

COUNCIL AGENDA



Thursday 2 October 2025

at 6.30 pm

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

- (1) To receive apologies from absent Members;
- (2) To receive any declarations of interest from Members;
- (3) To deal with any business required by statute to be done before any other business;
- (4) To approve the minutes of the last meeting of the Council held on 20 August 2025 as the correct record;
- (5) To answer questions from Members of the Council on the minutes of the last meeting of Council;
- (6) To deal with any business required by statute to be done;
- (7) To receive any announcements from the Chair, or the Head of Paid Service;
- (8) To dispose of business (if any) remaining from the last meeting and to receive the report of any Committee to which such business was referred for consideration;
- (9) To consider reports from the Council's Committees and to receive questions and answers on any of those reports;
 - (a) Periodic Review of the Council's Constitution – *Constitution Committee*
- (10) To consider any other business specified in the summons to the meeting, and to receive questions and answers on any of those items;
- (11) To consider reports from the Policy Committees:

CIVIC CENTRE EVACUATION AND ASSEMBLY PROCEDURE

In the event of a fire alarm or a bomb alarm, please leave by the nearest emergency exit as directed by Council Officers. A Fire Alarm is a continuous ringing. A Bomb Alarm is a continuous tone. The Assembly Point for everyone is Victory Square by the Cenotaph. If the meeting has to be evacuated, please proceed to the Assembly Point so that you can be safely accounted for.

- (a) proposals in relation to the Council's approved budget and policy framework
 - (i) Youth Justice Strategic Plan – *Report of Children's Services Committee*
 - (b) proposals for departures from the approved budget and policy framework
- (12) To consider motions in the order in which notice has been received;
- (1) **Motion to Full Council: Council Tax**

This Council notes:

That since 2021, Hartlepool Labour repeatedly voted against Council Tax increases, creating a clear public perception that a Council Tax freeze would be delivered under a Labour-led Council. This impression was reinforced through campaign materials, public statements, and national messaging from Labour figures, including Sir Keir Starmer's assertion that "not a penny more will people need to spend on council tax."

That, despite these consistent signals, Council Tax was increased by 4.99% in 2025—comprised of a 2.99% core rise and a 2% adult social care precept.

That Labour councillors and the local MP were elected on the strength of what many residents interpreted as a firm position against any Council Tax rise.

That Labour are now pledging a freeze for 2026, claiming this is deliverable due to their efforts in "fixing the Council's finances." This raises serious questions about what changed between February and May 2025 to enable such a reversal.

This Council therefore believes:

That residents have a fundamental right to hold elected officials accountable for perceived and implied commitments, especially where public messaging strongly led residents to expect a freeze.

That if the Council's financial position has been stabilised as claimed, residents are entitled to fair restitution for the 2025 increase.

That rebuilding trust requires not only promises for the future but corrective action on broken or misleading commitments of the past.

This Council therefore resolves to:

Request a full and transparent report from the Chair of Finance and Corporate Affairs, and relevant officers, to be presented no later than the next full Council meeting, outlining:

- The specific actions taken since May 2024 to stabilise Council finances.



- Any independent verification or audit findings confirming these improvements.
- A detailed financial plan showing how a Council Tax freeze in 2026 is achievable without adversely impacting services or reserves.

Call on the ruling Labour Group to honour the spirit of their previous position by rebating the full 2025 Council Tax increase, including the social care precept, as follows:

- Rebate 2.99% of the total increase during the current financial year (2025/26).
- Rebate the remaining 2% (the adult social care precept) during the following financial year (2026/27).

Signed by: Councillors Buchan, Cranney, Martin-Wells, Smith and Young

(2) **Motion to Full Council: Ending Profiteering in the Private Housing Market – A Fair Housing Approach for our Community**

Council notes that:

1. Communities across the UK — including Hartlepool — are experiencing a growing housing crisis, particularly in areas with limited social housing and lower property values.
2. Private investors are increasingly purchasing residential properties in bulk, converting them into buy-to-let rentals or Houses in Multiple Occupation (HMOs), which:
 - Prices out local first-time buyers and low-income families;
 - Contributes to fragmented, unstable neighbourhoods;
 - Often results in poor housing quality and inadequate regulation.
3. Former council homes continue to be lost to the private sector, reducing the availability of secure, affordable housing for future generations.
4. Housing Benefit payments to private landlords frequently exceed the long-term cost of building new social housing, but without delivering lasting public value.

Council believes that:

1. The private housing market cannot be relied upon to meet the housing needs of our community in a fair and equitable manner.
2. Local authorities currently lack the legal and financial tools to prevent speculative property purchases, limit buy-to-let concentrations, or repurchase homes at the scale needed.



3. The unchecked growth of unregulated landlordism has damaging effects on community stability, public health, and the local economy.

Council therefore resolves to:

1. Call on central government to introduce a package of housing reforms that include:
 - A **Property Speculation Levy** on investors buying residential properties in areas of high deprivation or housing need;
 - **Right to Buy reform** to give local authorities first refusal on ex-council homes before they are sold on the open market;
 - **Local caps on buy-to-let properties** to allow councils to preserve housing mix and community cohesion;
 - Strengthened **compulsory purchase powers** for councils to acquire substandard or harmful properties;
2. Write to the Secretary of State for Housing, Communities and Local Government, urging immediate action on these measures to protect communities like Hartlepool.
3. Explore the feasibility of developing local initiatives — within existing powers — to mitigate the negative impact of housing speculation in Hartlepool.
4. Work with regional partners and other local authorities to form a coalition advocating for fair housing reforms and stronger local powers.

Signed by: Councillors Allen, Bailey-Fleet, Boddy, Cook, Creevey, Dodds, Dunbar, Hall, Hargreaves, Harrison, Holbrook, Jorgeson, Male, Morley, Nelson, Oliver, Riddle, Scarborough, Thompson and Wallace,

(3) **Motion to Full Council: Withdrawal of the Honorary Freedom of the Borough of Hartlepool Granted to Lord Peter Mandelson**

Council notes that:

The Honorary Freedom of the Borough of Hartlepool is the highest civic honour the Council can bestow.

It is granted only to individuals who have rendered eminent services and whose conduct reflects the values and integrity of the Borough.

Recent disclosures have confirmed a longstanding and close relationship between Lord Peter Mandelson and Jeffrey Epstein, a convicted paedophile, which continued after Epstein's conviction and until his death in 2019.

Such an association is fundamentally incompatible with the values and dignity of this honour.



Council believes that:

The Borough's highest civic honour must be preserved for individuals who uphold standards of conduct befitting its dignity.

Failure to act in light of these disclosures risks damaging the reputation of Hartlepool and undermining public confidence in the integrity of civic awards.

Council therefore resolves to:

Rescind the Honorary Freedom of the Borough of Hartlepool previously awarded to Lord Peter Mandelson.

Instruct the Chief Executive to update the official records of the Borough accordingly.

Issue a public statement to explain the Council's decision, affirming its commitment to safeguarding the dignity of civic honours.

Signed by: Councillors Allen, Bailey-Fleet, Boddy, Cook, Creevey, Dodds, Dunbar, Hall, Hargreaves, Harrison, Holbrook, Jorgeson, Male, Morley, Nelson, Oliver, Riddle, Scarborough, Thompson and Wallace,

- (13) To receive the Managing Director's report and to pass such resolutions thereon as may be deemed necessary;
- (14) To receive questions from and provide answers to the public in relation to matters of which notice has been given under Rule 9;
- (15) To answer questions of Members of the Council under Rule 10;
 - a) Questions to the Chairs about recent decisions of Council Committees and Forums without notice under Council Procedure Rule 10.1
 - b) Questions on notice to the Chair of any Committee or Forum under Council Procedure Rule 10.2
 - c) Questions on notice to the Council representatives on the Police and Crime Panel and Cleveland Fire Authority
 - d) Minutes of the meeting held by the Cleveland Police and Crime Panel on 8 July 2025

FOR INFORMATION

Date of next meeting – Thursday 11 December 2025 at 6.30 pm in the Civic Centre, Hartlepool



COUNCIL

MINUTES OF PROCEEDINGS

20 August 2025

The meeting commenced at 6.30 pm in the Civic Centre

The Ceremonial Mayor (Councillor Thompson) presiding:

COUNCILLORS:

Allen	Boddy	Creevy
Darby	Dodds	Doyle
Dunbar	Hall	Hargreaves
Harrison	Holbrook	Little
Morley	Napper	Nelson
Oliver	Riddle	Scarborough
Wallace	Young	

Officers: Denise McGuckin, Managing Director
Hayley Martin, Director of Legal, Governance and Human Resources
Neil Wilson, Assistant Chief Solicitor
Angela Armstrong, Principal Democratic Services and Legal Support Officer

31. APOLOGIES FOR ABSENT MEMBERS

Councillor Bailey-Fleet, Buchan, Clayton, Feeney, Jorgeson, Leedham, Lindridge, Male, Martin-Wells, Roy and Smith.

32. DECLARATIONS OF INTEREST FROM MEMBERS

None.

33. BUSINESS REQUIRED BY STATUTE TO BE DONE BEFORE ANY OTHER BUSINESS

None.

34. MINUTES OF PROCEEDINGS

The minutes of the Council meeting held on 17 July 2025 having been laid before the Council.

RESOLVED – That the minutes be confirmed.

35. QUESTIONS FROM MEMBERS OF THE COUNCIL ON THE MINUTES OF THE PREVIOUS MEETING OF THE COUNCIL

None.

36. BUSINESS REQUIRED BY STATUTE

a) MEMBERS' ALLOWANCES – *Independent Remuneration Panel*

Council was provided with the report of the Independent Remuneration Panel (IRP) that had considered the level of Basic Allowance paid by the other 11 North East Councils when reviewing the Hartlepool Basic Allowance. It was noted that Hartlepool's Basic Allowance was lower than the average in the Tees Valley area and 2nd lowest in the North East. The Panel proposed that the Basic Allowance paid to Hartlepool Borough Councillors be increased by 3% with effect from 8 May 2025.

In addition, the Panel noted that the payment of Special Responsibility Allowances had been suspended by Council on 22 February 2024 with effect from 1 April 2024. The Panel recommended that the payment of the Special Responsibility Allowance be reintroduced from 8 May 2025 as noted in the report.

The Leader of the Council moved to reject the recommendations of the IRP and proposed that the level of Basic Allowance for Members remain as it is.

A Member expressed concerns that the level of Basic Allowance paid to Elected Members may deter residents from standing for election as an Elected Member. The Leader responded that the Basic Allowance currently paid should cover any expenses incurred undertaking the duties of a Councillor.

In accordance with Council Procedure Rule 15.5 a recorded vote was taken.

Those in favour: Councillors Allen, Boddy, Creevy, Dodds, Doyle, Dunbar, Hall, Hargreaves, Harrison, Holbrook, Morley, Napper, Nelson, Oliver, Riddle, Scarborough, Thompson, Wallace and Young.

Those against: None.

Those abstaining: Councillors Darby and Little.

The vote was carried.

RESOLVED:-

That the recommendations of the Independent Remuneration Panel in their entirety be rejected with Members' Basic Allowance to remain as it currently was.

At this point the Director of Legal, Governance and Human Resources left the meeting for the duration of the next item.

37. ANNOUNCEMENTS

a) SENIOR LEADERSHIP RESTRUCTURE – *Managing Director/Head of Paid Service*

Council had been provided with a report that had reviewed the Senior Leadership Structure of the Council. The proposed structure reorganised functions to ensure the continuation of Council investment in neighbourhoods, to support local communities to be cohesive, confident and inclusive and to work with partners to provide decent, safe, secure and affordable homes. It would also ensure the continuation of the provision of high quality social care systems that support children and young people, families and adults that were person centred and cared for an ageing society. Housing would remain a Council priority with a full review of housing services to be undertaken across the authority that would result in the reconfiguration of other related housing services within five months following the Appointments Panel.

The proposal included the removal of the posts of Executive Director of Development, Neighbourhoods and Regulatory Services and the Assistant Director of Development and Growth. The review proposed the introduction of two new directorates, Neighbourhood and Regulatory Services along with Housing, Growth and Communities. Further details of the review were included within the report including the staffing and financial implications of the proposed changes and the consultation undertaken with the Hartlepool Joint Trade Union representatives. It was noted that formal consultation would be undertaken with the Officers affected by the review should the proposal be agreed.

Concern was expressed by a Member that officers were not paid the correct amount and may leave the employment of the authority. The Managing Director indicated that every effort was made to ensure working for Hartlepool Borough Council as attractive and competitive as possible and the pay model would be reviewed. It was highlighted by a Member that large organisations were periodically affected by change in senior leadership and noted that Hartlepool was a small authority that was punching above its weight and providing excellent services with some exciting new projects and investment ongoing across the town. During the discussions that followed, the high calibre of staff working for the Council was acknowledged, including the recently appointed Executive Director of Children's Services.

The vote on the recommendations contained within the report was taken by a show of hands and was approved unanimously.

RESOLVED:-

- (a) That the redistribution of services between the Chief Officers identified in section 4 of the report, including changes in responsibilities and the grading of posts be approved.
- (b) That the pay scale for Chief Officers as set out in Appendix 2 be approved with authority delegated to the Managing Director/Head of Paid Service to amend the pay policy with the updated pay scales.
- (c) That an Appointments Panel be convened to agree the arrangements for appointing those posts covered in table 5.1 of the report.
- (d) That a review of housing services be undertaken within 5 months of the Appointments Panel.

The Director of Legal, Governance and Human Resources rejoined the meeting.

38. TO DISPOSE OF BUSINESS (IF ANY) REMAINING FROM THE LAST MEETING AND TO RECEIVE THE REPORT OF ANY COMMITTEE TO WHICH SUCH BUSINESS WAS REFERRED FOR CONSIDERATION.

None.

39. TO RECEIVE REPORTS FROM THE COUNCIL'S COMMITTEES - PERIODIC

- a) PERIODIC REVIEW OF THE COUNCIL'S CONSTITUTION 2025/26 – *Constitution Committee*

Replacement Windows and Doors in Conservation Areas

At its meeting on 28 November 2024, Council referred the proposal for all applications for replacement windows and doors to be submitted to Planning Committee for decision to Constitution Committee given it was a change to the Council's Constitution. At its meeting on 29 July 2025, Constitution Committee considered the proposed changes. Members were of the view that a consistent and simplified approach to requests for replacement windows and doors within Conservation Areas should be implemented. It was therefore proposed that all applications for replacement windows and doors be submitted to Planning Committee for full consideration and decision.

It was further proposed that a review be undertaken of this process in six months' time to ascertain how it had been operating and whether any links could be established with the Advisory Panel that was soon to be re-established.

The vote was taken by a show of hands and was unanimously approved.

RESOLVED:-

- (a) That all applications for replacement windows and doors be referred to Planning Committee for consideration and decision.
- (b) That the process be reviewed in six months' time to ascertain how this has operated and whether there was any scope to link this process to the Advisory Panel.
- (c) That authority be deleted to the Director of Legal, Governance and Human Resources to make the necessary changes to the Constitution Committee.

Local Joint Consultative Committee

At its meeting on 29 July 2025, the Constitution Committee considered a request by the Trade Unions to increase the membership of the Local Joint Consultative Committee (LJCC) by an additional union member to incorporate representation from the GMB union. Members had noted that the membership of the LJCC had previously been agreed at 4 Elected Members, 4 Trade Union Representatives and 4 Officers to ensure equality across all groups involved. The Committee proposed that the membership remain as previously agreed with the Trade Unions utilising their membership however was best for them.

The vote was taken by a show of hands and was unanimously approved.

RESOLVED:

That the membership of the Local Joint Consultative Committee remain at 12 as follows:

- 4 – Elected Members
- 4 – Trade Union Representatives
- 4 – Officers

40. TO CONSIDER ANY OTHER BUSINESS SPECIFIED IN THE SUMMONS OF THE MEETING

None.

41. REPORT FROM THE POLICY COMMITTEES

None.

