.COM<br>Community café serving healthy menu choices. | £ 5,000.00                    | £ 9,000.00           | £ 4,500.00                         | £ -                              | £ 4,500.00                            |                  | Contribution to salary costs Manager/<br>Cook (min award)  |
| HARTLEPOOL RADIO<br>Community radio station                      | £ 2,500.00                    | £ 20,000.00          | £ -                                | £ -                              | £ -                                   | DEFER            | Group has not completed quality<br>assurance assessment yet and<br>Viewpoint survey findings not yet<br>available. |
| <b>SUPPLEMENTARY AWARDS 2010/2011:</b>                           |                               |                      |                                    |                                  |                                       |                  |  |
| VOLUNTARY WHEELS   | £ 5,000.00                    |                      |                                    |                                  |                                       |                  |  |
| <b>TOTAL RECOMMENDATIONS 2010/2011</b>                           | <b>£ 490,828.00</b>           |                      |                                    |                                  |                                       |                  |  |
| <b>ROUND 1: 2011/2012</b>  |                               |                      |                                    |                                  |                                       |                  |  |
| <b>TOTAL REQUESTS ROUND 1 2011/2012</b>                          |                               | <b>£ 722,158.00</b>  |                                    |                                  |                                       |                  |  |
| <b>RECOMMENDATIONS AS ABOVE:</b>                                 |                               |                      | <b>£ 450,374.40</b>                | <b>£ 6,712.00</b>                | <b>£ 457,086.00</b>                   |                  |  |
| <b>FINANCIAL POSITION 2011/2012:</b>                             |                               |                      |                                    |                                  |                                       |                  |  |
|  |                               |                      | <b>2010/11 AWARD<br/>MINUS 10%</b> | <b>EIA</b>                       | <b>OPTION 1</b>                       |                  |  |
| <b>BASE BUDGET 2011/2012</b>                                     |                               |                      | <b>£ 444,658.00</b>                |                                  | <b>£ 444,658.00</b>                   |                  |  |
| <b>plus carry forward (if approved)</b>                          |                               |                      | <b>£ 53,132.00</b>                 |                                  | <b>£ 53,132.00</b>                    |                  |  |
| <b>Total to commit 2011/12</b>                                   |                               |                      | <b>£ 497,790.00</b>                |                                  | <b>£ 497,790.00</b>                   |                  |  |
| <b>TOTAL COMMITMENTS ROUND 1:</b>                                |                               |                      |                                    |                                  |                                       |                  |  |
| <b>ALLOCATION FOR DIRECTED LETTINGS</b>                          |                               |                      | <b>£ 2,900.00</b>                  | <b>£ -</b>                       | <b>£ 2,900.00</b>                     |                  |  |
| <b>HARTLEPOOL SPORTS COUNCIL</b>                                 |                               |                      | <b>£ 2,500.00</b>                  | <b>£ -</b>                       | <b>£ 2,500.00</b>                     |                  |  |
| <b>RECOMMENDATIONS ROUND 1</b>                                   |                               |                      | <b>£ 450,374.40</b>                | <b>£ 6,712.00</b>                | <b>£ 457,086.00</b>                   |                  |  |
| <b>TOTAL RECOMMENDATIONS ROUND 1</b>                             |                               |                      | <b>£ 455,774.40</b>                | <b>£ 6,712.00</b>                | <b>£ 462,486.00</b>                   |                  |  |
| <b>BALANCE LEFT TO COMMIT ROUND 2</b>                            |                               |                      |                                    |                                  | <b>£ 35,304.00</b>                    |                  |  |

| <b>COMMUNITY POOL 2011/2012</b>   | <b>OPTION 2</b>                            |  |
|---|--|--|
| <b>APPLICANT GROUP &amp; ROLE OF THE GROUP</b>  | <b>SIX MONTHS FUNDING<br/>REJECT/DEFER</b> | <b>NOTES<br/>PROPOSED EXPENDITURE OF GRANT</b>   |
| <b>CATEGORY 1: PROVIDERS OF SERVICES THAT ARE OF STRATEGIC IMPORTANCE</b>   |  |  |
| <b>WEST VIEW ADVICE &amp; RESOURCE CENTRE</b>   | £ 13,103.00                                | Contribution to salary costs Centre Manager,<br>& Advice Manager   |
| Provider of welfare benefits advice, information<br>and support to the local community  |  |  |
| <b>HARTLEPOOL CITIZENS ADVICE BUREAU</b>  | £ 36,130.00                                | Contribution to salary costs Bureau Manager,<br>Deputy Manager, Telephone Advice Worker,<br>Admin/Finance Officer              |
| Provider of advice and information debt advice,<br>employment law, welfare benefits, community care   |  |  |
| <b>HARBOUR SUPPORT SERVICES: SEARCH</b>   | £ 7,880.00                                 | Contribution to salary costs of 1 p/t<br>Counsellor & Administrator  |
| Provider of counselling and support services to male<br>and female survivors of rape and sexual abuse   |  |  |
| <b>HARTLEPOOL ACCESS GROUP:<br/>SHOPMOBILITY</b>  | £ 11,974.50                                | Contribution to salary costs Manager, 2 p/t<br>Equipment Workers & Book Keeper & running costs                                 |
| Provider of mobility equipment to enable disabled people<br>to travel around the town independently   |  |  |
| <b>HARTLEPOOL CREDIT UNION FORUM</b>  | £ 16,793.00                                | Contribution to salary costs Membership Supervisor,<br>Membership Officer, Collector & contribution to<br>rent & running costs |
| Provider of credit union facility to tackle financial<br>exclusion  |  |  |
| <b>HARTLEPOOL CARERS</b>  | £ 14,249.00                                | Contribution to salary costs Manager<br>& Administrator  |
| Provision of support of local carers to improve the<br>quality of life for all people who are looking after<br>somebody through the provision of advice, information<br>and development of services.<br>(10/11 FUNDING WAS FOR 5 MONTHS ONLY) |  |  |
|   |  |  |
|   |  |  |