42. MOTIONS ON NOTICE

Three motions had been received as follows:

(1) Motion to Full Council: Tackling Illicit Tobacco and Strengthening Closure Powers

“Council notes:

- The increasing prevalence of illicit tobacco and illegal vaping products, often sold through informal retail outlets, back-room shops, or private dwellings, poses a serious risk to public health, undermines legitimate businesses, and is linked to organised criminal networks.

- Local authorities, through their Trading Standards and enforcement teams, work tirelessly to investigate and prosecute such activity, often with limited resources.

- The Anti-social Behaviour, Crime and Policing Act 2014 provides a mechanism for Closure Orders, but the process is slow, court-reliant, and orders typically last for just three months, with a possible extension to six — far too short to be a meaningful deterrent.

- Organised crime groups are known to quickly relocate their activity down the street, operating in a new premises days after the original one is closed. This severely limits the effectiveness of current enforcement tools and places an unreasonable burden on already stretched local teams.

Council believes:

- The current closure regime does not provide local authorities with the powers needed to robustly and proactively disrupt repeat, organised illegal tobacco and vape operations.

- Closure powers should reflect the persistent, adaptive, and harmful nature of these criminal activities, and local authorities should be empowered to act swiftly and decisively.

- Stronger powers would both protect communities and uphold the law, while deterring repeat offending.

Council therefore resolves to:

- Write to the Secretary of State for Communities, Housing and Local Government, and the Home Secretary, urging them to bring forward legislative changes to:

- * - Extend the maximum duration of Closure Orders for illicit tobacco-related activity to 12 months;

- * - Allow Closure Orders to be made not just on premises, but also on individuals or business entities, restricting their ability to operate in retail settings;

- * - Introduce automatic prohibition on reopening in the same locality following a closure for repeat offenders;

- * - Consider creating a new administrative closure power for Trading

Standards where large volumes of illicit tobacco or vapes are discovered;
*- Include illicit tobacco and vape sales in the statutory definition of anti-social behaviour, allowing use of a wider range of enforcement tools.

- Write to the Local Government Association (LGA) to request its support in lobbying government for stronger closure and enforcement powers to tackle the sale of illegal tobacco and vapes, and to share best practice across councils.

- Support local multi-agency enforcement, including improved data sharing and collaboration between Trading Standards, Licensing, Police, and Housing teams to identify and disrupt illicit sales quickly.”

Signed by: Councillors Allen, Bailey-Fleet, Boddy, Cook Creevy, Dodds, Dunbar, Hall, Hargeaves, Harrison, Holbrook, Jorgeson, Male, Morley, Nelson, Oliver, Riddle, Scarborough, Thompson and Wallace

The motion was moved by Councillor Oliver and seconded by Councillor Harrison, Leader of the Council.

During the discussion that followed, Members praised the Officers in the Licensing Team for their tireless hard work and dedication to tackling this issue which was helping to improve the health outcomes of the residents of Hartlepool and keeping the streets safe.

A vote was taken by a show of hands and the vote was carried unanimously.

RESOLVED:-

(a) Write to the Secretary of State for Communities, Housing and Local Government and the Home Secretary urging them to bring forward legislative changes to:

- Extend the maximum duration of Closure Orders for illicit tobacco related activity to 12 months;
- Allow Closure Orders to be made not just on premises, but also on individuals or business entities, restricting their ability to operate in retail settings;
- Introduce automatic prohibition on reopening in the same locality following a closure for repeat offenders;
- Consider creating a new administrative closure power for Trading Standards where large volumes of illicit tobacco or vapes were discovered;
- Include illicit tobacco and vape sales in the statutory definition of anti-social behaviour, allowing use of a wider range of enforcement tools;

(b) Write to the Local Government Association (LGA) to request its support in lobbying government for stronger closure and enforcement powers to tackle the sale of illegal tobacco and vapes and to share best practice across councils.

(c) Support local multi-agency enforcement, including improved data sharing and collaboration between Trading Standards, Licensing, Police and Housing to identify and disrupt illegal sales quickly.

(2) Motion to Full Council: Tees Valley Energy Recovery Facility (TVERF)

“This meeting of Hartlepool Borough Council is requested to express and examine serious concerns regarding the future of the Tees Valley Energy Recovery Facility (TVERF), in light of:

- Increasing political uncertainty among partner authorities;
- Widespread environmental objections and public concern;
- The risk that the underlying technology is already outdated;
- Reports that some councils involved may now be reconsidering their commitment.

Council therefore resolves to:

1. To request a comprehensive report from the Managing Director detailing:

- a. The current status of the TVERF scheme;
- b. Any updated financial, legal, or contractual implications;
- c. Specific concerns raised by partner authorities;
- d. The potential collapse of the scheme if any single council withdraws

2. To acknowledge that Councillors in this Council previously supported and voted for the incinerator, but that significant economic, technological and environmental concerns have been raised and therefore, it is reasonable and responsible to now reassess our position in light of those developments.

3. To seek clarity on any renegotiation or exit provisions available to Hartlepool Borough Council should the project no longer be viable or aligned with our environmental and financial responsibilities.”

Signed by: Councillors Buchan, Cranney, Darby, Doyle, Little, Napper, Smith and Young

The motion was moved by Councillor Napper and seconded by Councillor Rob Darby.

Councillor Boddy moved an amendment to the motion to propose that a Members’ Seminar be held to enable Members to receive an update on the future operation of the Tees Valley Energy Recovery Facility. The amendment was seconded by Councillor Hargreaves.

A vote was taken on the amended motion by way of a show of hands and this was carried unanimously.

RESOLVED:-

That a Members' Seminar be held to enable Members to receive an update on the future operation of the Tees Valley Energy Recovery Facility.

(3) Motion to Full Council: Council Tax

As the Lead Member for this motion was not in attendance, the motion would be deferred to the next meeting of Council.

43. MANAGING DIRECTOR'S REPORT

None.

44. PUBLIC QUESTION

None.

45. QUESTIONS FROM MEMBERS OF THE COUNCIL

(a) None.

(b) None.

(c) None.

(d) Minutes of the meetings held by the Cleveland Police and Crime Panel on 4 February and 20 June 2025 – received.

The meeting concluded at 7.10 pm.

CEREMONIAL MAYOR



Report of: Constitution Committee

Subject: FURTHER PERIODIC REVIEW OF THE COUNCIL'S CONSTITUTION

1. INTRODUCTION

- 1.1 The Constitution Committee met on the 29th September 2025, and a copy of the report considered by the Committee is attached at **Appendix A**.
- 1.2 As the Constitution Committee met after the deadline for circulation of the agenda for today's Full Council meeting, it was not possible to include details of the changes to the Constitution discussed by the Committee. Full Council will be provided with an updated on the Constitution Committee's recommendations following its meeting on the 29th September 2025.

2. BACKGROUND

- 2.1 The Constitution Committee, on the 29th September 2025, discussed potential changes to the Constitution in relation to the below:
- i) Renaming of Committees
 - ii) Realigning of Services Areas
 - iii) Shareholder Responsibilities
 - iv) Motions on Notice and Notice of questions – Changes to deadline and process
 - v) Renaming Ward Surgeries
- 2.2 Details of the suggested changes in relation to each of the above, and proposed recommendation, to be considered by the Constitution Committee on the 29th September 2025 are outlined in Appendix A.

3. RECOMMENDATION

- 3.1 That Full Council considers approval of the recommendations of the Constitution Committee.

CONSTITUTION COMMITTEE**29 September 2025**

Report of: Monitoring Officer/Director of Legal, Governance and Human Resources

Subject: PERIODIC REVIEW OF THE CONSTITUTION

1. PURPOSE OF REPORT

- 1.1 To carry out a periodic review of the Constitution in accordance with the provisions set out in the Constitution.

2. ISSUES FOR CONSIDERATION

- 2.1 Following the Senior Management Restructure a number of changes are required to be made to the Constitution to ensure the governance arrangements are fit for purpose and reflect the updated structure of the Council.

Members are asked to consider the following changes:

Renaming of Committee's

To reflect the new directorates, it is proposed that the following Committee's be renamed:

Current	Proposed
Economic Growth and Regeneration Committee	Housing, Growth and Communities Committee
Neighbourhood Services Committee	Neighbourhoods and Regulatory Services Committee
Adult and Community Based Services Committee	Adult Services and Public Health Committee

Members views are sought.

Realigning of services areas

It is recommended that given the change in reporting lines between directorates that service areas are reviewed and updated across the

Committee and officer delegation schemes. For example Public Health services currently report to Finance and Corporate Services Committee and will now move to report to Adult and Public Health Committee.

It is recommended that Members authorise the Monitoring Officer to review Part 3 and make the necessary updates to ensure services report to the relevant committee.

Other Changes:

Shareholder Responsibilities

Members are asked to consider designating Finance and Corporate Affairs Committee the Council's appropriate committee to oversee and exercise the Council's shareholder functions in relation to any wholly or partly owned companies.

It is recommended that:

- a) Finance and Corporate Affairs Committee will exercise the Council's shareholder functions in accordance with the terms of reference and any shareholder agreements.
- b) The terms of reference, company director/shareholder appointments and delegations as attached at **Appendix 1** be approved; and
- c) The identity of Shareholder Representatives and Directors appointed for any company in which the Council is involved may, from time-to-time, need to change and, accordingly, delegates authority to appoint an appropriate senior officer to such roles, as and when necessary, to the Head of Paid Service (Chief Executive) in consultation with the Leader (or, in their absence, the Deputy Leader.

Motions on Notice – Changes to deadline and process

Part 4 (Full Council Rules of Procedure) outlines the process in relation to motions on notice. It would be beneficial to create consistency in terms of the processes, and deadlines, for motions on notice and questions at meetings of Full Council.

On this basis, it is proposed that the below changes be made to Sections 9.2 and 11.1 of the Full Council Rules of Procedure.

Motions on Notice - Section 11.1

- i) Except for motions which can be moved without notice under Rule 12, written notice of every motion, signed by at least five Elected Members, must be submitted to and received by the Chief Executive, or by electronic mail to the Chief Executive before ~~5pm~~ **noon** at least ~~seven~~ **eight** clear working days before the date of the meeting.

- ii) The notice of motion will be entered in a book open to public inspection.
- iii) **Up to three motions can be discussed at each Council meeting, unless the Chair agrees to include more because they're urgent.** ~~The number of motions before an Ordinary Meeting of Council shall not exceed three subject to consultation with the Chair of Council and in accordance with Council Procedure Rule 11.1 (i). Motions will be set out in the agenda in the order in which they were received. Where, subject to rule 11.2, more than three Motions are received, the Motions to be submitted to Council shall be determined in a manner of random selection which will determine also the order the Motions will be listed on the agenda, any remaining Motions on Notice received shall be dealt with at the next ordinary meeting of Full Council.~~

Questions - Section 9.2

9.2 Notice of questions

A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Chief Executive no later than noon ~~on the Thursday of the week before the meeting~~ **at least eight clear working days before the date of the meeting** ~~(or in the case of a meeting held otherwise than on a Thursday, on the expiry of the fifth clear working day before the meeting).~~ Each question must give the name and address of the questioner and must name the Chair of Committee to whom it is to be put (if the questioner is under 16 years of age, the notice must include the name, address and signature of the parent or guardian of the questioner).

Renaming Ward Surgeries

On the 8 September 2025, Finance and Corporate Affairs Committee discussed the Anti-Poverty Strategy and Action plan and how the Council could improve engagement with the Council. A member suggested that the term 'Ward Surgery' was outdated and suggested renaming them to encourage greater attendance.

Members are asked to consider a new name for a 'Ward Surgery'

3. RECOMMENDATIONS

- 3.1 Members are asked to consider the above issues/proposals and make recommendations to Full Council.

4. REASONS FOR RECOMMENDATIONS

- 4.1 To ensure the Constitution reflects the current organisational structure and is fit for purpose.

5. BACKGROUND PAPERS

Hartlepool Borough Council's Constitution
Council Minutes – 20 August 2025
Finance and Corporate affairs Committee – 8 September 2025

6. CONTACT OFFICERS

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01429 523002

Neil Wilson
Neil.wilson@hartlepool.gov.uk
01429 523002

Appendix 1**Terms of Reference and Delegations to Finance and Corporate Affairs Committee exercising functions of shareholder committee (the 'Committee').**

For the purposes of these terms of reference, the companies referred to are:

- a) [TVERF SPV or such other name as the company may be given upon incorporation or thereafter]
- b) Any such companies as may be added from time-to-time by the Committee.

General Matters

- 1. Monitor the performance of the companies in relation to their Business Plans and, in particular, the companies' performance:
 - (a) in financial matters
 - (b) against the social goals of the company as set out in the company's Objects, Business Case or Business Plans; and
 - (c) against the values of the Council.
- 2. Evaluate and monitor via periodic reports and/or annual reports:
 - (a) performance and progress against business plans;
 - (b) financial and social returns on investment (be that shareholding, loans or direct investment); and
 - (c) risks and opportunities including those arising from joint ventures or new opportunities.
- 3. Consider matters reserved to the Council for shareholder approval, such as those listed below but more particularly set out in a company's Articles of Association or Shareholder Agreement:
 - (a) The change of the Company's name.
 - (b) The making of any variation to the Memorandum of Association of the Company or the Articles.
 - (c) The amalgamation or merger of the Company with any other company, business or undertaking or the acquisition of any shares in any company or any business or undertaking of any person, the establishment of any Subsidiaries or the participation by the Company in any legal partnership or joint venture (whether incorporated or not).
 - (d) The making of any petition or resolution to wind-up the Company or any application for administration or giving any notice of intention to an administrator unless in any case the Company is at the relevant time insolvent and the Directors reasonably consider (taking into account their fiduciary duties) that the Company ought

to be wound-up.

- (e) The admission of persons as shareholders of the Company.
- (f) Approving amending or terminating any agreement in respect of a transaction or commitment with a value of more than £200,000 relating to the performance or functions of the Company, or such other value as maybe specified in the attached Schedules where applicable.
- (g) Increasing or decreasing or cancelling the authorised or issued share capital of the Company or agreeing to allot any of the share capital of the Company or otherwise reorganise the share capital of the Company
- (h) The percentage of Profit to be distributed as dividends.

(NB The Committee will not have operational control over the company. All decisions regarding the day-to-day operation of the Company its business developments and commercial opportunities and the development and implementation of its internal procedures, rest with the Directors)

- 4. Consider proposals that might be outside of the agreed operational parameters and business plans.
- 5. Exercise oversight on decision making and assurance that the statutory functions of the companies are being properly discharged.
- 6. Any specific matters as set out in the attached Schedules as applicable to each individual company.

Decision making by the Shareholder Representatives:

- 7. The Shareholder Representatives for each company are identified in the relevant Appendices to this Schedule. If, for any reason, the Shareholder Representative is unavailable and a matter cannot wait until their return, the Alternative Shareholder Representative is authorised to undertake their role in full, as set out within these Terms of Reference.
- 8. Where a reserved matter is considered by the Council's Shareholder Representative to necessitate a shareholder decision before a meeting of the Committee is due to take place, the Council's Shareholder Representative, or their appointed nominee, is authorised to perform all functions within the duties and powers of the Committee in accordance with provisions set out below and as shareholder representative.
- 9. The Council's Shareholder Representative is authorised, in consultation with the Leader or, in his/her absence, the Deputy Leader to perform all functions within the powers and duties of that Committee in any case in which the prompt performance of any of the Council's shareholding functions is desirable and necessary, subject to the action taken being reported through delegated officer decision records. In the event that the

Leader, Deputy Leader is not available to consult and the matter is of such urgency that a decision cannot be postponed, the Shareholder Representative shall instead consult with the Chief Executive/Head of Paid Service or, in their absence, the person at the time acting in that role.

10. The Council's Shareholder Representative, or his/her nominee, is further authorised to exercise the Council's vote as shareholder at general meetings of a company and to undertake the following:

- (a) Monitoring the strategic and business plans and approving emergency amendments.
- (b) Approving the appointment or dismissal of company Directors including the Chair.
- (c) Matters relating to the terms and conditions of company Directors.
- (d) Matters relating to the entering of any contracts with company Directors.
- (e) Matters relating to the employment of senior management team of the company.
- (f) Changes to share capital and admission of shareholders.
- (g) Making changes to the nature of the company's business.
- (h) Approving changes to the area in which the company works.
- (i) Altering the company's name or registered office.
- (j) Where required giving any further specific approval to a Shareholder Reserved Matter provided for within the Shareholders' Agreement and in accordance with the timescales required to ensure compliance with the Project Agreement.
- (k) Where required giving any further specific approval to a matter provided for within the approved business plan.
- (l) To act on behalf of the Committee to monitor Performance of the Company.
- (m) To take appropriate action and decisions as the Shareholder as directed by the Committee.
- (n) To take all other decisions as the Shareholder as provided for by legislation or the Company's governance documents.
- (o) To report back to the Committee annually or from time to time on formal decisions made.

11. It is agreed that if there is a conflict or inconsistency between the provisions set out in this Terms of Reference document and the Shareholders' Agreement, the provisions of the Shareholders' Agreement shall prevail. In the event of inconsistency between the Terms of the Reference and an Schedules, the Schedules shall prevail.

Company Specific Provisions

12. Any specific provisions relating to an individual company as set out within the following appendices, or as amended by the Committee shall apply, including specific provisions in relation to such additional companies as may be added from time-to-time by the Committee in accordance with first paragraph of this Schedule. Where such changes occur, this Schedule will be updated within the Constitution accordingly.

Schedules**Schedule 1 - TV ERF LA SPV**

Company	Shareholder Representative & Alternative Shareholder Representative
TV ERF LA SPV	<u>Shareholder Representative:</u> <i>Initial appointment to be made by the Chief Executive upon incorporation of the Company.</i> <u>Alternative Shareholder Representative:</u> In the absence of the Shareholder Representative, the Chief Executive and/or any Executive Director are authorised to act as Alternative Shareholder Representative in the event of an urgent decision being required.
	Initial Director Appointments
	<u>Director:</u> XXXXX <u>Alternate Director:</u> XXXXXX

Company Specific Provisions**1) Shareholder Representative**

The 'Shareholder Representative' must:

- a) Be a non-elected officer;
- b) Have vested in them the ability to vote on all Shareholder Reserved Matters, subject to these Matters being within the approved thresholds of their delegations; and
- c) Be committed to attend Shareholder meetings, or otherwise participating in any Shareholder' decision-making process, in person.

2) Alternative Shareholder Representative

For any decisions where the Shareholder Representative is unavailable, an 'Alternate Shareholder Representative' shall have been appointed in parallel with the Shareholder Representative. The Alternate Shareholder Representative must:

- a) Be a non-elected officer;
- b) Have vested in them the ability to vote on all Shareholder Reserved Matters, subject to these Matters being within the approved thresholds of their

delegations; and

- c) Be committed to attend Shareholder meetings, or otherwise participating in any Shareholder' decision-making process, in person.

3) Transaction Value within Schedule 1, para 3(g) above

To be set at the level of £ 200,000 or such other value as may be determined by the Shareholder Committee, save for any decision above that level which is specifically authorised within the provisions of this Appendix set out below.

4) Appointment of Directors and Alternate Directors other than directors appointed by the parties:

- i. Each Shareholder shall be entitled to nominate, and shall nominate, one Director being an individual (natural) person who satisfies the criteria set out in clause ii below.
- ii. Each Director must, on appointment and for so long as they are holding office:
 - (a) be a non-elected officer of the appointing Shareholder;
 - (b) have vested in them by their appointing Shareholder the ability to vote on all Board Reserved Matters; and
 - (c) be committed to attending board meetings, or otherwise participating in any other Directors' decision-making process, in person.
- iii. An Alternative Director shall be nominated who:
 - (a) satisfies the criteria set out in clause f)ii. above;
 - (b) shall be entitled to receive notice of all Board meetings and of all proposed Directors' written resolutions which their appointing Director is entitled to receive;
 - (c) shall attend in the absence of the Director, and is present at a Board meeting and shall be entitled to vote as the Director would have been entitled to vote had the Director been present at the meeting; and be counted in the quorum at any Board meeting at which the Director is not present;
 - (d) exercise and discharge at that meeting all the functions, rights, responsibilities, powers and duties of the Director in their capacity as a Director; and
 - (e) sign proposed Directors' written resolutions on behalf of the Director.

5) General Management of the Company

The Company's Board:

- a) shall be responsible for the overall direction, supervision and management of the Company and the Business;
- b) shall have full and complete, authority, power and discretion to manage and control the business and affairs of the Company (to the extent contemplated

- by the Board Reserved Matters) and to make all decisions regarding those matters and to perform any and all other acts or activities customary or incidental to the management of the Company and the Business; and
- c) must ensure that the Business is managed in accordance with the Shareholders' Agreement, the Business Plan, the Budget and the Policies.

The Executive Management (of the Company) shall be responsible for the day-to-day management of the Company and will be responsible for taking decisions in relation to Executive Management Reserved Matters (as defined within the Shareholders' Agreement).

6) Shareholder Authorisations

The Shareholder Representative (and / or the Alternate Shareholder Representative) shall be authorised to issue Shareholder Resolutions, on behalf of the Shareholder (the Council) in respect of the decision for the company to enter into the following agreements:

- i. Waste Supply and Support Agreement;
- ii. Service Level Agreement;
- iii. Secondment Agreement;
- iv. Project Agreement;
- v. Councils' Guarantee of the Project Agreement;
- vi. Novation of the Option Agreement from Hartlepool Borough Council;
- vii. Lease;
- viii. Side-Deed;
- ix. Environmental Deed;
- x. Councils' Guarantee of the Lease;
- xi. Underlease; and
- xii. Such other agreements incidental to the establishment and operation of the company which do not otherwise require approval by the Committee or Full Council.

Appendix 2

Protocol and Guidance for Directors of Council Companies and Joint Ventures**1. Introduction**

This guidance is for those who may have a role in connection with the Council's trading companies and joint ventures. It helps them and the Council (as shareholder) to recognise the interests involved and to avoid a conflict between them.

The guidance sets out:

- Why this guidance matters;
- Recognising the different roles;
- Avoiding the problem – the appointment of directors;
- Recognising the interests involved;
- Behaviours, codes of conduct and responsibilities; and
- Handling conflicts of interests

Appendix 1 - further information on the general duties of a company director

2. Why this guidance matters

- 2.1 Being a director of a local authority company requires those appointed to the roles to operate in a different legal framework to that of the Council. It can lead to real conflicts between the duty owed to the company and the interests of the Council.
- 2.2 It can also lead to conflicts of interest on a personal level which makes holding some roles in the Council unviable whilst continuing as a director. It is necessary to make different assumptions about how things operate and what issues you need to have demonstrated you took into account, and what had no influence.
- 2.3 Too often, this is not understood until problems arise, resulting in reputational and financial damage and in some cases, external intervention directly impacting on the Council.

3. Recognising the roles

- 3.1 **Officer of the council:** the first duty of an officer of the Council is to the Council itself, using their knowledge and professional expertise, and the Council's information and resources, to give advice, make decisions under delegation, and to deploy resources to deliver the Council's objectives. This is a contractual duty and may be waived by the Council in relation to officers who are appointed as Directors when they are acting in their capacity as Directors.
- 3.2 **Member of the council:** a member of the Council is democratically elected to represent their communities and may be appointed to the formal roles of bodies within the Council's decision-making structure to make decisions and to share policy on behalf of the Council. Such roles may involve executive decision making or scrutiny. Elected members are under a legal duty to always act in the best interests of the Council. If appointed as a director of a company, they would also be under a legal duty to act in the best interests of the company. This presents a possible conflict of interest which would be impossible to resolve.
- 3.3. **Director of a company:** a director's first duty is to the interests of the company not to the Council. The Institute of Directors' Corporate Governance Guidance and Principles states "an important principle of company law is that directors have a duty to promote the success of the company as a whole. Appendix 1 provides further

information on the general duties of a company director. They are specifically prohibited from directing the activities of the company in favour of themselves or particular shareholders and/or stakeholders”

- 3.4 By the nature of these various roles, each has an in-built interest, a fiduciary duty to the body concerned. A conflict of interest arises where these roles and duties coincide. Situations can inevitably arise where the same person will be a decision maker or advisor both for the Council and one of its companies. Examples of this includes matters of reporting, contractual discussions, investment requests or resourcing agreements.
- 3.5 Council appointed directors should make themselves available for Council scrutiny committees and other Council governance forums, which oversees the company. They are not obliged to disclose commercially confidential information about the company.

4. Avoiding conflicts

Right person, right role – guidance for the Council in appointing directors

- 4.1 The Council can minimise the risk of a conflict by considering carefully at the outset who it appoints as a director. For example, a particular professional role (e.g. Head of Service) with the skills and experience that such a role requires, may suggest that the post would be an ideal choice. However, this could significantly limit what the postholder is then able to do within the Council as regards decision making, access to information and influence.
- 4.2 In general, the more senior the officer, the more likely it is that their ‘day job’ for the Council may conflict with a company director role or would need to be inhibited to a counterproductive extent in trying to balance the two.
- 4.3 In accordance with the latest LLG CIPFA Solace Code of Practice for Good Governance for Local Authority Statutory Officers, the Head of Paid service (Chief Executive), Monitoring Officer and Chief Finance Officer (Section 151 Officer) **must not hold directorships** on Council owned companies or joint ventures but retain their role to avoid conflicts of interest and act in the public interest and in the interests of the Council.
- 4.4 Personal factors may also present a conflict. For instance, where an Officer or Member (or a relative or close friend of theirs) has an interest in a competitor to the company concerned.
- 4.5 Appointments should take account of:
 - The benefits of appointing independent directors to the entity
 - The need to avoid officers also being appointed to positions within the company, if such eventuality is likely to lead to a conflict of interest
 - Achieving as wide a range of skills as possible relevant to the company’s purpose and aims.
- 4.6 Given the nature of their roles and the likelihood of conflicts of interest it may not be appropriate for certain officers to be appointed as directors and careful consideration should be given by the Council before an appointment is made. Such positions include Corporate Directors and Heads of Service whose service areas relate to the aims of the company.

- 4.7 Prior to the appointment of any officers as directors, consideration should be given as to whether any ethical walls are necessary. For example, restricting an officer's involvement in the 'Council side' of any projects or initiatives that overlap with the aims and activities of the company/joint venture; or their access to confidential information relating to such projects, initiatives and activities. These should be discussed and agreed with the Monitoring Officer.
- 4.8 A Director will also need to be mindful of the sensitivity of the information gained within the company and take care not to disclose this inappropriately within the Council.
- 5. Recognising potential conflicts**
- 5.1 Examples of where conflicts can arise include:
- **No scrutiny of own decisions/performance:** holding a council role which involves potential oversight and scrutiny of the entity, while also holding a position within the entity.
 - **Council decision affecting the company:** an Officer as director making/advising the Council on a decision under delegated powers for the Council, that affects the company. The director could provide information to the Council on behalf of the company if invited to do so.
 - **Personal/private interests:** holding a position as a Director while having a private financial or non-financial interest which may conflict or maybe perceived to conflict with the role. For example, Director (or their relative/close friend) has an interest in a supplier or competitor to the company.
 - **Gifts & hospitality:** Directors receiving benefits from third parties (e.g. potential suppliers to the company) such as gifts and hospitality.
 - **Access & use of information, opportunity:** the exploitation by a director of any asset, information or opportunity related to the company. It could be a breach of a director's duty to the company either to disclose confidential company information to the Council, or to disclose confidential council information to the company. Section 175 of the Companies Act 2000 terms this the avoidance of the "exploitation of any property, information or opportunity" whether the company gains advantage from property, information or opportunity.
- 5.2 Officers may be clear about their roles within the Council and the company. However, they must also be aware of what those roles mean for their use of market sensitive information or other confidential intelligence that might be of interest to the other entity but to which they would not be otherwise entitled. The officer needs to be very clear about which role they are performing and not to disclose or otherwise act on the awareness of any such information in the secondary setting.
- 5.3 Directors should actively consider the potential for conflicts of interest, identify and act to resolve them. This means considering and registering their standing interests at the point of appointment. They must consider the "declaration of interests" item on each council or company board meeting agenda and think through what the business on that agenda means for any interests they may have.
- 5.4 It is also important to consider the sources of information (particularly confidential information) that the Director can access or may receive as part of their roles and the extent to which this is appropriate or requires mindfulness of their fiduciary duties. The same applies to managers who may oversee staff who may be working on projects which may impact their company role. The Monitoring Officer can advise on the potential for conflicts of interest.

- 5.5 Where a potential conflict of interest may arise, then in addition to declaring it at the relevant meeting, the appointee should not vote on the matter.

6. Behaviours, Codes and Responsibilities

- 6.1 Officers are subject to the Seven Principles of Public Life (“the Nolan Principles and to the Code of Conduct for Employees Values Behaviours Framework) This applies not only when acting within the Council but when serving on a Council company. This is in addition to the responsibilities under local government and company law. Regard must also be had to the Articles of Association for each company and the conflicts of interest requirements within them.

- 6.2 In accordance with the Nolan Principles, Officers, even when serving as directors must always demonstrate:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

The Code of Conduct for Employees requires Officers to declare any professional or personal relationships with contractors, any financial or non-financial interests which could conflict or be seen to conflict with the council’s interests. Officers must also seek approval before undertaking any outside work, which includes any paid or unpaid work, including voluntary work undertaken in addition to council employment. This includes appointments as Director to a Council company/joint venture.

- 6.4 The Code is also clear that information obtained in the course of employment should not be used to further private interests or improper or commercial gain or for fraudulent or malicious activities.

Articles of Association

- 6.5 Each of the Council’s companies/joint ventures will have its own Articles of Association and these may include their particular requirements for handling conflicts of interest.

7. Handling Conflicts of interest

- 7.1 In matters of reporting, contractual discussion, investment requests or resourcing agreements, there is the potential for the same person to be a decision maker or advisor both for the Council and the company. It will become an actual conflict whenever that scenario occurs in practice.
- 7.2 Company directors have a legal duty to avoid a situation where they have, or may have, an interest that conflicts with the interest of the company. Company law and articles of association do allow provisions for directors and shareholders to authorise a conflict in some circumstances. However, an Officer cannot waive their duty to act in the public interest when exercising their duties to the Council.
- 7.3 This will on occasion create an inescapable conflict of interest between someone’s role as an Officer of the Council and as a director of a company. In practice, once a person is appointed as a director of the company/joint venture, their prime duty is to

the company and their involvement in decision-making/voting on the company board must reflect that.

Process in relation to declaration of conflicts:

7.4 The following process should be followed in relation to the declaration of conflicts

- i) **Outset declaration:** Directors to the company should complete a declaration of interests form before their appointment is made;
- ii) **Training:** training on identifying conflicts should be given to Directors as arranged or commissioned by the Monitoring Officer;
- iii) **Potential conflicts:** where an Officer considers a potential conflict exists between their Council and their company role, they should confidentially discuss with the Monitoring Officer (or their nominated Deputies) to determine whether a conflict exists on the Council side and with the Company Secretary on the company side.
- iv) **Declaring the interest:** the Director should follow the Council's and company's normal procedures for declaring and registering an interest. It is important that Officers take full note of the content of agendas and whether the business to be transacted raises any potential conflicts. There will be a point on each agenda where interests should be declared.
- v) **Stand down from discussion:** having declared a conflict of interest, there should be no taking part in a decision about the issue.
- vi) **Ethical wall:** in the case of an officer who may have a conflict between their roles, the Monitoring Officer may consider implementing an "ethical wall" between the person and their access to information or their influence towards fellow officers; this would be recorded and proportionate to the circumstance.
- vii) **Annual update of registers of interest:** there should be an annual reminder to each Officer to update their registers of interest to encourage continued thinking about potential or emerging interests.

Appendix 1 General duties of a company director

The purpose of this appendix is to act as a desk aide for anyone performing the role of a company director to a wholly owned or joint venture.