| APPLICANT GROUP & ROLE OF THE GROUP  | SIX MONTHS FUNDING | NOTES  |
|--|--------------------|--|
|  | REJECT/DEFER       | PROPOSED EXPENDITURE OF GRANT                |
| <b>CATEGORY 2: COMMUNITY DEVELOPMENT/CAPACITY BUILDING INITIATIVES</b>   |                    |  |
| <b>OWTON FENS COMMUNITY ASSOCIATION</b>  | £ 10,316.50        | Contribution to salary costs Project Manager |
| Provider of support, advice and information to other voluntary and community groups                                  |                    | & Finance Manager                            |
| <b>HARTLEPOOL VOLUNTARY DEVELOPMENT AGENCY</b>   | £ 12,778.00        | Contribution to salary costs Manager         |
| Provider of support, advice and information to other voluntary and community groups.                                 |                    | & Finance Officer                            |
| <b>HARTLEPOOL PEOPLE CENTRE</b>  | £ 12,153.50        | Contribution to salary costs Manager         |
| Facilitator and provider of a range of services and activities, courses and training for residents of all ages.      |                    | & Administrator                              |
| <b>THE WHARTON TRUST</b>   | £ 8,458.50         | Contribution to salary costs Manager         |
| Facilitator and provider of a range of activities, courses training and a community library.                         |                    | & Admin/Finance Officer                      |
| <b>HEADLAND DEVELOPMENT TRUST</b>  | £ -                | No bid received for 2011/2012                |
| Provider of advice, information and support to residents and other voluntary/community groups                        |                    |  |
| <b>MANOR RESIDENTS ASSOCIATION</b>   | £ -                | No bid received for 2011/2012                |
| Facilitator and provider of a wide range of services and activities , courses and training for residents of all ages |                    |  |
| <b>THE SALAAM CENTRE</b>   | £ 7,925.00         | Contribution to salary costs of              |
| Provider and facilitator of services and a resource centre for ethnic minority communities in Hartlepool.            |                    | Advice Worker & Caretaker                    |
|  |                    |  |
|  |                    |  |
|  |                    |  |

| APPLICANT GROUP & ROLE OF THE GROUP   | SIX MONTHS FUNDING<br>REJECT/DEFER | NOTES<br>PROPOSED EXPENDITURE OF GRANT                            |
|---|------------------------------------|---|
| <b>CATEGORY 3: ESTABLISHED GROUPS WHO HAVE NOT BEEN PREVIOUSLY SUPPORTED</b>  |                                    |   |
|   |                                    |   |
| <b>RED DREAMS</b>   | REJECT                             | NOT APPLICABLE  |
| A resource for young people encouraging individuals or groups of young people within the arts including performing, visual, media and written arts as a means of advancing their lives, developing their skills, capacities and capabilities. |                                    |   |
|   |                                    |   |
| <b>VICTIM SUPPORT</b>   | REJECT                             | NOT APPLICABLE  |
| Provision of support to victims and witnesses through partnerships and referral to relevant help and information.   |                                    |   |
|   |                                    |   |
| <b>HARTLEPOOL HOSPICE</b>   | REJECT                             | NOT APPLICABLE  |
| Works to provide the relief of sickness offering a range of specialist palliative care and support to individuals and their families at their time of need  |                                    |   |
|   |                                    |   |
| <b>CATEGORY 4: OTHER ORGANISATIONS/GROUPS</b>   |                                    |   |
| <b>WEST VIEW PROJECT</b>  | £ 9,388.00                         | Contribution to salary costs Development Manager & Administrator  |
| Provider of activities including sports and adventure training for the benefit of the community including children and young people   |                                    |   |
|   |                                    |   |
| <b>THE ORB CENTRE</b>   | £ 2,250.00                         | Contribution to salary costs of two p/t Youth Workers (min award) |
| Provider of activities for young people from the Foggy Furze, Stranton and Dyke House wards   |                                    |   |
|   |                                    |   |

| APPLICANT GROUP & ROLE OF THE GROUP                     | SIX MONTHS FUNDING<br>REJECT/DEFER | NOTES<br>PROPOSED EXPENDITURE OF GRANT       |
|---|------------------------------------|--|
| <b>CATEGORY 4: OTHER ORGANISATIONS/GROUPS CONTINUED</b> |                                    |  |
| <b>HEADLAND FUTURE</b>                                  | £ 5,670.00                         | Contribution to the salary costs of an       |
| Facilitator and provider of a wide range of activities  |                                    | Operations Manager                           |
| for young people and the community as a whole           |                                    |  |
|   |                                    |  |
| <b>HARTLEPOOL COMMUNITY STUDIO</b>                      | £ 9,562.50                         | Contribution to salary costs Venue Manager,  |
| Provider of a venue for a wide range of activities      |                                    | Venue Engineer/Trainer & Administrator       |
| including music, performance, rehearsal, drama and      |                                    |  |
| comedy  |                                    |  |
|   |                                    |  |
| <b>EPILEPSY OUTLOOK</b>                                 | £ 4,177.50                         | Contribution to salary costs Manager         |
| Provider of support to sufferers of epilepsy and their  |                                    |  |
| families and carers                                     |                                    |  |
|   |                                    |  |
| <b>OWTON MANOR WEST NWATCH &amp; RES ASN</b>            | £ 6,277.00                         | Contribution to salary costs Centre Manager  |
| Facilitator and provider of activities/services for the |                                    | & Administrator                              |
| local community (NOT ELIGIBLE TO APPLY IN 2010/2011)    |                                    |  |
|   |                                    |  |
| <b>HARTLEPOOL CATHOLIC BOXING CLUB</b>                  | £ 2,250.00                         | Contribution to rent (minimum award)         |
| Provider of facility for training and competitive       |                                    |  |
| boxing for the benefit of young people                  |                                    |  |
|   |                                    |  |
| <b>BELLE VUE COMMUNITY SPORTS &amp; YOUTH CTRE</b>      | £ 10,171.50                        | Contribution to salary costs Finance Officer |
| Provider of a wide range of services for the local      |                                    | & Caretaker                                  |
| community including sports facilities and community     |                                    |  |
| rooms to hire and accomodation for other voluntary      |                                    |  |
| organisations   |                                    |  |
|   |                                    |  |
| <b>HART GABLES</b>                                      | £ 5,778.00                         | Contribution to salary costs Manager &       |
| Provider of support to the lesbian, bi-sexual, gay      |                                    | Finance Worker                               |
| and trans-sexual community in Hartlepool.               |                                    |  |
|   |                                    |  |
|   |                                    |  |
|   |                                    |  |

| APPLICANT GROUP & ROLE OF THE GROUP   | SIX MONTHS FUNDING<br>REJECT/DEFER | NOTES<br>PROPOSED EXPENDITURE OF GRANT       |
|---|------------------------------------|--|
| <b>CATEGORY 4: OTHER ORGANISATIONS/GROUPS CONTINUED</b>   |                                    |  |
| <b>MAKING A DIFFERENCE</b>  | £ 3,864.00                         | Contribution to salary costs Project         |
| Provider of counselling services, practical support and information for young people who are experiencing emotional distress and/or have behavioural problems.  |                                    | Co-ordinator and lease costs                 |
| <b>VOLUNTARY WHEELS</b>   | £ 2,833.00                         | Contribution to salary costs                 |
| Provider of affordable community transport scheme.  |                                    | Co-ordinator Driver                          |
| <b>HARTLEPOOL FAMILIES FIRST</b>  | £ 12,310.50                        | Contribution to salary costs Manager,        |
| Provider of a range of services including the Health Bus, the Play Bus, an after school and holiday play including the Street project formerly known as RESPECT |                                    | Finance Officer & Senior Street Worker       |
| <b>ADVANCE</b>  | £ -                                | No bid received for 2011/2012                |
| Provider of service for children & young people with Attention Deficit Hyperactivity disorder   |                                    |  |
| <b>WYNYARD CAFÉ.COM</b>   | £ 2,250.00                         | Contribution to salary costs Manager/        |
| Community café serving healthy menu choices.  |                                    | Cook (min award)                             |
| <b>HARTLEPOOL RADIO</b>   | DEFER                              | Group has not completed quality assurance    |
| Community radio station   |                                    | assessment yet and Viewpoint survey findings |
|   |                                    | not yet available                            |
| <b>RECOMMENDATIONS OPTION 2</b>   | £ 228,543.00                       |  |
|   |                                    |  |
|   |                                    |  |
|   |                                    |  |
|   |                                    |  |
|   |                                    |  |
|   |                                    |  |
|   |                                    |  |

| <b>ROUND 1: 2011/2012</b>               | <b>OPTION 2</b> |                   |
|---|-----------------|-------------------|
| <b>BASE BUDGET</b>                      | £               | <b>444,658.00</b> |
| <b>plus carry forward (if approved)</b> | £               | <b>53,132.00</b>  |
| <b>Total to commit 2011/12</b>          | £               | <b>497,790.00</b> |
| <b>TOTAL COMMITMENTS ROUND 1:</b>       |                 |                   |
| <b>ALLOCATION FOR DIRECTED LETTINGS</b> | £               | <b>2,900.00</b>   |
| <b>HARTLEPOOL SPORTS COUNCIL</b>        | £               | <b>2,500.00</b>   |
| <b>RECOMMENDATIONS ROUND 1 OPTION 2</b> | £               | <b>228,543.00</b> |
| <b>TOTAL RECOMMENDATIONS ROUND 1</b>    | £               | <b>233,943.00</b> |
| <b>BALANCE LEFT TO COMMIT</b>           | £               | <b>263,847.00</b> |



## Equality Impact Assessment (Predicted Assessments)

|   |                            |
|---|----------------------------|
| Lead Officer: John Mennear  | Published Date: 00.00.2011 |
| Who has undertaken the assessment: Community & Youth Resource Manager |                            |
| Date forwarded to Departmental Diversity Rep: 00.02.2011              |                            |

**Is the subject to be assessed a:** *(Please tick)*

Strategy       Policy       Service   
 System       Project       Other \_\_\_\_\_

**Name of the assessed and brief description:**

Community Pool – The Council’s financial support to the voluntary sector.

**What is being assessed is** *(please tick)*

Existing       New

**Is a copy of the new policy/strategy attached** *(please tick)*

The criteria of the Community Pool can be found as Appendix 1 to the report.

Yes       No

**If No, where can it be viewed?**

**Links into Community Strategy and Council Themes** *(please tick box(es))*

|   |   |
|---|---|
| Jobs and the Economy <input type="checkbox"/>         | Environment <input type="checkbox"/>                          |
| Lifelong Learning and Skills <input type="checkbox"/> | Housing <input type="checkbox"/>                              |
| Health and Care <input type="checkbox"/>              | Culture and Leisure <input checked="" type="checkbox"/>       |
| Community Safety <input type="checkbox"/>             | Strengthening Communities <input checked="" type="checkbox"/> |
| Organisational Development <input type="checkbox"/>   |   |

## Stage 1 - Overview

|   |  |
|---|--|
| <p><b>1. Please give a brief description of the aims, objectives or purpose.</b><br/> <i>(Note: Wherever possible please quote from the document)</i></p>   |  |
| <p>The major reductions made by the government in both mainstream funding and other grants made cuts in local authority spending inevitable. The Council is obliged to focus on its statutory and policy priorities, and to spread the impact by expecting those organisations which we fund to take a share of the cuts too. This includes those funded from the Community Pool.</p> <p>Clearly a 10% cut in the size of the Community Pool would impact on the community generally. An Equality Impact Assessment aims to identify any negative impact in relation to those groups protected under equality legislation as well as ensuring good race relations are promoted.</p> |  |
| <p><b>2. Who is responsible for implementation?</b></p>   |  |
| <p><b>Community and Youth Resource Manager.</b></p>   |  |
| <p><b>3. Who are the main stakeholders? (please tick)</b></p>   |  |
| <p><b>The General Public</b> <input type="checkbox"/></p>   | <p><b>Public Sector Service Providers</b> <input type="checkbox"/></p>                 |
| <p><b>Employees</b> <input type="checkbox"/></p>  | <p><b>The Community &amp; Voluntary Sector</b> <input checked="" type="checkbox"/></p> |
| <p><b>Elected Members</b> <input type="checkbox"/></p>  |  |