[Being a company director - GOV.UK](#)

As a director, you must perform a set of 7 duties under the [Companies Act 2006](#). These still apply if:

- you're not active in your role as director
- someone else tells you what to do
- you act as a director but have not been formally appointed
- you control a board of directors without being on it

Company's constitution

You must follow the company's constitution and its articles of association. These are written rules about running the company, agreed by the members, directors and the company secretary.

The constitution sets out what powers you have as a director, and the purpose of those powers.

Promote the success of the company

You must act in the company's best interests to promote its success. You must consider the:

- consequences of decisions, including the long term
- interests of its employees
- need to support business relationships with suppliers, customers and others
- impact of its operations on the community and environment
- company's reputation for high standards of business conduct
- need to act fairly to all members of the company

If the company becomes insolvent, your responsibilities as director will apply towards the creditors, instead of the company. A creditor is anyone owed money by the company.

Independent judgement

You must not allow other people to control your powers as a director. You can accept advice, but you must use your own independent judgement to make final decisions.

Exercise reasonable care, skill and diligence

You must perform to the best of your ability. The more qualified or experienced you are, the greater the standard expected of you.

You must use any relevant knowledge, skill or experience you have (for example, if you're a qualified accountant).

Avoid conflicts of interest

You must avoid situations where your loyalties might be divided. You should consider the positions and interests of your family, to avoid possible conflicts.

You should tell other directors and members about any possible conflict of interest, and follow any process set out in the company's articles of association.

This duty continues to apply if you're no longer a director. You must not take advantage of any property, information or opportunity you became aware of as a director.

Third party benefits

You must not accept benefits from a third party that are offered to you because you're a director. This could cause a conflict of interest.

The company may allow you to accept benefits like reasonable corporate hospitality, if it's clear there's no conflict of interest.

Interests in a transaction

You must tell the other directors and members if you might personally benefit from a transaction the company makes. For example, if the company plans to enter a contract with a business owned by a member of your family.

Other duties

Other duties you must perform as a company director include:

- not misusing the company's property
- applying confidentiality about the company's affairs

Liability

- Directors owe numerous duties, or are otherwise exposed to the prospect of **personal liability**, under both the Companies Act 2006 and a wide variety of other laws and regulations, such as insolvency, environmental and health and safety legislation.
- Directors may be liable, to their company or to third parties, under assorted legal theories including contract law and tort law.

When Do Directors Become Personally Liable?

Instances when a director may face personal liability for losses include:

- A breach of directors' duties
- On insolvency, in particular, if there is wrongful trading
- Negligent misrepresentation
- Unfair Prejudice
- Criminal wrongdoing, such as misappropriation of funds or fraud
- When the director has personally guaranteed to borrow

Further details can be found on Directors' duties: general duties under the Companies Act

COUNCIL**2 October 2025**

Report of: Children's Services Committee

Subject: YOUTH JUSTICE STRATEGIC PLAN

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
- Where people are enabled to live healthy, independent and prosperous lives.
- Where people will be safe and protected from harm.
- Of resilient and resourceful communities with opportunities for all.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to present the Youth Justice Strategic Plan for 2025 - 2026 (**Appendix 1**), and to note the consultation that has been undertaken with Children's Services Committee on 1 July 2025, Safer Hartlepool Partnership on 18 July 2025 and Audit and Governance Committee on 15 July 2025, and final approval by Children's Services Committee on the 23 September 2025. Any recommendations made by the Children's Services Committee, Safer Hartlepool Partnership and Audit and Governance Committee have been incorporated into the final plan.
- 2.2 The report seeks approval from Council for the Youth Justice Strategic Plan for 2025 - 2026 to be adopted and following this the approved plan to be sent to the National Youth Justice Board.

3. BACKGROUND

- 3.1 Council are being asked to adopt the draft Youth Justice Strategic Plan 2025-2026 (**Appendix 1**).

3.2 The final Strategy will also be sent to the National Youth Justice Board.

4. PROPOSALS

- 4.1 Children's Service Committee approved the consultation process for the Youth Justice Strategic Plan on 1 July 2025 following which, the draft Youth Justice Plan was presented to Safer Hartlepool Partnership and Audit and Governance Committee where it was accepted, and no additional comments or amendments were suggested.
- 4.2 Children's Service Committee considered the final draft of Youth Justice Strategy on the 23 September 2025 and approved it proceeding to Council for approval for adoption.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	Should the plan not be adopted, the Council would not be compliant with the requirements necessary to receive the Youth Justice Board Grant funding for delivery of services to support young people in the youth justice system.
FINANCIAL CONSIDERATIONS	There are no specific financial implications arising from this report. The Hartlepool Youth Offending Services is delivered through partnership funding and grants received from the Youth Justice Board as detailed within the Youth Justice Strategic Plan.
SUBSIDY CONTROL	The Youth Justice Service is funded by the council and partners. It reports on the budget to the Youth Justice Board. There are no Subsidy implications arising from this report.
LEGAL CONSIDERATIONS	Under the Crime and Disorder Act 1998 a local authority must submit a youth justice plan annually to the Youth Justice Board setting out (a) how youth justice services are to be provided and funded in their area and (b) how the YOTs established by them are to be composed and funded, how they are to operate and what functions they are to carry out. The plan must be published in such manner and by such date as the Secretary of State may direct.
SINGLE IMPACT ASSESSMENT	There are no specific child and family poverty considerations arising from the report, the cohort of young people receiving support from the youth offending service are across a wide spectrum of socio- economic

	backgrounds, all children supported by the service receive an assessment of need which includes consideration of poverty issues and their impact. There are no specific equality and diversity considerations arising from the report, all children receiving support from the youth offending team receive an assessment of need which includes consideration of equality and diversity issues and their impact. Attached as Appendix 2.
STAFF CONSIDERATIONS	There are no specific staff consideration arising from this report.
ASSET MANAGEMENT CONSIDERATIONS	There are no asset management considerations in this report.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	There are no considerations in this report
CONSULTATION	(a) Internal consultation has been undertaken with [ward members, unions and staff through Committee, seminars and forums*]

6. RECOMMENDATIONS

- 6.1 Council is requested to approve the Youth Justice Plan 2025/26.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The development of the Youth Justice plan for 2025-2026 will provide the Youth Justice Service with a clear steer to bring about further reductions in youth offending and contribute to improving outcomes for children, young people and their families alongside the broader community.
- 7.2 The local Youth Justice Strategic Plan for 2025–2026 will establish responsibility across the Youth Justice Service and the Youth Justice Strategic Board for taking each improvement activity forward within agreed timescales.

8. BACKGROUND PAPERS

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

- Crime and Disorder Act 1998
- Children's Services Committee Report – 9 July 2025 and 23 September 2025
- Audit and Governance Report – 15 July 2025
- Strategic Hartlepool Partnership Report – 16 July 2025

9. CONTACT OFFICERS

Laura Gough, Assistant Director, Children and Families, Hartlepool Borough Council, Level 4, Civic Centre, Hartlepool, TS24 8AY.

Tel: 01429 525380



Hartlepool Youth Justice Service Strategic Plan 2025-26



Service	Hartlepool Youth Justice Service (YJS)
Assistant Director	Laura Gough, Assistant Director Children's Services
Chair of YJS Board	Jo Heaney, Head of Commissioning (Children, Young People and Maternity - Tees Valley) North East & North Cumbria Integrated Care Board. (Chair Hartlepool YJS Management Board)

Contents

1. Introduction, vision, strategy & local context
2. Governance, leadership and partnership arrangements
3. Update on the previous year 24/25
 - Progress on previous plan
 - Performance & National Key performance indicators
 - Risks and Issues
4. Plan for the forthcoming year
 - Child First
 - Voice of the Child
 - Resources and Services
 - Board Development
 - Workforce Development
 - Evidence based practice and Innovation
 - Evaluation
5. Priorities
 - Standards for Children
 - Service Development
6. National Priority Areas
 - Children from groups, which are overrepresented
 - Policing
 - Prevention
 - Diversion
 - Education
 - Restorative approaches & Victims
 - Serious Violence & Exploitation
 - Detention in Police custody
 - Remands
 - Use of Custody & Constructive Resettlement
 - Working with Families
7. Sign off, Submission & Approval

Appendix 1 – Staffing Structure

Appendix 2 – Budget costs & contributions 2025/26

Foreword

Welcome to the 2025-2026 Hartlepool Youth Justice Strategic Plan. This plan sets out our ambitions and priorities for Hartlepool Youth Justice Service and the broader local Youth Justice Partnership for the next year.

The Safer Hartlepool Partnership, Community Safety Plan 2024-27 establishes a vision for the town:

“Hartlepool will be a place: - that is sustainable, clean, safe and green” and their strategic objective is “to make Hartlepool a safe, prosperous and enjoyable place to live, work and visit”. The priorities for the partnership are Anti-social Behaviour, Drugs and Alcohol, Domestic Violence and Abuse and Serious Violence.

The Youth Justice Service and broader partnership has a key role in contributing to this vision, by continuing to deliver a high quality, effective and safe youth justice service that prevents crime and the fear of crime, whilst ensuring that children who do offend are identified, managed and supported appropriately, without delay.

In recent years, Hartlepool has witnessed a significant reduction in youth crime. The local youth justice partnership has been particularly effective in reducing the numbers of children entering the youth justice system for the first time, but there remains a need to drive down incidents of re-offending by children who have previously offended.

This will be achieved through a combination of robust interventions designed to manage and reduce risk of harm, support safety & wellbeing, restore interpersonal relationships, promote whole family engagement and achieve positive outcomes all wrapped around a “Child First” ethos. Encouragingly, Hartlepool Youth Justice Service, alongside partners, continues to maintain a strong health offer for all children and is constantly striving to build upon its restorative offer, whilst ensuring that victims of youth crime also have a voice.

2023-2024 saw a continued increase in work placed upon the service; Turnaround continued to grow, the learning also continued around the new KPI's and the service continued to work alongside the OPCC and Community Safety partners with the Immediate Justice programme. Despite the added workload, Hartlepool Youth Justice Service and the broader Youth Justice Partnership continue to help make Hartlepool a safe, prosperous and enjoyable place to live, work and visit.

In 2025-26, we will strive to continuously improve by:

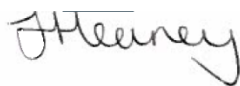
- Maintaining and building upon the current health offer, with trauma informed practice at its core.
- Continuing to work with partners to develop a clear and consistent approach to all forms of child exploitation.
- Embedding a ‘child first’ approach and making sure children are put first, regardless of their age.
- Continuing to maintain a creative Early/Targeted Intervention, Prevention and Diversion offer.
- Enhance the management of risk for those children assessed as being a high risk of harm to others, ensure we are safeguarding the public and preventing further victims of crime

None of the above will be possible without the continued support and close working relationships of our partners and Children's Services. In addition, these relationships allow us to mitigate the

risks of reducing partnership budgets whilst maintaining the quality and effectiveness of the Service.

As always, the local authority and Strategic Management Board is extremely grateful for the skill, commitment and dedication shown by managers, staff, employees and volunteers of the YJS in continuing to support children who offend or are at risk of becoming involved in offending.

On behalf of the Youth Justice Service Strategic Management Board, I am pleased to pledge my support to, and endorse, the Youth Justice Strategic Plan 2025-26

A handwritten signature in dark ink, appearing to read 'Jo Heaney', with a stylized, cursive script.

Jo Heaney, Head of Commissioning (Children, Young People and Maternity - Tees Valley)
North East & North Cumbria Integrated Care Board.
(Chair Hartlepool YJS Management Board)

1. Introduction, vision, strategy & local context

Introduction

The National Youth Justice System primarily exists to ensure that children between the age of 10 and 17 (who are arrested and charged with a criminal offence) are dealt with differently to adult offenders, to reflect their welfare needs.

In summary, children who offend are:

- Dealt with by youth courts
- Given different sentences in comparison to adults and
- When necessary, detained in special secure centres for children.

It is the responsibility of the Local Authority and statutory partners to secure and coordinate local youth justice services for children in our area, who encounter the Youth Justice System, because of their offending behaviour. This is achieved through the established Youth Justice Services.

The primary functions of Youth Justice Services are to prevent offending and re-offending by children, reduce the use of custody and ensure all the above are delivered with a “Child First” ethos embedded across the service.

Hartlepool Youth Justice Service was established in April 2000 and is a multiagency service, made up of representatives from Children’s Services, Police, Probation, Public Health, Health and Education. Hartlepool Youth Justice Service seeks to ensure that:

- All children entering the youth justice system benefit from a structured needs assessment, to identify risk and protective factors associated with their offending behaviour, to inform effective interventions.
- Courts and Referral Order panels are provided with high quality reports that enable informed decisions to be made.
- Orders of the Court are managed in such a way that they support the primary aim of the youth justice system, alongside managing risk of harm, and ensuring there is due regard to the welfare of the child.
- Services provided to Courts are of a high quality and ensure that Magistrates and the judiciary have confidence in the YJS’s supervision of children.
- Comprehensive bail and remand management services are in place locally for children remanded sentenced to custody, or on bail whilst awaiting trial or sentence.
- The needs and risks of children, sentenced to custodial sentences (including long-term custodial sentences), are assessed to ensure effective resettlement and management of risk.
- Those in receipt of youth justice services are treated fairly, regardless of race, language, gender, religion, sexual orientation, disability or any other factor, and actions are put in place to address discrimination, if identified.

In addition to the above, the remit of the service has widened significantly in recent years, due to both national and local developments relating to prevention, diversion and restorative justice, and there is now a requirement to ensure that:

- Creative strategies and services are in place locally to prevent children from becoming involved in crime or anti-social behaviour

- Out-of-court disposals deliver targeted and bespoke interventions for those at risk of entering the Youth Justice System
- Assistance is provided to the Police when determining whether Youth Caution's should be issued
- Restorative approaches are used, where appropriate, with victims of crime and ensures that restorative justice is central to work undertaken with children who offend
- The Turnaround Programme continues to meet targets in line with Government criteria

The Hartlepool Youth Justice Plan for 2025-2026 sets out how youth justice services will be delivered, funded and governed in response to both local need, national policy changes and in line with the standards for children in the youth justice system 2019, our most recent HMIP inspection findings, ongoing HMIP Thematic reports and the YJB Strategic Plan 2024 - 2027. It also highlights how Hartlepool Youth Justice Service will work in partnership to prevent offending and re-offending by children and reduce the use of remands and custody, ensuring we put the "child first" throughout all processes.

Vision & Strategy

Hartlepool's Children's Strategic Partnership has set out its vision for children within the town as follows:

Vision:

Our ambition, as a children's partnership, is to enable all children and families in Hartlepool to have the opportunity to make the most of their life chances and be supported to be safe in their homes and communities.

Priorities:

- Children can make the most of their life chances and are safe
- Improving family relationships, strengths, skills and resilience
- Reducing the impact of domestic violence, mental health, drugs and alcohol misuse on children and families
- Helping parents, carers and children to gain skills and secure jobs

The Youth Justice Service, as part of the wider Children's Services, seeks to deliver on the vision and objectives through a number of identified Youth Justice Service Strategic Priorities for 2025 - 2026.

In addition, these priorities align and overlap with the strategic priorities set by the Safer Hartlepool Partnership for 2024-27:

- Anti-social Behaviour;
- Drugs and Alcohol;
- Domestic Violence and Abuse and
- Serious Violence.

Youth Justice Service Strategic Objectives and Priorities – 2025-2026

We will use our grant, partner contributions and available resources, to deliver our services that enable us to work towards achieving the following objectives and priorities annually:

Re-offending - reduce further offending by children who have committed crime with a particular emphasis on continuing the development of Service interventions that are structured, responsive, tailored to meet identified individual need and evaluated. (Both within Youth Justice Services and provided by external agencies).

Early/Targeted Intervention, Prevention & Diversion – sustain the reduction of first-time entrants to the youth justice system by ensuring that creative strategies and services remain in place locally to prevent children from becoming involved in crime and anti-social behaviour.