## Stage 2 – Research and Findings

|   |
|---|
| <p><b>4. What evidence do we presently have and what does it tell us?</b><br/> <i>(Include any numerical data, public consultation or involvement, anecdotal evidence and other organisations' experiences, outcome of any previous service related INRA, entry into the Risk register)</i></p>   |
| <p>The Community Pool criteria, which is attached as Appendix 1, was reviewed in 2004. This included verbal and written consultation with the stakeholders on a one to one basis and in a group setting. All previous applicants to the Community Pool participated including groups dealing with issues relating to race, disability and gender on a day-to-day basis. Other community/voluntary groups who wished to contribute were encouraged to take part. The outcome of the review was an updated criteria for assessing applications which is in line with the aims and objectives of the Community Strategy. The new criteria was adopted in the 2005/206 financial year. The grants scheme has continued to operate</p> |

since that time with inflationary increases added to the budget each year. Grant awards have been fairly stable with only minor reductions in individual awards having been made as a result of the number of applications to the Community Pool increasing. During 2005 an independent study took place regarding the value of Community Pool funding to the voluntary sector. The study found that the groups in receipt of the funding said it was important and helps them to deliver a wide range of services. One third of the groups supported by the Community Pool said the support was crucial and that they would not exist without it. None of the organisations would be able to maintain the services they provided without Community Pool funding. All of the groups surveyed indicated that Community Pool funding is important in helping to secure other funds.

During 2006 an audit of the voluntary sector was done regarding the withdrawal of European Funding. Seventy seven groups were identified as having either a paid member of staff or a building. Fifty five groups responded to the survey including all of the groups funded from the Community Pool in that year. The information was collated and a report was presented to Scrutiny Committee which detailed information regarding the respondents staffing, accommodation arrangements, legal status, volunteers, governance, activities carried out, service beneficiaries, income and expenditure and funding. Obviously, the information presented for consideration by Scrutiny was comprehensive and gave them a flavour of the activity, organisation and management of the groups. However, those groups who were in receipt of Community Pool funding alluded to the fact that they feel in a stronger position to lever in other funding as many funders look to the Local Authority to support an organisation before they themselves commit any funding.

In the 2010/2011 financial year the Community Pool has supported 34 organisations that provide services for all parts of the community. The value of the grant aid committed so far is £496,582.

For the 2011/2012 financial year the Community Pool budget has been set at £444,658 which is a reduction of £50,000 on the previous year's budget. We have received 28 applications which will be presented to Grants Committee on 1<sup>st</sup> March 2011. It is because of the reduction in the budget that this Equality Impact Assessment has been carried out.

#### **5. Identify the gaps in the evidence that we presently have?**

We do not have quantified evidence of people/groups potentially impacted by the reduction in Community Pool funding however, evidence we do have suggests that any reduction in funding could have a severe detrimental impact on applicant groups.

#### **6. Record what needs to be done to gather further evidence to undertake the impact assessment?**

A review of the Community Pool is currently being carried out. The findings of the review will go to the Grants Committee in late summer.

**Please note:** You will need to have viewed your data or insufficient data before answering the following questions. If no data is available, you will need to make a record of this within your answers below and indicate how this data will be gathered in the future. (Please refer to glossary for the terms- unmet needs, differential impact, positive impact, negative impact and adverse impact provided in the guidance)

**7. Are there any unmet needs/requirements that can be identified from your research that impact specific equality groups? Which equality groups does it impact?**

Current evidence is that the expressed needs/requirements of equality groups are that their funding for the 2011/2012 year from the Community Pool year remains stable. This could be managed by maintaining the level of award for the 2011/2012 financial year at the same level as the 2010/2011 year. Any reduction in funding would affect the equality groups disproportionately because they are the only groups delivering services to specific groups of people. The groups that have been identified as being affected would be: Harbour Support Services for the SEARCH project, Hartlepool Access Group for the Shopmobility project, The Salaam Centre and Hart Gables.

**8. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of gender? Gender refers to male, female and transgender. Please explain your answer.**

Any reduction in funding could have an adverse impact on Hart Gables because the group is the only group providing services specifically for the gay, lesbian and transgender communities in Hartlepool.

Any reduction in funding could have an adverse impact on Harbour Support Services, the SEARCH project because it is the only group delivering a counselling service for the victims of rape and sexual abuse.

**9. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of racial or ethnic origin? Please explain your answer.**

Yes, any reduction in funding could have an adverse impact on The Salaam Centre because the group is the only group providing services specifically for the ethnic minority communities in Hartlepool.

**10. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of religion or belief? Please explain your answer.**

|  |  |
|--|--|
| No. The changes proposed in the attached report will have no differential impact on grounds of religion of belief.   |  |
| <b>11. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of disability? Please explain your answer.</b>   |  |
| Yes, any reduction in funding could have an adverse impact on Hartlepool Access Group's Shopmobility because the group is the only group providing services specifically for the disabled community in Hartlepool. |  |
| <b>12. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of age? Please explain your answer.</b>  |  |
| No. The changes proposed in the attached report will have no differential impact on grounds of age.  |  |
| <b>13. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of sexual orientation? Please explain your answer.</b>   |  |
| Yes, any reduction in funding could have an adverse impact on Hart Gables because the group is the only group providing services specifically for the gay, lesbian and transgender communities in Hartlepool.      |  |
| <b>14. Summary of adverse impacts (please tick)</b>  |  |
| Gender <input checked="" type="checkbox"/>   | Disability <input checked="" type="checkbox"/>         |
| Race/Ethnic Origin <input checked="" type="checkbox"/>   | Age <input type="checkbox"/>                           |
| Religion/Belief <input type="checkbox"/>   | Sexual Orientation <input checked="" type="checkbox"/> |

### Stage 3 – Consultation

|   |
|---|
| <b>15. Who have you consulted with?</b>   |
| <p>Previous consultations have been carried out with the voluntary and community sector groups who have been supported with funding from the Community Pool in relation to the review of the Community Pool criteria, the value of the Community Pool and the loss of European Funding and Audit of the Voluntary Sector in Hartlepool.</p> <p>Scrutiny Committee has been consulted with regarding the Audit of the Voluntary Sector and the Loss of European Funding.</p> |

Also, when the Community Pool application pack for 2011/2012 was circulated to the voluntary/community groups a letter was included warning the groups of the proposed budget cuts and that the Community Pool budget was likely to be reduced which would obviously have a detrimental affect on the level of any awards made. The groups were encouraged not to depend on Community Pool funding and to devise an exit strategy which they could put into place should funding not be available from the Community Pool for the new financial year.