Remand, Custody & Constructive Resettlement – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the need for remands and custody. Ensure bespoke constructive resettlement packages are implemented at the earliest opportunity.

Risk and Safety & Wellbeing (AssetPlus/Prevention and Diversion assessment) – ensure all children entering or at risk of entering the youth justice system benefit from a high-quality structured needs assessment to identify risk of harm, safety and wellbeing concerns and desistance factors, to inform effective intervention and risk management.

Risk of Harm – Support for children who are assessed as being a high/very high risk of harm to others. Children who are deemed to be a significant risk to the public will benefit from a multiagency approach to manage and reduce their potential risk. Children who remain a high or a very high risk of harm, will now be subject to a separate review at the 12-week point, to see what, if anything, may be done differently to reduce the risk.

Restorative Justice – ensure all victims of youth crime have the opportunity to participate in restorative justice approaches and restorative justice is incorporated into the work undertaken with children who offend.

Effective Governance – ensure that the Youth Justice Strategic Management Board is a well-constituted, committed and knowledgeable Board, which scrutinises Youth Justice Service performance and drives continuous improvement.

Voice of the Children – ensure that all children are actively involved in developing their own plans and are encouraged and supported to inform current and future service delivery both operationally and strategically.

‘Child First’ – ensure that the Child First principles are regularly reviewed and embedded within the Youth Justice Service and that every child has the opportunity to live a safe and crime free life and make a positive contribution to society. Ensure the children we support are treated as children, regardless of their age.

Education, Training, Employment – Working in collaboration with partners i.e. schools, virtual school and the One Stop Shop to ensure all children open to the YJS are actively engaging in some form of suitable ETE, thus reducing NEET numbers, increasing attendance and improving outcomes.

Substance Misuse – Working in collaboration with partners i.e. Start to improve and sustain the engagement of children, open to the YJS, within substance misuse services.

Serious Violence & Exploitation – Working with, and alongside, all partners including the Police, Harm outside the Home (HoTH) and Violence Reduction Unit to address and reduce serious violence and all forms of child exploitation

Overrepresented Children - Identify and address any areas of over representation within the YJS cohort alongside the management board and partners.

Local Context

Hartlepool Youth Justice Service (YJS) covers the local authority area of Hartlepool, which is impacted upon by a range of social, economic and environmental factors.

Using the 2019 average score of the Indices of Deprivation, Hartlepool is the 10th most deprived area based on percentage of LSOA's in 10% of most deprived areas nationally. High levels of unemployment, crime and anti-social behaviour, domestic violence and substance misuse are all factors which provide significant challenges to the children we work with impacting on their behaviours and influencing outcomes. At the time of the plan being written, there was no new data published.

According to the mid 2023 population estimates – ONS, the population of Hartlepool is in the region of **95,366** with approx.**9750** being between the ages of 10-17.

The BAME population in Hartlepool has seen an increase, however, continues to remain somewhat low in comparison to other areas locally, **4574** or **4.9%** of Hartlepool Population (Non-White ethnic groups, Census – ONS). The 10-17year olds age range BAME population is – **662**. At the time of writing there was no new data published.

Current number of Children in our Care (CIOC), all ages – **338** (as of 31 March 2025, Hartlepool Performance Team)

Current CIOC figures 10–17 – **219** (as at 31 March 2025, Hartlepool Performance Team)

****At the time of writing this Strategic Plan there are 9 children open to the YJS who are CIOC.**

Hartlepool is served by five secondary schools, 1 Pupil Referral Unit (Horizon School) and Catcote Academy, which caters for secondary and post-16 students with special educational needs. There are four sixth form providers, two of which are located within secondary schools.

Hartlepool YJS has had to evolve over the years in response to changing local circumstances and economic factors. The current service is a traditional YJS model with two small operational teams delivering case management across Prevention/Diversion/Out of Court Disposals and Post Court Orders/DTO. The operational teams are supported by a Leadership Team, which carry out day-to-day operational oversight, performance management, service planning and policies & procedures. There is also a small business support team, as well as sessional staff and Referral Order panel volunteers who provide a very valuable service.

The YJS is constantly striving to ensure that the service can meet the current and future demands of the young people referred in, based on a '*fit for purpose*' structure, which supports high quality service delivery. Central to this, is the recognition that all staff will need to be well equipped to deal with a wide variety of service user needs and keep abreast of emerging areas of practice, not least trauma informed practice, the developing body of knowledge and evidence surrounding County Lines, Modern Day Slavery and Serious Youth Violence as well as findings from HMIP and other relevant inspection bodies.

As with the majority of YJS's the service is dealing with smaller caseloads, however these are much more complex individuals with multiple risks and vulnerabilities, the main cohort are predominantly young white males aged between 14 and 17, many of whom reside within

Hartlepool's most deprived neighbourhoods. Although not mutually exclusive, the common criminogenic and welfare issues prevalent amongst this cohort are identified as:

- higher than average mental health needs
- higher levels of drug and alcohol use than for the general population
- low educational attachment, attendance and attainment
- having family members or friends who offend
- higher than average levels of loss, bereavement, abuse and violence experienced within the family – historical trauma
- a history of family disruption
- chaotic and unstructured lifestyles
- vulnerable to all elements of exploitation
- exposure to Adverse Childhood Experiences (ACE's) from a young age

Alongside this cohort of young males, there is another cohort of young, white females of similar age (14-17), whom, although perhaps not as prolific in terms of reoffending, are of significant concern due to multiple complex issues, which are more welfare orientated. These include substance misuse, chaotic lifestyles, sexual exploitation, missing from home episodes and family breakdown. Again, as with the male cohort, young females who are offending are noted to have a higher prevalence of poor emotional well-being and poor school attainment and outcomes.

As can be seen from the figures above Hartlepool does have a relatively low BAME percentage compared to locally and regionally, however the service does have the necessary training and skills to respond to work with children from a BAME or other diverse background. More notably the number of Children in Our Care (CIOC) does fluctuate within the YJS cohort, the data is regularly analysed and there is ongoing work with partners and carers to ensure appropriate actions are in place to support this vulnerable group of children. This is a strategic priority; actions and progress are reported to the Strategic Management Board on a quarterly basis.

The YJS Leadership Team are aware of the increase in children who have an EHCP, SEN or identified as needing SEN support. The YJS, through support with their commissioned services is ideally placed to identify children who may have an unmet educational need which may be masked with poor behaviour in an educational setting and schools using their behaviour policies to manage behaviour as opposed to the underlying need.

Working in partnership is key to supporting a greater understanding of these underlying issues and addressing them in a holistic and co-ordinated way, to provide "pathways out of offending", reduce crime and break the cycle of offending behaviour across generations.

2. Governance, leadership and partnership arrangements

Governance:

The Youth Justice Service is part of Hartlepool Borough Council's Children & Joint Commissioning Services Department, which also includes Children's Social Care and Early Help services. The Management Board is chaired by Jo Heaney, Head of Commissioning (Children, Young People and Maternity - Tees Valley) North East & North Cumbria Integrated Care Board.

The board is made up of representatives from Children's Social Care, Police, Probation, Public Health, Courts, Education, Youth Support Services, and Office of the Police & Crime Commissioner, Community Safety, and elected members.

Effective integrated strategic partnership working and clear oversight by the Management Board are critical to the success and effective delivery of youth justice services in Hartlepool. The board is directly responsible for:

- Determining how appropriate youth justice services are to be provided and funded
- Overseeing the formulation each year of the youth justice plan
- Agreeing measurable objectives linked to key performance indicators as part of the youth justice plan
- Ensuring delivery of the statutory aim to prevent offending by children and young people
- Giving strategic direction to Youth Justice Service Manager and Youth Justice Service Team
- Providing performance management of the prevention of youth crime and periodically report this to the Safer Hartlepool Partnership
- Ensuring that Standards for children in the youth justice system 2019 and the Child First ethos are embedded across the whole service and audits are completed within required timescales
- Promoting the key role played by the Youth Justice Service within local integrated offender management arrangements
- Advocate on behalf of the YJS within their own service areas and beyond, specifically supporting the YJS to overcome barriers to effective multiagency working
- Oversight of all data submissions to the YJB ensuring timeliness, especially conditions set out in the YJB grant
- Ensuring the recommendations outlined in YJB papers and HMIP inspection reports/thematic reviews are addressed and monitored at board meetings

The Management Board is clear about the priority areas for improvement and monitors the delivery of the Youth Justice Strategic Plan, performance and prevention/diversion work. It is well attended and receives comprehensive reports relating to performance, finance and specific areas of service delivery.

Members of the Board are knowledgeable, participate well in discussions and are members of other related boards, such as the Children and Young People's Partnership, Local Safeguarding Children's Board, Safer Hartlepool Partnership and Health and Wellbeing partnerships, as well as the Cleveland Criminal Justice Board, all of which contribute to effective partnership working at a strategic level. Board meetings are well structured, and members are held accountable.

Leadership/Structure

Hartlepool Youth Justice Service has a total staff team of 25, which includes three seconded staff, and YJS volunteers, numbers fluctuate due to the nature of the arrangement although we are considering how we best utilise volunteers, so the arrangement is mutually beneficial and rewarding. (**Staffing structure attached at Appendix 1**). Within this figure, the service benefits from a team of three active volunteers who are Referral Order Panel members. All staff and volunteers are subject to Disclosure and Barring Service (DBS) checks, which are renewed every three years.

There are also three external staff commissioned into the service one x PT (0.3) Speech and Language Therapist (SALT) (funded by the YJS), one x PT Clinical Psychologist (funded by the ICB) and one x PT (0.1) Educational Psychologist (funded by the YJS).

Via the Violence Reduction Unit (CURV) four Custody Navigators have been employed; they are in the central custody suite (Middlesbrough) and engage all children entering the custody, with a view to support, guide and direct them for further support. (These are not included in the total staff team numbers)

At the time of writing this report all statutory partners have seconded staff within the YJS or have provided direct pathways i.e. Health, Education, Police, Social Care and Probation. The YJS are without a Seconded Probation Officer; in the absence of a Probation Officer, the National Probation Service provide a financial contribution. Despite there being no Probation Officer in post, the YJS have strong links with Probation to ensure those children who are transitioning from the YJS to Probation understand the roles, expectation and how service delivery and expectations are very different.

The YJS delivery model has been reconfigured and restructured during the last year to ensure the service remains sufficiently flexible to address future challenges. This will continue to be achieved through a generic case management and intervention delivery model, across pre and post court functions. This will ensure maximum resilience, capacity and flexibility to meet the needs of children and the service.

The current YJS structure aims to consolidate areas of strong performance and effective practice, whilst also providing a dynamic framework to respond to emerging priorities, recognised by both the Local Authority and key partners. This model (alongside the YJS strategic plan) allows the organisation and the wider YJS partnership to action the priorities for service delivery and to achieve best outcomes for children across the range of statutory and preventative services.

Hartlepool Borough Council recruited a new Assistant Director (AD) in the summer of 2024; the AD brings a wealth of experience in the field of Safeguarding and children in our Care, and exploitation of children. The AD Children & Families is also the designated Head of Service for the Youth Justice Service with a service manager having responsibility and oversight for all elements of service delivery. The AD reports directly to the Director of Children's Services (DCS).

Sadly, the YJS Team Manager, Roni Checksfield passed away suddenly in March 2025. The sudden death had a profound impact on the whole YJS team. Roni advocated on behalf of the team and was determined to ensure all children received the best possible service and their needs were met. Despite the significant emotional upheaval, it is testament to the team, that despite what they were going through, they continued supporting the children and providing the best possible service for children open to the YJS. Roni left a strong legacy that will continue to be built upon within the team. At the time of this report being written the recruitment process is ongoing.

Partnership Arrangements

Hartlepool Youth Justice Service is a statutory partnership which includes, but also extends beyond, the direct delivery of youth justice services. To deliver youth justice outcomes it must be able to function effectively in both of the two key sectors within which it operates, namely:

- Criminal justice services
- Services for children and their families

The Youth Justice Service contributes both to improving community safety and to safeguarding and promoting the welfare of children and in particular protecting them from significant harm.

Many of the children involved with the Youth Justice Service are amongst the most vulnerable children in the Borough and are at greatest risk of social exclusion. The Youth Justice Service's multiagency approach ensures that it plays a significant role in meeting the safeguarding needs of these children. This is achieved through the effective assessment and management of safety & wellbeing, as well as risk, through working in partnership with other services; for example, Children's Services, Health, Education, Secure Estate and Police to ensure children's wellbeing is promoted and they are protected from harm. Regular communication, meetings, joint training opportunities and speedy information/intelligence sharing ensure ongoing strong links and relationships.

All high-risk cases can be escalated to the Multi Agency Harm Outside the Home (HoTH) or the Strategic Risk Management Group; Youth Justice Service has representation on both groups, which meet monthly. Discussions around serious youth violence, criminal exploitation and county lines are conducted within these forums, ensuring tight plans are implemented and strategic management oversight is afforded

The YJS also has good links into the Voluntary and Community Sector (VCS).

The YJS has both operational and strategic representation on the following forums that all contribute to the support of children in the justice system.



3. Update on the previous Year 2024-2025

Progress on previous strategic priorities

Youth Justice Strategic Priorities 2024/25

Re-offending - reduce further offending by children who have committed crime with a particular emphasis continuing the development of Service interventions that are structured, responsive and tailored to meet identified individual need and evaluated. (Both within Youth Justice Services and provided by external agencies).

Key Actions

- Undertake quality assessments of children at risk of re-offending, ensuring risks, desistance factors and needs are identified which inform effective intervention planning
- Continue to improve interventions delivered, through innovation and collaboration where appropriate
- Improve intelligence and timely information sharing relating to those children who are at risk of offending, to inform service-wide improvement activity or targeted work
- Continue to improve the 'Child First' approach and Health offer within the service and with partners
- Continue to undertake activities in relation to retaining both the Speech & Language Therapist, Trauma Informed Care Pathway and Emotional Wellbeing pathways within the YJS beyond March 2025

Update

- All of the above actions have been achieved.
- Hartlepool YJS run a Reoffending report from Child View and are utilising the tracker available. The information being provided is timelier and allows us to update Leadership meetings and Management boards much quicker with data and analysis
- Senior representation at the regional Reoffending Group chaired by the OPCC
- Since the inception of the HoTH team there are now far greater sources of intelligence alongside the Police and partners, which aids service wide improvements and targeted work.
- Reoffending figures do however continue to fluctuate and there has been some considerable increase in time between charge and outcome for those children open under the National Referral Mechanism (NRM).

Concerns

- No current concerns. Locally children who re-offend have a team around them to ensure there is adequate support and oversight in place.

Early & Targeted Intervention/Diversion – Continue to prioritise a reduction in first time entrants to the youth justice system by ensuring that creative strategies and services remain in place locally to prevent children and children from becoming involved in crime and anti-social behaviour.

Key Actions

- Maintain and enhance the YJS Early & Targeted Intervention programme "Choices" across Children's Services and the partnership
- Operate a targeted approach to supporting individuals and groups of children at risk of offending - based on intelligence and collaborative working with key partners (Police, ASB, Early Help, Voluntary Community Sector, Schools, etc.)
- Work with the HOTH team and partners to reduce and respond to Child exploitation

- Ongoing trend analysis of past and current FTE's to identify key themes and responses
- Ongoing briefings to key partners (such as Police and Social Care) to emphasise and promote the Prevention and Diversion agenda
- Continue to review and deliver our point of arrest diversion as a distinct and substantially different response to formal out of court disposals
- Continue to review the Diversion & Prevention strategy in place ensuring it includes how children are identified for diversion/prevention, how the services are delivered, by whom and how success is evaluated.

Update:

- All the above actions were achieved
- Early & Targeted Intervention programme, Choices is continuing to receive referrals from within Children's Services.
- The service continues to work directly with children through our diversionary offer of Restorative Intervention and both Triage 1 and 2, all referrals are via the Police and Courts.
- The Turnaround programme continues to add a further offer alongside Preventions & Diversion
- Immediate Justice (Making Good) went live on the 25 Sept 2023, unfortunately the MoJ funded programme ended in March 2025

Concerns

- Turnaround was funded for 2025/26, unfortunately the funding was significantly reduced forcing us to review the programme and delivery model. If the programme continued beyond 2026, it would allow us to continue the programme but year on year funding is a concern for the staff it funds.
- Making Good was beginning to build momentum when the funding was stopped. The programme enabled us to identify children involved in ASB and deliver direct restorative interventions with a focus on victims and how the wider community is affected.

Remand and Custody & Resettlement – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody and the YJS Resettlement Policy is reviewed and evaluated.

Key Actions

- Monitor and maintain the use of Compliance Panels to ensure continued effectiveness
- Ensure the Service provides intensive packages of supervision and support to high intensity orders and bail arrangements
- Ensure that the needs of children in custody and the factors relating to their offending behaviour are addressed in the secure estate to prevent further offending upon release
- Continue to review and evaluate the Resettlement Policy in place for children upon release from the secure estate (HMIP Youth Justice inspection framework, standard 4.1 Resettlement, May 2021)
- Regularly review capacity to deliver ISS, and resource appropriately, through a multiagency approach

Update

- All the above was achieved
- We continue to utilise and review our Resettlement Policy.
- We continue to work closely with the courts and partners to ensure all children receive the best support available.
- Hartlepool YJS are part of the YRO (ISS) pilot, which commenced on the 3rd July 2023 and is ongoing at the time of the report being written.
- The YJS commission a Court Officer who has an excellent relationship with the Magistrates and knowledge of legislation and sentencing, which puts us in a

favourable position when liaising with the courts. The commissioning arrangement has been extended for a further three years.

Concerns

- There continues to be a national shortage of suitable regulated local placements for children remanded to local authority accommodation, which places huge challenges both financially and operationally on the authority, service and most importantly the children and their families. There are ongoing strategic discussions nationally.
- The Teesside Court User Group was due to be re implemented in June 2024, there are no confirmed dates for the meeting to be held.

Risk and Safety & Wellbeing (Asset Plus/Prevention and Diversion assessment)

– ensure all children who are at risk of entering the youth justice system benefit from a structured needs assessment to identify risk of harm, safety and wellbeing concerns and desistance factors, to inform effective intervention and risk management.

Key Actions

- Continued AssetPlus refresher training, ensuring robust assessment of a child's needs
- All of the YJS Pre-Court Team have had internal training on the completion of the YJB approved, Prevention and Diversion assessment which focusses on several areas including, building on strengths, family needs, child friendly language and more focus on behaviour.
- Work in partnership with other agencies to ensure there is a co-ordinated assessment and plan relating to a child's risk and safety & wellbeing
- Implement an audit cycle/performance clinic to ensure assessment and plans are meeting the appropriate quality standards through robust and transparent quality assurance and feedback.
- Ensure that desistance factors are identified and analysed in all assessments of every child subject to YJS supervision through quality assurance and staff supervision.
- Attendance and contribution to YJB Regional Effective Practice groups and peer collaboration with Tees Valley and North East YJS colleagues
- Ongoing internal staff training and workshops to benchmark quality standards in the management of risk and safety & wellbeing
- Continue to work alongside the partnership to identify suitable interventions and pathways for children, those criminally exploited and potentially being drawn into County Lines activity

Updates

- All above achieved however acknowledgement is given to children who are routinely assessed as being a high or very high risk of harm. The YJS Leadership Team are exploring factors that may be keeping a child as high or very high risk and what can be done differently to reduce the risk.
- The YJS Management Team have begun to explore what can be done differently in the management of risk. Meetings will be held with colleagues from Forensic CAMHS and Educational Psychology to look at an alternative approach.

Restorative Justice & Victims – ensure all victims of youth crime can participate in restorative justice approaches and restorative justice is incorporated into the work undertaken with children who offend.

Key Actions

- Ensure that victims of youth crime can participate in restorative justice (RJ) approaches leading to improved outcomes for victims
- Continue to use restorative practice across all aspects of the Youth Justice Service

- Regularly re-visit, review and develop practice and process around Referral Order panels to ensure increased involvement from victims, panel members, children and their families
- Continue to develop the in-house RJ 'offer' to consolidate and embed current and better integrated working practices – including the victim's evaluation

Updates

- RJ continues to be a priority area across all service delivery
- We are seeing an increase in victim participation
- Victim evaluation & feedback is improving
- We continue to provide suitable reparation projects and will aim to source projects in line with the child's voice.
- The current YJS Victim Policy has been updated and re-written in line with the new Victim's Code
- There are no current concerns with our victim offer or the support offered to victims of youth crime
- The YJS now have a victim audit to monitor victims and ensure their needs and wishes are being met
- Victim audits will be completed once a month with a weekly RJ Surgery being held by the RJ Officer

Effective Governance – ensure that the Youth Justice Strategic Management Board is a well-constituted, committed and knowledgeable Board, which scrutinises Youth Justice Service performance.

Key Actions

- The Youth Justice Management Board will provide oversight and scrutiny of the service action plan and performance
- Ensure Management Board members attend regular development and shadowing opportunities as provided by the YJS Manager.
- Continue to review the Terms of Reference for the YJS board to ensure it is fit for purpose and includes appropriate representation and contribution of all statutory partners.
- Attendance and representation at YJB Regional executive meetings with colleague YJS Managers from the North East – to share learning and Governance issues to improve wider regional service delivery

Update

- All the above was achieved
- There is a continued programme in place for all board members
- Board members are regularly reminded to prioritise their attendance at the quarterly board meetings
- There are no current concerns

Voice of the Children – ensure that all children are actively involved in developing their own plans having the opportunity to develop and inform current and future service delivery

Key Actions

- Ensure children's involvement in relation to their assessment and plans is clearly evidenced within the records.
- Children to be actively involved in developing their own plans and their comments are captured at implementation, review and closure of all plans
- The service will ensure children are provided with opportunities to influence and shape service delivery – through access to, and completion of, Survey Monkey feedback, session evaluations, closure summaries and SAQ

- YJS leadership team to hold regular evaluation/feedback meetings to ensure all comments are seen and actioned where required and findings shared at quarterly management board meetings

Update

- Considerable work has been undertaken across the service with all staff, the implementation of a Child First operational guidance includes how we capture the voice of the child and more importantly, what we do with the findings. The Voice of the Child continues to be captured via SAQ, sessional feedback sheets, Survey Monkey and Closure Summaries. All findings are analysed at leadership meetings and produced at board meetings for further scrutiny and action.
- We continue to look at ways in which we can engage with and capture feedback from children to ensure that their views help shape the delivery of what we do. The YJS will look at ways in which children can actively be involved in board meetings, this may include focus groups on a specific topic that directly affects the children and the work we do

'Child First' – ensure that the Child First principles are regularly reviewed and embedded within the Youth Justice Service and that every child can live a safe and crime free life, and make a positive contribution to society.

Key Actions

- Prioritise the best interests of children, recognising their needs, capacities, rights and potential.
- Encourage children's active participation, engagement and wider social inclusion.
- Ensure that all work carried out by the service is a meaningful collaboration with children and their parents/carers.
- The YJS will promote a childhood that is removed from the Justice System, using prevention, diversion and minimal intervention and that all work minimises stigma.

Update

- We continue to advocate strongly on the "Child First" ethos embedded within the YJS
- We treat children as children and acknowledge those young people who may be 16/17 and approaching adulthood but have not yet transitioned to adult services. We continue to support young people from 10-17 and apply the Child First principles
- Guidance clearly highlights what is expected throughout assessment, planning, interventions, reviews and closures for all children within the YJS.
- The above is monitored by way of children feedback and evaluation as well as via supervision, QA, case audits and direct 1:1 with the child.
- There are no current concerns

Education, Training, Employment – Working in collaboration with partners i.e. schools, virtual school, One Stop Shop etc. to ensure all children open to the YJS are actively engaging in some form of suitable ETE, thus reducing NEET numbers and increasing attendance and attainment.

Key Actions

- Ensure education is suitably represented on the Strategic Management Board
- Education reports are submitted by partners for each Strategic Management Board meeting and contain as a minimum, how many children are not receiving their education entitlement, how many are excluded, on part time timetables or electively home educated. This data should be analysed to identify any disproportionality and care status of the child. The number of children who have Education and Health Care Plans (EHCP) who are open to the service should be provided.
- Encourage children's active engagement with their respective education provider
- Continue working in collaboration regarding children with EHCP/SEN

Update

- Education reports are now presented at every management board meeting, data is provided on how many children are not receiving their education entitlement, how many are excluded, on part-time timetables or electively home educated. This data is analysed to identify any disproportionality and care status of the child. The number of children who have Education and Health Care plans (EHCP) who are open to the service is also provided, analysed and discussed.
- Our education support is growing and our communication and challenge with education providers is vastly improving. We have secured the time of an Education Psychologist (once per week), which is proving very beneficial for both children and staff.
- There are processes in place which remove the need for a separate YJS education meeting. The YJS has representation on the Hartlepool Inclusion Panel meeting and Vulnerable Pupils Operational Group

Concerns

- There are still far too many children receiving exclusions/suspensions. There is a need for schools, academies and education providers to engage and where needed reach out to wider services in a timelier manner.
- Schools and academies will routinely use alternative provision, or reduced timetables, as a means of 'managing' the child's behaviour, which can mask an unmet learning need. Hartlepool YJS will continue to challenge education providers to ensure children open to the service are receiving an appropriate education which meets their needs. They are also working with other services to manage behaviour to reduce exclusions.

Serious Youth Violence & Exploitation – Working in collaboration with the HoTH, Police and all other partners to ensure that all forms of serious youth violence and exploitation are identified and suitable plans implemented to reduce the risks.

Key Actions

- Continue to have representation at all HoTH meetings
- Ensure any identification of potential exploitation via assessment and ongoing work is referred into the HoTH straight away
- Alongside partners, ensure NRM referrals are completed for all relevant children and followed up
- Build upon the risk management meetings (RMM) convened by the YJS ensuring all actions are completed, safety plans are in place and suitable contingency plans are identified
- Continue to ensure senior YJS representation at all relevant strategies/complex case discussions and mapping meetings
- Continue to have senior representation at all PREVENT meetings
- Continue to work alongside the OPCC/Police and all partners in improving and sustaining the Violence Reduction Unit – CURV

Update

- The YJS have senior representation at all HoTH person and location of interest meetings
- All ongoing NRM and potential NRM are discussed and scrutinised at the HoTH meetings
- The YJS attend monthly Police Tactical Control Group (TCG) and Multi Agency Risk of Serious and Organised Crime meetings to discuss in depth Organised Crime Groups, Criminal Peer Groups and any children potentially linked to these
- Regular staff training is made available by the LA re exploitation, County Lines and all forms of Modern Day Slavery
- RUI continue to be analysed in monthly leadership meetings and scrutinised alongside serious youth violence offences with the Police and CPS, daily data spreadsheets are produced by the seconded Police Officer, giving live updates on all cases.
- The three Cleveland YJS's have strategic representation across all tiers of the VRU (CURV)

- Via CURV, and with management oversight by the Cleveland YJS's, we have 4 x Custody Navigators in post, this ensures earlier engagement with all children entering the Custody Suite.
- All children who are assessed as high or very high risk of harm are subject to internal RMM. The YJS Leadership Team will hold a separate review for all children who are assessed as a high or very high risk of harm and what, if anything, may be done differently to reduce the risk
- A separate report will now be completed which outlines the cohort of children open to both the YJS and HoTH

Concerns

- We still don't appear successful as a partnership in disrupting and prosecuting potential perpetrators of CCE. This is primarily Police led and staff from Hartlepool YJS will continue to submit intelligence reports to safeguard and support the disruption of child exploitation.

Substance Misuse – Working in collaboration with partners i.e. Horizon/Start to improve and sustain the engagement of children open to the YJS within substance misuse services.

Key Actions

- Ensure substance misuse providers are suitably represented on the Strategic Management Board
- Regular reports/updates submitted to the Strategic Management Board by substance misuse providers
- Ensure the continued working arrangements/pathways are embedded between the YJS and substance misuse partners
- All children identified as needing support are actively encouraged to engage with appropriate substance misuse services

Updates

- All the above has been achieved
- Pathways into substance misuse services are maintained with regular communication and their representation at board meetings
- 3 way introductory meetings are now held, where required, with children, Hartlepool YJS and Start to discuss and encourage engagement with the service.
- There will always be work to do in encouraging and maintaining a child's engagement with these services, however we are seeing more creative methods being implemented.

Concerns

- There continues to be an under representation of children within the YJS cohort open to substance misuse services, especially where misuse has been identified as a concern within assessments.
- At the time of the report being written there has been an increase in the use of street bought pregabalin. This is concerning, yet many children open to the YJS don't yet appear ready or willing to address their substance misuse.
- Hartlepool YJS continues to link in with the substance misuse service

Over represented children – Identify and address any areas of over representation within the YJS cohort alongside the management board and partners

Key Actions

- Ensure a quarterly needs analysis of the YJS cohort continues to be presented at each Management Board for analysis of over representation and ongoing needs/gaps within service delivery
- Continue to scrutinise all HMIP Thematic report findings i.e. the over representation of black and mixed heritage boys, Children in Our Care (CIOC), stop and searches/strip searches etc and ensure discussions and any potential actions are agreed and implemented by the management board

Update

- Disproportionality is now an agenda item within the YJS managers report, to quarterly management boards, highlighting any over representation. Discussions are undertaken and all actions are formulated and monitored.
- Stop searches and strip searches are monitored and all information/data discussed at Management Board meetings.
- Regular discussions with all partners including Police and Social Care are undertaken to address and look at potential actions for any areas of over representation within the service.
- If there is an increase in the number of over represented children the YJS will review referrals on an individual basis and respond accordingly.

Concerns

- No major concerns identified
- The YJS have recognised that the number of children open to the YJS who have an EHCP, SEN or SEN Support has increased. Whilst this is a concern, it is a positive that the YJS are proactive in referring to in-house commissioned service who are identifying unmet needs.

Performance over the previous year

Binary reoffending rate -

Hartlepool's data team, YJS Leadership team, have now completed work with Business support to set up the reoffending toolkit within our management information system Child View, this data is very useful and informative for management boards and any reports requested.

We continue to establish and embed a collaborative multiagency solution and response to reoffending. Strong communication across Children's Services and Cleveland Police ensures regular discussions/mapping meetings are being undertaken, with clear accountable actions for everyone. Alongside this, the YJS puts a great deal of focus on their multiagency risk management meetings for those small numbers of cases posing the highest risk of reoffending.

The YJS have representation on the Cleveland Reducing Re-offending Group, which feeds into the Cleveland and Durham Local Criminal Justice Partnership. There is also representation on the Cleveland Prevention and Diversion, and Youth Offending sub-groups.

The information below are local reports tracked through our MIS Child View and gives a timelier update on reoffending data. It is worth noting that the cohorts highlighted below are tracked from their start date for 12 months tracking and a further 6 months to ensure there is nothing outstanding, this is in line with the MOJ/YJB tracking model.

Latest last 4 Qtrs. reoffending Binary rates:

- 2024/25 Qtr 1 – Cohort used: Jan – March 2023 – 20% (3/15*)
- 2024/25 Qtr 2 – Cohort used: Apr – June 2023 – 20% (4/20)
- 2024/25 Qtr 3 – Cohort used: July – Sept 2023 – 32% (7/22)
- 2024/25 Qtr 4 – Cohort used: Oct – Dec 2023 – 20% (3/15)

The cohort we are reporting on is small which has an adverse impact on the overall re-offending percentage. Rates of re-offending can be attributed to a small number of children who, in most instances, are linked to criminal peer groups or are being exploited by adults. This is an area the YJS continue to work hard on to reduce and work with partners is continuing.

*these figures denote the number of children in the cohort and how many re-offended in the reporting period.