#### **16. Summary of findings/recommendations from the consultation**

All consultation has produced some valuable feedback on the Community Pool and how it supports groups. The consultation highlighted that many groups are dependant on funding from the Community Pool, the funding is matched with other funding streams to make a complete package, there is not much funding available for core costs apart from the Community Pool, the current system for allocating awards is clear and transparent.

### **Stage 4 – Adverse Impacts**

#### **17. Please give details of what the predicted adverse impact is expected and which groups or individuals it affects.**

The funding awarded to all groups could be reduced which could have a knock on effect on the groups and the people who benefit from their services. If the group is unable to match any council funding awarded then they probably would have to make redundancies and as the Community Pool supports key member's of staff then the group may have to close or provide services with volunteers thereby curtailing service provision altogether or reducing service provision. If service provision is reduced or stopped altogether this would directly affect service users. E.g. if The Salaam Centre were to close other groups would not be in a position to provide the services The Salaam Centre provides because of the language barriers and the lack of cultural knowledge.

Groups that are funded from the Community Pool carry out work that assists the Council to achieve the aims and objectives of the Community Strategy. If the funding awarded to these groups was cut substantially the work may not get done which would affect the council its outcomes.

#### **18. Record what immediate actions are taken prior to implementation to address the adverse impact?**

The recommendations for the 2011/2012 awards are being maintained at the same level as the 2010/2011 approvals for the groups that are listed in question 7. The Grants Committee meets on 1<sup>st</sup> March 2011 to consider these recommendations.

**19. Can the adverse impact be justified for any reason? Please explain.**

(Legislation, promoting equality of opportunity for one group (positive action) etc.)

Any adverse impact on groups due to the reduction in funding could be justified because the Council is making significant savings on all budgets. The major reductions made by the government in both mainstream funding and other grants made cuts in local authority spending inevitable. The Council is obliged to focus on its statutory and policy priorities, and to spread the impact by expecting those organisations which we fund to take a share of the cuts too. This includes those funded from the Community Pool. This being the case the Community Pool has been reduced by £50,000 but the reduction is not as much as it could have been. However, our aim is to avoid any adverse impact by carrying out this Equality Impact Assessment.

**Stage 5 – Action Planning and Publishing**

**20. What actions are needed to be taken after the implementation**

| Action  | Responsible officer                                       | Completion Date |
|---|---|-----------------|
| A report to go to Grants Committee recommending the approval of awards at the same level as 2010/2011 for the groups listed in this assessment. | John Mennear<br>Assistant Director,<br>Community Services | 01.03.11        |
|   |   |                 |

**21. What are the main conclusions from the assessment?**

Any reduction in grant aid from the Community Pool to the groups mentioned in the assessment could have a detrimental impact on the group. Measures are being suggested within the assessment to minimise the risk of a reduction in funding however, this does not guarantee that groups will not be affected by other reductions in funding and may therefore have to take drastic action which could involve a reduction in services or the cessation of services which would affect many communities in Hartlepool.

|   |                                      |
|---|--------------------------------------|
| <b>22. How is the impact assessment published/publicised?</b>   |                                      |
| The report to the Grants Committee regarding the Community Pool 2011/2012 and the attached appendices, including the impact assessment, will be published on the Hartlepool Borough Council website and will be available for all to see. |                                      |
| <b>23. How is the impact further assessed after its implementation?</b>   |                                      |
| The impact will be further assessed as part of the review of the Community Pool and when outcomes are measured as part of the monitoring of individual awards.  |                                      |
| <b>Signed: John Mennear</b><br><br>_____  | <b>Date: 15/02/2011</b><br><br>_____ |
| <b>Assistant Director, Community Services</b>   |                                      |

# Hartlepool Borough Council

## Overview and Scrutiny – Call-in Notice – All Members (with the exception of Executive Members)



### 1. Which decision would you like to call-in?

(Please include details of the decision, when it was taken and by whom)

Grants Committee Meeting 1st March - Adjourned Decision to 7th March

Minute <sup>37 AM</sup> ~~33~~ - Community Pool 2011-2012

The call in refers only to the decisions taken to award grants in relation to:

- Hartlepool Citizens Advice Bureau
- Hartlepool Credit Union (Forum)
- Hartlepool Voluntary Development Agency
- Owton Manor West Neighbourhood Watch and Residents Association

### 2. What are the reasons for calling-in this decision?

Call-in must only be used in exceptional circumstances and the justification for the call must be either: Please tick as appropriate

- that the decision or proposed decision is outside the Budget and Policy Framework
- that the decision was not taken in accordance with the principles of decision making set out in Article 13 of the Constitution.

vii) clarity of aims and desired outcomes;

xii) reasonableness

| Councillor         | Position and Party Group | Signature              |
|--------------------|--------------------------|------------------------|
| 1. ANN MARSHALL    | LABOUR MEMBER            | <i>Ann Marshall</i>    |
| 2. RAY LEWIS       | CONSERVATIVE VICE CHAIR  | <i>Ray Lewis</i>       |
| 3. G. MORRIS       | CONSERVATIVE CHAIR       | <i>G. Morris</i>       |
| 4. CAR. RICHARDSON | LABOUR SECRETARY         | <i>Car. Richardson</i> |
| 5. JANE SHAW       | LABOUR MEMBER            | <i>Jane Shaw</i>       |

NB. Any Member (with the exception of Executive Members) may initiate call-ins providing they have the support of at least four other members of the Council. The signatories must represent at least two of the Council's political groups.

Councillor: ANN MARSHALL

Signed: *Ann Marshall*

Date: 17.3.11

#### For office use only

Date received: 17/3/11

Initials: *AS*

SCC Agenda:

Monitoring officer: *Alan*

# **GRANTS COMMITTEE**

## **MINUTES AND DECISION RECORD**

1 March 2011

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool

**Present:**

The Mayor, Stuart Drummond  
Councillor Hilary Thompson

Officers:     John Mennear, Assistant Director (Community Services)  
                  Graham Jarritt, Library and Community Manager  
                  Sue Rybak, Community and Youth Resource Manager  
                  Peter Gouldsbro, Community Safety Officer  
                  Pat Wormald, Senior Clerical Officer  
                  Jo Wilson, Democratic Services Officer

Also present: Keith Bayley and Paul McCraith

### **28. Appointment of Chair**

In the absence of the Chair Councillor Hilary Thompson appointed to Chair the meeting

### **29. Apologies for Absence**

Apologies were submitted on behalf of Councillor Robbie Payne

### **30. Declarations of interest by members**

None

### **31. Receipt of the minutes of the meeting held on 5<sup>th</sup> January 2011**

The minutes were received.

### **32. Civic Lottery Fund Grant Applications 2010/2011** *(Director of Child and Adult Services)*

**Type of Decision**

Non key.

## **Purpose of Report**

To advise and seek approval for the third round of Civic Lottery Fund Grant applications in the 2010/2011 financial year.

## **Issues for Consideration**

Members were advised that 2010/2011 balance available for distribution at the beginning of the financial year was £12,200. At a previous meeting Members had agreed to allocate £1,500 for Senior Citizens' summer outings and Christmas parties, leaving £10,700 remaining for the year. It was also agreed at previous meeting that any funding should be distributed in three tranches. Therefore the total available for distribution in Round 3 was £3,596. This amount included the balance remaining from the previous funding round. The total sum sought in Round 3 was £12,030.

The following applications were considered from groups who had not been funded previously:

- A Chance to Succeed – requested £1,200 as start-up costs of the project for students and volunteers
- Fens Monday Club – requested £500 towards running costs including venue hire
- Golden Flatts F.C., - requested £1,500 towards CRB, coaching, pitch league and affiliation fees
- Hartlepool Carers Teens and Youth – requested £2,000 towards hall and transport costs
- Hartlepool United Community Sports Foundation – requested £330 towards venue and coach hire
- Headland F.C. – requested £380 towards pitch and league fees
- Pink Domino Garden Club – requested £570 towards hire of a marquee for Garden Show and family fun day
- Retired People Table Tennis – requested £300 towards venue hire
- St Teresa's RC Church – requested £750 towards equipment and outings
- Welfare Athletic F.C. – requested £200 towards pitch and league fees

The following applications were considered from groups who had been

supported previously from the Civic Lottery.

- Chester Road F.C. – requested £900 towards running costs, league, referee and membership fees
- Hartlepool Headland Local History Group – requested £1,000 towards running costs, refreshments and entertainment
- Hartlepool Schools Football Association – requested £500 towards running costs including transport and pitch hire
- Hartlepool Sports Council – requested £500 towards administration costs for 2 years
- Schooner Athletic F.C. – requested £200 towards league, insurance and referees fees

The Mayor queried whether Hartlepool United Community Sports Foundation had previously been known as Football in the Community. The Assistant Director was unsure of this. The Mayor advised that he was a member of the board of directors of Football in the Community and as such had a prejudicial interest and would be unable to make a decision on this item. This would therefore require deferral to a future meeting. Members were happy to approve the amounts for all the other organisations as recommended by officers

### **Decision**

That the following grant awards be approved:

- A Chance to Succeed - £200 towards printing costs
- Fens Monday Club - £240 towards hire of centre
- Golden Flatts F.C. - £200 for coaching and league fees
- Hartlepool and District Sports Council - £250 towards 2 years administration costs
- Hartlepool Carers Teens and Youth - £270 towards transport costs
- Hartlepool Chester Boys F.C. - £200 towards referees fees
- Hartlepool Headland Local History Group - £350 towards cost of event insurance
- Hartlepool Schools Football Association - £200 towards transport and league fees
- Headland F.C. - £200 towards league fees
- Pink Domino Garden Club - £350 towards the cost of hiring a marquee
- Retired Peoples Table Tennis - £150 towards hire of centre
- Schooner Athletic F.C., - £200 towards insurance, referee and league fees
- St Teresa's Catholic Church – £250 towards outings
- Welfare Athletic F.C. - £200 towards league fees

That consideration of a grant award for Hartlepool United Community Sports Foundation be deferred to a future meeting

## **32. Community Safety Capital Grants Allocation** *(Director of Regeneration and Neighbourhoods)*

### **Type of Decision**

Non key.

### **Purpose of Report**

To advise members of a request to amend the proposed schedule of works in respect of a Community Safety Capital Fund grant previously awarded and seek consideration and approval for recommended variation

### **Issues for Consideration**

At Grants Committee on 2<sup>nd</sup> November 2010 members approved a grant award of £16,900 in respect of the replacement of two sides of the existing external fencing at Summerhill Allotments. The initial recommendation was to replace the existing wood lathe fencing to 2 sides by metal palisade. However following consultation with plot holders and community safety an alternative proposal had been put forward, namely the retention of the existing wood fencing with the addition of a top length of 'mesh style' fencing clamped to the existing fence posts. This would raise the overall fence height to at least 2.4 metres, further enhancing the security of the site at no extra cost. This revision would increase the original budgeted cost by £300. This increase would be covered by revenue budget meaning that the previously approved Community Safety Capital Grant award would remain unchanged.