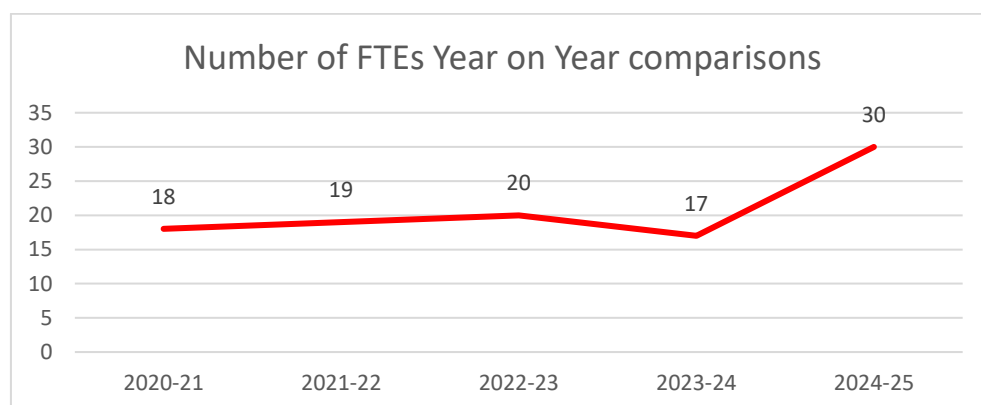
As can be seen from the figures above reoffending binary rates do fluctuate. It continues to be

20

an area of priority for the YJS and partners to identify these YP earlier and offer suitable packages of support.

First time entrants

The YJS continue to work hard to manage and reduce the number of FTE. Previous years have shown the FTE' to plateau, however there is a notable increase in the 2024/25 FTE'. Whilst this would ordinarily be a concern, the rise is linked to the violent disorder in July 2024 and the children who were involved. Following an extensive investigation and liaison between the Police, CPS and the YJS, it was agreed the children would be diverted away from Court and issued with Youth Conditional Cautions. All the children involved in the violent disorder were FTE' and whilst this may be a worry, with support and open communication with the Police/CPS, these children were successfully kept out of the judicial system. The YJS continue to apply child first principles when reviewing all referrals and will apply the lowest possible disposal which takes into consideration the offence, personal circumstances, previous YJS involvement. ACEs and any aggravating/mitigating factors. This is a strategy to support and divert children from further offending and keep them out of the criminal justice system.



Use of custody

There has been 1 remand to Local Authority Accommodation and a brief period of remand to Youth Detention Accommodation in early 2025/26; both episodes involved the same child. Where there is a risk of remand, Hartlepool YJS will explore what bail support packages are available to prevent the unnecessary use of remand, however, we also consider the potential risk to the victims, the wider community and the child.

Hartlepool YJS have a clear process for alternatives to custody through the offer of Bail/ISS packages and utilisation of pre-breach compliance meetings for those at risk of custody via non-compliance. Hartlepool YJS alongside other North East colleagues are also participating in the YRO (ISS) Pilot, which commenced in July 2023; to date we have had 2 children use the pilot.

Year	Remands	Custody
2021-22	0	1
2022-23	2	2
2023-24	1	2
2024-25	1	0
2025-26	1	2

Additional key performance indicators (KPIs)

It is a requirement of the service to report on the following new key performance indicators, our first submission was August 2023 and quarterly thereafter. Hartlepool YJS have purchased the KPI reporting tool from CACI for their MIS ChildView and are hoping to be in a position very shortly to provide more updated, accurate and in-depth data on the below KPI's.

Suitable accommodation – *The proportion of children in suitable accommodation at the end of their order*

We know that access to safe and suitable accommodation reduces the risk of reoffending. This KPI indicates how many children are in suitable/unsuitable accommodation. This will allow us to understand and evidence the barriers to escalate with partners and to target support when children are in unsuitable accommodation.

The YJS have senior representation on the local authority housing and accommodation panel. Attendance at all relevant Social Care meetings and ongoing communication will ensure we are able to identify suitable/unsuitable accommodation and challenge/address where needed.

Education, training and employment – *The proportion of children in suitable ETE at the end of their order*

There are established links between low educational engagement and attainment and the risk of childhood offending. This KPI will highlight where children are not in suitable ETE to help us to escalate concerns with ETE providers. At a wider level, this data will allow the MoJ and YJB to understand where the wider system acts as a barrier to a child's desistance and raise these with relevant other government departments if necessary. There is senior representation from the Virtual School and Post 16 service at management boards and a consolidated report is produced quarterly. The YJS have representation on the Hartlepool Inclusion Panel (HIP) and the Team Around Secondary School (TASS) meetings. Both meetings enable the YJS to work closely with the respective schools, most of which now have Academy status. Staff within the YJS are confident at challenging schools on what their offer is and how we may be able to support them. The post-16 education offer in Hartlepool is minimal for children who may have struggled in a mainstream school, or they may have been permanently excluded, electively home educated or accessing alternative provision. The YJS continues to work closely with the One Stop Shop to see what provision is available and how we support the child and provider if necessary.

Special educational needs and disabilities/additional learning needs – *The number of children with a formal plan in place as a proportion of children with identified SEND/ALN.*

Identifying SEND/ALN and providing support early is key to a child's educational engagement and attainment. This KPI should highlight where children are not receiving SEND/ALN support, to provide the evidence for us to escalate concerns with ETE providers.

Via the virtual school, pathways have been implemented with the SEND team. Regular communication, attendance at meetings and suitable challenge should ensure we are able to monitor and record sufficiently. The YJS continue to commission an Educational Psychologist (EP) for 0.5 days per week, the EP's knowledge and insight into SEN is proving invaluable to identify unmet learning needs and what support may be necessary to enable the child to reach their full potential.

Mental health care and emotional wellbeing – *The number of children with a screened or identified need for a mental health (MH) or emotional wellbeing (EW) intervention at the end of their order as a proportion of number of children with an order ending in the period.*

Rates of poor mental health are higher for children across all stages of the youth justice system than in the general population. We need to monitor access to mental health interventions so we can escalate concerns (at the appropriate level) where children are not receiving access to support for mental health and emotional wellbeing.

The YJS have a very good health offer via the YJS nurse specialist, Speech and Language therapist, Clinical Psychologist for the Trauma Informed Care Pathway (TICP) and Educational Psychologist. All have access to their own service systems and information and speedier (at times) processes for further referrals. Waiting lists locally for access to emotional wellbeing services, does cause some issues which are beyond the control of the YJS. Where a need is identified we will refer children into in-school services for low level psychological support. Unfortunately, there are waiting lists due to demand within schools. We are also able to refer to the School Nurses for continued support in school. However, the YJS have a relationship with CAMHS, we are acutely aware of what local support is available and there are online support services (Kooth) which allows children to engage with trained counsellors. Support is also available via the YJS Nurse.

Substance misuse – *The number of children with a screened or identified need for intervention or treatment to address substance misuse at the end of their order as a proportion of number of children with an order ending in the period.*

Children in the youth justice system are particularly vulnerable to substance misuse. We need to monitor access to substance misuse interventions and treatment so that we can escalate concerns where children are not receiving access to support for substance misuse.

The HOS for substance misuse attends the management board and produces a quarterly report. There are pathways/referral routes in place to ensure a speedy process and regular information sharing. The YJS continue to work closely with the substance misuse service and encourage children to engage with the service for support to address their problematic substance misuse. Where identified we will support children to meet with the substance misuse staff to address any concerns (anxieties) they may have. All YJS staff are trained to deliver low level brief intervention.

Out-of-Court Disposals – *The number of children who completed O OCD intervention programmes in the period as a proportion of the number of children with an O OCD intervention programme ending in the period.*

An increasing number of cases supervised by the YJS are now out-of-court-disposals (O OCD). We need to ensure that interventions attached to these are completed and that children achieve a positive outcome. We have a considerable amount of data and information available on all children engaging with the service via an O OCD as well as early/targeted intervention and Turnaround. The YJS Pre-Court Team, like many YOTs nationally, is generally the busiest service area in terms of the number of referrals being made. The level of need varies, although it is becoming abundantly clear that children referred in for consideration of an OoCD often have unmet needs which is a causal link to their behaviour and a factor in why they have been referred to the YJS.

Links to wider services – *The proportion of children connected to or supported by wider care and support services at end of order.*

Real, effective multiagency working is essential to reducing offending and reoffending. We need to engage consistently and proactively with other services to ensure holistic support and the early identification of risk. This KPI will help us to understand where we have good information sharing in place with social care and early help services etc. The YJS can clearly highlight and indicate the links to wider services and outward referrals made.

Management board attendance – *The number of senior partners attending management boards (MBs) out of five*

It is vital for YJSs to have strong leadership and consistent senior level representation at management boards. This KPI will indicate when there is an issue in this area. This will be monitored on a quarterly basis and board members politely reminded of attendance on an ongoing basis.

Serious violence – *The number of proven serious violence offences as a rate per 100,000 of the 10-17 population (2021).*

Serious Violence rates have increased and given the severity/ consequences of this form of crime, this is a high priority concern. Data on this will provide a more accurate picture and help to direct local, regional and/or national action to prevent and tackle knife and gang-related crime. The YJS has an excellent ongoing working relationship with Cleveland Police and is well represented within CURV where regular ongoing meetings are held to identify, discuss and analyse all elements of Serious Violence.

Victims – *The number of victims engaged with on Restorative Justice opportunities as a proportion of total number of victims who consent to be contacted.*

All YJSs have a statutory duty to provide support to victims. YJSs need to ensure compliance with the Victims' Code to protect the rights of victims. A lot of work is carried out with victims of crime, the YJS RJ worker contacts all victims and ascertains their willingness to engage and follows very clear processes. All data is collected and stored securely on the MIS. The revised Victims Code of Practice and HMIP inspection framework puts greater onus on YOTs to consider their victim offer and how victims receive the support they are entitled to, and their voice is heard, regardless of the crime and outcome.

Local performance

The service is dealing with smaller caseloads consisting of very complex individuals with multiple risks and vulnerabilities. The revised KPI' removed the need for a local needs analysis as it was seen and felt as though we were duplicating information which we can report on from our MiS. The size and demographics of the YJS caseload enable us to monitor any emerging or sudden trends linked to the behaviour of the children. Areas of concern will be raised in the Management Board meetings for strategic oversight and action where necessary.

Risks and Issues

The key risks and issues that have the capacity to have an adverse impact on the Youth Justice Service in the coming twelve months and potentially beyond are detailed below:

Risks	Potential Impact	Control Measures
An increase in secure Remand Costs and children remanded to Local Authority Accommodation	The continued unpredictability associated with remand episodes and remand length has the potential to place significant financial pressure on the YJS and broader Local Authority. The increasing and significant lack of suitable regulated accommodation locally for	It remains essential that the service can demonstrate to the courts that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody. Coordinated multiagency responses to children at risk of remand where safe and secure

	children RLAA leading to children being placed out of area in unregulated placements at significant costs.	accommodation is the precipitating factor and is continuously monitored and further developed. Remand budget is incorporated within Wider Children's Services placement costs. North East YJSs piloting the YRO (ISS) since July 23.
Grant received and there has been a slight uplift in the grant allocation.	Whilst the 2025/26 YJB Grant was received earlier than previous years, late confirmation of the grant award does not allow the forward planning of interventions to support the wider service aims and objectives. Restricts service creativity and forward planning	Targeted resources to address need. Continue to administer and embed the current structure and practice. Robust financial management and oversight from strategic board.
Continued concerns around Serious Youth Violence, Criminal Exploitation and County Lines	The unpredictability in reoffending rates, serious youth violence and exploitation of vulnerable children. Ultimately leading to criminalisation and wider service involvement having an adverse impact on Remand, Custody and CIOC figures.	Continued regular communication, intelligence and information sharing via HoTH/CURV and across all services. Ensuring a multiagency approach is adopted with senior strategic oversight. Ongoing joint training and regular updates on the national and local picture enabling timely and relevant interventions. Ensure clear processes and pathways (known to all staff) are implemented to work with identified children. Continue working alongside the OPCC, Cleveland Police and partners to support the VRU (CURV). The YJS and HoTH continue to work closely with those children who are at risk of exploitation. A report will now be produced for the quarterly board meeting
Issues	Potential Impact	Proposed Controls/actions
Much more onus being placed on YJS nationally by YJB, HMIP etc. via research, thematic and HMIP inspections to ensure	Much more pressure being placed on YJS to ensure a more bespoke package of support is available for children entering the service i.e. SALT, Trauma Informed Care Pathways etc and YJS not	Research has identified that 85% + children entering the youth justice system have a speech, language and/or communication need. Services need to be supported and funded to provide this offer to all

certain services are available for children open to the YJS i.e. Speech and Language, TICP.	being adequately funded, supported for these specialist services.	children. Schools/academies are best placed to identify the early signs of communication difficulties, although this can often be perceived as 'difficult behaviour' and dealt with via the school's internal behaviour system as opposed to what may be influencing the child's behaviour. Hartlepool is a National Pilot area for Early Language Support in Schools (ELSEC). This is a different approach which may help shape future models, policies and service delivery.
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4. Plan for the forthcoming year 2025/26

Child First

In line with the Youth Justice Boards Strategic Plan 2024-27 Hartlepool Youth Justice Service (YJS) is committed to:

- Prioritise the best interests of children and recognise their individual needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
- Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
- Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

We continue to ensure the "Child First" principles are embedded and maintained within all areas of service delivery in collaboration with other services and all partners.

In early 2022 Hartlepool YJS produced a "Child First" guidance for all staff to ensure this approach is embedded across all areas of service delivery from assessment, planning, intervention and at closure and exit.

The YJS have embedded the Child First ethos and regardless of the offence, children are seen and treat as children, whilst trying to understand what is driving and influencing their behaviour and intervening at the earliest possible stage. The current YJS makeup and health input is continuing to benefit the children referred in and identifying unmet need. It's acknowledged that we may not always see the outcomes, but we are the catalyst for implementing change, especially within an education setting

Voice of the child

Hartlepool YJS work collaboratively with all Children/Parents/Carers to ensure their voice is heard listened to and helps shape service delivery as required.

We continuously review and enhance our delivery, so that the views of children are sufficiently captured, central to our work, and lead to change in the system to support children into positive outcomes and successful adulthood.

We strongly promote and encourage relationship building between staff and children from the outset of all involvement with the YJS. Staff will start the process of capturing the child's voice during this period, which also aids assessment. All SAQ and feedback sessions are completed face to face where possible and relevant and staff will encourage the child to expand on their responses. This process is also carried out with parents/carers.

We ensure that the child's voice is captured throughout the child's journey with the service:

- All SAQs
- Designing the child's plan
- After all completed interventions
- Asset Plus and all other reviews
- Closure Summaries
- Survey Monkey

Very helpful,
support was
really good.

I don't want to get
in trouble and have
a criminal record

Some of the things
we have done has
been good

I found the team very
helpful towards myself
and my daughter.

Very helpful, support
was really good.

Feedback is consolidated from the various sources and analysed via the monthly leadership meetings and quarterly service management boards. Any potential areas for concern or good practice are addressed appropriately.

The YJS will always advocate on behalf of the child at all meetings attended and where required their voice and that of parents/carers will be gathered in advance. There has been a marked increase and improvement in this process which has been very evident within education meetings. More in depth discussions are now taking place with education providers on a regular basis especially around exclusions/suspensions, reduced timetables and alternative provision.

Example – The YJS Educational Psychologist recently completed some work with a young person, where over the course of several sessions exploring her views on school, she reported some difficulties with reading and words “moving about”. Rather than dismissing this, we explored the conditions where this happened for her and how this affected on her ability to access texts. Feeding this back to school, we were able to do some further work with her to identify changes to text to increase its readability, which school can adopt. Feeding this information back to mum through the Ed Psych and YJS Officer led to mum arranging an optician's appointment, where further assessment work is ongoing relating to a possible diagnosis of an eye condition.

This piece of work highlights the importance of drawing on successful positive relationships built with the young person (and staff) to feel comfortable sharing their difficulties, and the importance of sharing their voice with those around them to identify effective and timely support.

Resources and Services

The Youth Justice Service budget is resourced by a combination of Local Authority funding Youth Justice Board grant and partner contributions.