Members commented that a metal fence would be likely to last longer than the existing wooden fence. The Community Safety Officer acknowledged this but felt that the existing fence was too good to replace. Height had always been the overriding security consideration and this would provide a solution.

### **Decision**

That the recommended amendments to the proposed schedule of works in respect of a previous award for the replacement of fencing at Summerhill Allotments be approved.

### **33. Community Pool 2011/2012** (*Director of Child and Adult Services*)

#### **Type of Decision**

Non key.

#### **Purpose of Report**

To advise and seek approval for the level of grant awards to community groups and voluntary organisations from the Community Pool for 2011/2012

#### **Issues for Consideration**

The Community Pool budget for 2011/12 had been set at £444,658. This included a £50,000 reduction on the base budget of 2010/11 due to savings following the reduction in Council funding and the Corporate Spending Review. The balance remaining for 2010/11 is currently £53,132. Officers requested that this balance be rolled over into the 2011/12 budget, leaving a total balance of £497,790. Of this balance £2,900 had been set aside for Directed Lettings and £2,500 for Hartlepool Sports Council, thereby leaving a balance of £492,390.

Applications from Hartlepool Hospice, Red Dreams and Victim Support were not recommended for approval while members were recommended to defer an application from Radio Hartlepool. Due to the current financial difficulties facing the council and the subsequent pressures on the voluntary and community sector a review into how the Council supports Third Sector organisations is ongoing. Pending the results of this review options for how the Community Pool could be allocated in 2011/12 had been provided. Option 1 was to base the award for 2011/12 on the award previously given in 2010/11 with a 10% reduction. In this case consideration would be given to groups that would be disproportionately affected by a reduction in their funding. Option 2 was to fund organisations for 6 months only, based on 50% of the Option 1 award. Members were asked to indicate their preferred allocation option

Applications from the following organisations were recommended for approval, the amount depending upon which of the options for allocation was chosen:

- Belle Vue Community Sports and Youth Centre
- Epilepsy Outlook
- Harbour Support Services: Search
- Hart Gables
- Hartlepool Access Group: Shopmobility
- Hartlepool Carers

- Hartlepool Catholic Boxing Club
- Hartlepool Citizens Advice Bureau
- Hartlepool Community Studio
- Hartlepool Credit Union Forum
- Hartlepool Families First
- Hartlepool People Centre
- Hartlepool Voluntary Development Agency
- Headland Future
- Making a Difference
- Orb Centre
- Owton Fens Community Association
- Owton Manor West Neighbourhood Watch and Residents Association
- Salaam Centre
- Voluntary Wheels
- West View Advice and Resource Centre
- West View Project
- Wharton Trust
- Wynyard Café.com

Members felt that a decision on future funding arrangements made by 2 executive members would not adequately reflect Cabinet's opinion. They noted that Cabinet members had supported a change in future allocation mechanisms and Option 1 was merely a continuation of current methodology, albeit giving lower amounts than previously. Members requested that consideration of this item be deferred to a meeting the following week. The Democratic Services Officer indicated that this would require the adjournment of the current meeting. This was supported to Members who also noted that the Mayor had a prejudicial interest in Belle Vue Community Sports and Youth Centre and would therefore be unable to take part in any decision on this organisation. This would mean that the meeting would be inquorate in respect of that decision. Members also asked that the previously deferred decision in respect of a Civic Lottery Grant Application for Hartlepool United Community Sports Foundation be considered at said reconvened meeting.

### **Decision**

That the end of year balance of £53,132 for 2010/2011 Community Pool be rolled forward into the 2011/2012 Community Pool budget

That £2,900 be allocated to Directed Lettings for 2011/2012

That £2,500 be allocated to Hartlepool Sports Council for their sports award scheme

That consideration of the recommendations in Appendices 2 and 3 and approval of funding Options 1 or 2 be deferred

That the application from Radio Hartlepool be deferred

That any allocation of grant aid to groups known to be experiencing financial difficulties be released in monthly/quarterly instalments as appropriate in order to safeguard the Council's investment and minimise risk.

That applications from Hartlepool Hospice, Red Dreams and Victim Support be rejected

That any remaining balance from the Community Pool be considered for allocation against bids at future meetings within the 2011/2012 financial year subject to the funding option selected.

### **34. Hartlepool Sports Council Awards Allocation** *(Director of Child and Adult Services)*

#### **Type of Decision**

Non key.

#### **Purpose of Report**

To update Grants Committee Members on the Hartlepool Sports Council awards allocated to date.

#### **Issues for Consideration**

Community Pool funding of £2,500 was awarded to Hartlepool Sports Council in September 2010 on the condition that the Sports Council grant criteria be improved to ensure the robustness of decisions made. These improvements ensure that applicants applying for sports grants are county standard or above and reside in, or represent a club in, the Hartlepool Borough Council area. The amount the applicant is eligible to apply for is dependent upon the standard of the applicant with a maximum amount of £500 available depending upon individual circumstances and funding availability. 42 applications had subsequently been received, shortlisted to 23 using the new criteria. These 23 applications were subsequently approved by the Hartlepool Sports Council, details of which were appended to the report. Members were advised that Hartlepool Sports Council had taken the decision to reduce the maximum amount given to eligible applicant to £475 in order to ensure that all applicants were able to benefit. Applicants would receive their awards at an awards evening on 7<sup>th</sup> March 2011.

Members were happy to note the wealth of young people with sporting prowess in Hartlepool.

## **Decision**

That the report be noted

## **35. Adjournment of Meeting**

The meeting stood adjourned at 2:45 pm to be reconvened at 12 noon on Monday 7 March 2011

### **Monday 7 March 2011**

The meeting reconvened at 1.00 pm. in the Civic Centre, Hartlepool

#### **Present:**

Councillor: Hilary Thompson (In the Chair)

The Mayor, Stuart Drummond  
Councillor Robbie Payne

Officers: John Mennear, Assistant Director (Community Services)  
Pat Wormald, Senior Clerical Officer  
Jo Wilson, Democratic Services Officer

Also present: Keith Bayley and Paul McCraith

## **36. Civic Lottery Fund Grant Applications 2010/2011** *(Director of Child and Adult Services)*

### **Type of Decision**

Non key.

### **Purpose of Report**

To advise and seek approval for the third round of Civic Lottery Fund Grant applications in the 2010/2011 financial year.

### **Issues for Consideration**

Previously members had approved all but one of the Civic Lottery grant applications as recommended by officers. However they had been unable to make a decision regarding the Hartlepool United Community Sports Foundation as a member had declared an interest thereby leaving the meeting inquorate. As the meeting was now quorate Members expressed

their support for the awarding of this grant as recommended by officers.

### **Decision**

That the following grant award be approved:

- Hartlepool United Community Sports Foundation - £330 towards coach hire

## **37. Community Pool 2011/2012** (*Director of Child and Adult Services*)

### **Type of Decision**

Non key.

### **Purpose of Report**

To advise and seek approval for the level of grant awards to community groups and voluntary organisations from the Community Pool for 2011/2012

### **Issues for Consideration**

During discussions with Cabinet colleagues earlier that day a preference for Option 2 had been expressed as it was felt this would allow officers 6 months to prioritise existing Community Pool allocations as agreed during the recent budget discussions. The Assistant Director confirmed that it would be possible to carry out a review of this sort within 6 months provided officers were given a clear allocation of priorities and direction.

Members referred to the Equality Impact Assessment which had identified 4 groups which would be adversely affected by the recommended 10% cut in budget. Two of these were match funded which members accepted could have a disproportionate impact, however the Salaam Centre and Hart Gables were not match funded and therefore did not fall into this category. Members felt that if other organisations were being hit hard it was unfair to exempt these 2 groups. The Assistant Director acknowledged this but commented that the council could be open to legal challenge as both groups offered support and guidance to communities deemed to be covered under the interpretation of the Equality Impact Assessment which were unique providers within Hartlepool. Members queried whether existing groups could alter their service areas thereby making themselves exempt from the cuts but the Assistant Director advised that it would need to be their sole focus in order for the Equality Impact Assessment to apply. The Assistant Director suggested that if members were unhappy at applying a 10% cut to certain organisations they could dispense with the cut altogether as an amendment to Option 2. However members felt this would only reduce those monies available in 6 months time. Members felt strongly that all organisations should be given 50% of the previous year's funding minus 10% and that there should be no exceptions to this other

than Harbour and Shopmobility who both had contractual partners matching the existing Hartlepool grant. Further consideration of their position would be given as part of the prioritisation decisions for the remainder of the year

### Decision

That the following grant awards in respect of the Community Pool 2010/11 be approved:

|  |            |
|--|------------|
| Belle Vue Community Sports and Youth Centre                    | £10,171.50 |
| Epilepsy Outlook   | £4,177.50  |
| Harbour Support Services: Search                               | £7,880     |
| Hart Gables  | £5,200     |
| Hartlepool Access Group: Shopmobility                          | £11,974.50 |
| Hartlepool Carers  | £14,294    |
| Hartlepool Catholic Boxing Club                                | £2,250     |
| Hartlepool Citizen's Advice Bureau                             | £36,130    |
| Hartlepool Community Studio                                    | £9,562.50  |
| Hartlepool Credit Union  | £16,793    |
| Hartlepool Families First                                      | £12,310.50 |
| Hartlepool People Centre                                       | £12,153.50 |
| Hartlepool Voluntary Development Agency                        | £12,778    |
| Headland Future  | £5,670     |
| Making a Difference  | £3,864     |
| Orb Centre, The  | £2,250     |
| Owton Fens Community Association                               | £10,316.50 |
| Owton Manor West Neighbourhood Watch and Residents Association | £6,277     |
| Salaam Centre, The   | £7,132.50  |
| Voluntary Wheels   | £2,833     |
| West View Advice and Resource Centre                           | £13,103    |
| West View Project  | £9,388     |
| Wharton Trust, The   | £8,458.50  |
| Wynyard Café.com   | £2,250     |

The meeting concluded at 1:30 pm

**P J DEVLIN**

**CHIEF SOLICITOR**

**PUBLICATION DATE: 11<sup>th</sup> March 2011**

# SCRUTINY CO-ORDINATING COMMITTEE

25 March 2011



**Report of:** Scrutiny Manager

**Subject:** SCRUTINY TOPIC: REFERRAL FROM PORTFOLIO HOLDER FOR REGENERATION AND ECONOMIC DEVELOPMENT – BUS SERVICES IN HARTLEPOOL

## 1. PURPOSE OF REPORT

1.1 To inform Members of the Scrutiny Co-ordinating Committee of the scrutiny topic referral from the Portfolio Holder for Regeneration and Economic Development to the Overview and Scrutiny Function.

## 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 Details of the referral from the Portfolio Holder for Regeneration and Economic Development are detailed in the Scrutiny Referral Pro-Foma, attached as **Appendix A** to this report.

## 3. RECOMMENDATIONS

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

- i) Formally receives the referral; and
- ii) Considers an appropriate method / process for the undertaking of the referral.

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## BACKGROUND PAPERS

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

PLEASE RETURN TO DEMOCRATIC SERVICES

**SCRUTINY REFERRAL PRO-FORMA - ISSUES NOT IN THE FORWARD PLAN**

**Name of Member making referral** Councillor Pam Hargreaves

**Subject** Bus Services in Hartlepool .....

**Reason for Referral to Scrutiny**

As of 27 March, 13 supported bus services within Hartlepool will cease to operate. This will leave some areas of the town and surrounding villages with no evening service, and some with no service at all.

Supported services are no longer being funded by the Council following government cuts in the Comprehensive Spending Review .....

**Member recommendations for further scrutiny**

To explore the possibility of some form of transport provision for those areas left without a service .....

**What do you see as the benefit of scrutiny involvement?**

To give a thorough review of those areas affected, and to consider the different options which may be able to offer a solution, whether from the public, private or voluntary sector.

To assess the cost implications of any future transport provision .....

**Scrutiny Forum to consider issue** 25 March 2011 .....



**Member Signature** .....

**Date:** 16 March 2011 .....