****2025/26 budget costs and contributions are attached at Appendix 2**

We received confirmation of our grant funding allocation on May 9th, 2025, there has been a slight uplift in the funding. Early notification has allowed the Service to plan and meet its objectives. At the time of the 2025/26 plan being written, like many YOTs, we are currently without a Seconded PO. It was agreed that the YJS would receive funding in lieu of a Probation Officer. The agreement £5,000 which does us allow us to plan and support other budget pressures. The ICB contribution is a non-cash contribution via the commissioning of the Trauma Informed Care Pathway and the YJS Nurse Specialist is funded from Public Health.

Cleveland Police continue to provide a full-time seconded Police Officer. Funding once again has been secured from the Police and Crime Commissioner towards the delivery of Triage, this is secured until 2026.

We use our grant, partner contributions and available resources to deliver the strategic priorities highlighted in Vision & Strategy previously and via the services identified below to all children. In 2025/26, we aim to improve and maintain our performance across all areas of delivery ensuring a child first ethos is embedded throughout.

- Early/Targeted Intervention
- Prevention & Diversion
- OOC
- All Post Court orders

Board development

It has been agreed that Board members will also be given an overview of the new HMIP Inspection framework which came into effect as of Spring 2025. The inspection framework has undergone significant changes to make sure the inspectorate put the work delivered to children and victims is at the forefront of their inspections. The introduction of the new standalone victim standard will look at both the individual support given to victims and organisational arrangements. It is planned that an overview of the framework will be delivered in 2025.

	Board Development	Action Taken/Planned	Owner	Target Date/Completed
1	Board induction for all new members	Board induction to be undertaken with all new board members, utilising the template shared by the AYM	YJS Manager/Board chair	Ongoing throughout the year and as and when there is a new Board member.
2	Review the new HMIP framework, ensuring board members understand their role.	Board members will be given the revised HMIP framework documentation and an overview provided at a Board meeting.	YJS Manager/Board chair	YJS Manager/Board chair

Workforce Development

An annual YJS training needs analysis is completed with the staff and forwarded to the local authority Workforce Development team. The YJS is constantly looking at creative and bespoke training for the staff and in line with identified needs of the children we work with.

Staff also attend all relevant local authority training as and when required.

	Workforce Development	Action Taken/Planned	Owner	Target Date/Completed
1	YJS refresher trg - All staff to attend YJS internal training sessions identified in training programme.	1. Internal training programme updated and circulated to all staff 2. Attendance monitored to ensure all staff are captured within the training	YJS Manager/Health team/Business Support	1. Internal training programme ongoing 2. Programme reviewed 6 monthly
2	YJS training needs will continue to be reviewed and monitored.	1. Where needed, bespoke training will be sourced. All staff have access to the training provided by the Workforce Development Team	YJS Leadership Team	1. Ongoing – all staff are aware of the internal training. 2. Additional training opportunities may be identified through meetings held with partners, YJB bulletins or other communications
5.	YJS internal risk management review training.	YJS Leadership Team to review current risk management processes and what action to take for children who are assessed as High/Very High after 12 weeks or more.	YJS Leadership Team.	To be completed 2025/26

Evidence-based practice and innovation

The purpose of evidence-based practice and innovation is to promote effective practices, which achieve positive outcomes for children.

This includes systems, ways of working or specific interventions, which are based on the best available research, are child focused and developmentally informed.

Alongside this the YJS are constantly looking at creative ways to improve delivery and evidence effectiveness, all commissioned services deliver evidence-based practice i.e. SLCN, TICP.

The following 2 recent examples of emerging practice and innovation below had a very positive impact on the children, Staff and board members.

Emerging Practice – Sports based intervention. There is evidence which supports the use of sports as a means of engaging children. The YJS met with colleagues from Street Games to look at what is available locally and whether we can deliver a sports-based intervention. After completing the appropriate risk assessments as directed by Health and Safety, the YJS sports-based intervention was available for all children, regardless of their disposal. There are exceptions which include children arrested for sexual/violent offences or bail conditions prohibiting them from having contact with other children or the victim. Sessions can be mixed sex although ages are considered due to physical size of older children. The sessions are inclusive and not based on skill. Sessions go ahead regardless of how many children attend on the day. The sessions, whilst predominantly sports-based incorporate discussions on leadership, peer pressure, lifestyle and emotional well-being. Children will be risk assessed on an individual basis to make sure they are able to participate and there are no underlying reasons which would prevent their participation. Sessions are staffed by a minimum of 2 staff.

Innovation – Consideration is being given to developing a music-based project. All children, regardless of age, background and cultural beliefs enjoy music of different genres. Music is expressive and we think it is an opportunity for children to share how they feel through the art of music. Sessions may include song writing, music overlay or using different instruments/forms to produce a piece of music. Hartlepool has an established music venue, one of their primary aims is to *“empower and support local youth and underprivileged individuals to actively participate in musical arts and culture projects, encouraging creativity, collaboration, and personal growth”*. The YJS is keen to explore new methods of engaging children in something different and creative, allowing them an opportunity to grow on a personal level and try something new or something they had never considered. This is very much in the early stages but there is a belief that it is both an achievable and worthwhile goal to pursue. The intention is that this specific project would be open to all children, regardless of their disposal.

Evaluation - All areas of intervention and delivery continue to be evaluated on a regular basis; commissioned services submit quarterly reports, which are internally evaluated within the local authority Commissioning team. Speech, Language & Communication Needs (SLCN) and Trauma Informed Care Pathway (TICP)

5. Priorities

Standards for children in the justice system

Alongside the Strategic Priorities of the service, we need to ensure that we deliver all of our services in line with the Standards for Children in the justice system (2019).

These standards being:

N1 OOC

N2 At Court

N3 In the Community

N4 In Secure Settings
N5 On Transition and resettlement

The YJB recently (February 2025) published their report on the Standards for children in the justice system: 2023 to 2024. Findings from this report highlighted 75% of youth justice partnerships rated themselves as Good and 21% as Outstanding, Hartlepool YJS rated ourselves as Outstanding in 13 (59%) of the 22 (41%) individual questions.

Areas of practice which are deemed to be working well by the YJB align with Hartlepool YJS, these include

- Robust and thorough quality assurance processes – no report is submitted to the Court without being quality assured and checked again prior to submission
- Resourcing of Court work – Hartlepool YJS continue to have an excellent commissioning arrangement with South Tees Youth Justice Service, the arrangement allows consistency and a dedicated Court Officer with extensive court knowledge, sentencing powers and legislation
- Engagement of children in the process – children who are appearing at court for the first time are contacted prior to allow them an opportunity to visit the Court room, understand what will happen on the day and they can meet the Court Officer

The report also highlights areas of weakness linked to the Police; Hartlepool YJS has an excellent relationship with Cleveland Police. We consistently apply the Child First principles, use the Gravity Matrix as a means of diverting children away from Court and the OoCD Decision Making Panels are held for every child referred in for consideration. The Seconded YJS Police Officer is highly regarded within the force and has excellent links and knowledge. Where a child is charged, consideration will be given as to whether they may be diverted from Court and the CPS will be contacted to gather their views.

Hartlepool YJS Leadership Team are planning an internal self-assessment on N3 In the Community, consideration given to areas of practice where we may look to validate our approach to supporting children and young people in the community. The self-assessment may identify areas of weakness that can be addressed to enhance our offer and commitment to achieving positive outcomes, reducing re-offending and plans are responsive to the individual and their needs.

There were no areas identified for immediate improvement within this standard, however the service will be carrying out an internal self-assessment of all National Standards again this year.

Service development

This Improvement Plan is presented quarterly within Management Board reports produced by the YJS Manager and discussed/monitored to ensure that relevant senior strategic oversight is in place and direction of travel remains positive.

	Service Improvement	Action taken/Planned	Owner	Target Date/Completed
1.	Review of Risk Management processes for children assessed as High or Very High risk of harm over a 12+ week period or more.	1. YJS Management Team to review current RMM process. 2. Wider YJS to support in reviewing the process and what can be done differently to	YJS Management Team. Broader YJS staff. Partners were/if identified.	Initial date (21/05/2025) planned to begin review of current processes. Reviewed process to be implemented by August, 2025.

		manage/reduce potential risk - Where identified, partners to be consulted and held to account with their role in managing and reducing risk - Meet with colleagues from Forensic CAMHS and the commissioned Educational Psychologist to identify areas where we may need to focus on		
2.	Capturing victims opinions/views on their involvement with the YJS	- How to improve feedback on the service offered by the YJS to victims - Where the victim's needs and wishes met throughout the period of the YJS being involved.	YJS Management Team, YJS RJ Officer	01/05/2025 We have made subtle changes to how we capture victim feedback. Verbal feedback is received during the final closure meeting and transferred to paper with confirmation it is an accurate reflection of the victims views. We are considering other options, such as a QR code.
3.	Additional support for victims and unmet needs linked to their learning/unmet needs, specific to young victims	- YJS RJ Officer will complete a SLCN screening and if appropriate, refer into community SaLT services. We may also speak with the commissioned Educational Psychologist for further support. . - Where there is an unmet need, the RJ Officer will make the appropriate referrals to put support in place.	YJS RJ Officer	Ongoing as of 01/05/2025
4.	School attendance and attainment is an issue for children who are open to the YJS. We need to understand what is stopping a child from going to school and achieving their potential. What are the barriers	- Continued attendance at the HIP will enable Hartlepool YJS to effectively challenge schools. - YJS staff are advocating on behalf of children and exploring what support is in place. - Hartlepool YJS Mgt Team now attend the Vulnerable Children's Operational Group, this may allow further	YJS Management Team Executive Head Teacher of Vulnerable Pupils	Ongoing discussions with the Executive Head Teacher, and exploration of how we both identify and how we improve school attendance and understand what barriers are in the way which may be preventing the child from attending school.

	and how can we overcome these.	discussions around overcoming barriers to their learning and supporting children to achieve their potential. 4. With support from the Executive Head Teacher, there is an education plan in place for all children open to the YJS. The overarching goal is to put individual education plans in place for all children referred into Hartlepool YJS. .		
5.	Increase the number of children who are working with the substance misuse service.	1. Consideration given to recruiting a substance misuse worker on a fixed 1-year contract. This will allow us to be more reactive and have contact during the reachable moments when a child is agreeing to work with substance misuse services. 2. Children misusing substances can be chaotic, having a dedicated substance misuse will be more responsive to individual need 3. A dedicated worker will be solely responsible for children open to the YJS and not wider children's service which creates increased demand 4. Recruitment will also allow us greater flexibility with appointments and availability.	YJS Management Team HoS for START – substance misuse provider	Ongoing - This is in the early stages of planning and we need to meet with the HoS for the local Substance Misuse Service and discuss what options are available and feasible.

6. National Priority Areas

The service continues to work towards achieving and improving their delivery and outcomes of the identified Strategic Priorities highlighted earlier in this plan, which includes the National Priorities below:

Children from groups, which are over-represented

It is widely known that children from a range of backgrounds are over-represented in the youth justice system. Nationally it is known that black and mixed ethnicity boys are over-represented and a HMIP thematic report made a number of recommendations for local authorities, YJS partnerships and YJS managers in relation to these children.

However, it is not only black and mixed ethnicity children that are over-represented; the YJS are aware, and respond, to any local concerns about all children from over-represented groups. This includes but is not limited to children known to social care services, children excluded from school and Gypsy, Roma and traveller children.

There is no data to indicate that black and mixed ethnicity children are over-represented within Hartlepool YJS as well as Gypsy, Roma and traveller children. However, the number of children within our care does fluctuate and, at times, there can be an over-representation of these groups, as well as children excluded from school.

Disproportionality is covered within the YJS managers' report at quarterly management board meetings. The following information was presented and discussed at the board meeting held in May 2024.

Children in our Care (CIOC)

- As at 14.05.2025 there were **9** CYP who are CIOC open to the YJS, 5 on statutory court Orders, 4 on an OoCD.
- This equated to 15% of the current YJS cohort – as at 14.05.2025
- Of the **9** CYP **8** were CIOC before becoming open to the service and **1** due to the nature of the offences.
- As at the 14.05.2025 there were **219** CIOC 10–17-year-old – information received from Data Team
- **4%** of the overall 10-17 CIOC are currently open to the YJS which is a marginal increase compared to 2023/24

The YJS works very closely with Cleveland Police, CPS and the Courts to ensure protocol has been followed (10-point check) and there is clear transparent decision making. We also work alongside Social Care and the Through Care teams to ensure a good robust package of multiagency support is afforded to each child. RJ training is also available and delivered to Care Home staff if requested, and training is delivered by the YJS RJ officer.

Policing

Hartlepool YJS have excellent links and communication with Cleveland Police. Police representation at the management board is via a Chief Inspector whose input is invaluable. We are very fortunate to have a vastly experienced and knowledgeable seconded Police Officer who is located with the team and provides all daily information, data and intelligence as required. Regular meetings are held with Cleveland Police and within Local Policing Areas (LPA) that ensure we are always up to date with concerns, risks and challenges and more importantly, what is being done about them. As with most Police forces nationally, staff do move around roles and appointments quite quickly and at times this can cause a certain amount of uncertainty, especially re inducting a senior Police Officer onto the management board. Good communication, good links and pathways and open to good, frank discussions as required.

Prevention

Hartlepool YJS's early and/or targeted prevention programme is known locally as "The Choices Programme". Referrals are received from within Children's Services i.e. Social Care/Early Help for all children 10-17 displaying behaviours associated with offending, antisocial behaviour, or other vulnerabilities. All referrals are screened and discussed at management meetings

A worker is allocated from the Pre Court team who will gain consent and implement an intervention plan alongside the child, parent/carer. A copy of the plan is shared with the referrer to ensure there is no duplication of work. Feedback on engagement is provided to the referrer, the YJS will be invited to any meetings regarding the child.

The Choices programme is voluntary, children will and do decline to consent or disengage during interventions, we make every effort to keep all children engaged in the process which to date has proven effective. Where a child refuses to work with us, we offer advice and support to individual staff to support them in the delivery of YJS specific interventions.

As with all other YJSs nationally Hartlepool YJS has been heavily involved in the Turnaround Programme since its inception.

To date we have screened 566 children and directly worked with a total of 111.

The initial impact of the Turnaround Programme has shown promise in aligning youth justice partners with existing integrated early help models. It has led to a greater recognition by partners of the issues faced by children at risk of entering the youth justice system, including children missing school, those with neuro-diverse presentations, other speech, language & communications needs and their increasing need for mental health care. Prevention and diversion work, including out of court disposals, now accounts for a significant proportion of the YJS caseload, and we welcome the renewed focus on early help for children at risk of entering the criminal justice system. This needs to be viewed as an 'invest to save' model for our partners, which prevents the escalation into core statutory children's services and transition into adult criminal justice system. We welcomed the news that the MoJ would extend the Turnaround funding for 2025/26 although the funding was reduced significantly. The funding allowed us to continue offering support to children who are referred into the Service. We are on track to achieve the target set by the MoJ and will continue working with referrals up until the programme is due to end.

Hartlepool YJS were part of the Immediate Justice pilot programme, the programme was funded via the MoJ and aligned with the Anti-Social Behaviour Action plan. At the point of the programme ceasing on 31/03/2025, the YJS received a total of 42 referrals from our partners in Community Safety. Immediate Justice was a voluntary programme which meant the level of engagement fluctuated. Once the children were engaged, they generally completed the planned programme of work which was restorative in nature. The children completed a fantastic project in Burn Valley Community Park, this was an outdoor art gallery consisting of 12 Peter Pan themed paintings drew by the children.

At the time of compiling the plan, we are aware of the new Ministry of Justice initiative, Young Futures Prevention Partnership Panels Pilot. The guidance would align with Hartlepool YJS' aim of supporting children at the earliest stage and how we can intervene earlier to prevent offending by children and young people. At this time, a local pilot area has not yet been agreed by the Office of the Police and Crime Commissioner, it's something we are interested in as it supports the wider aims and objectives. We would welcome any ongoing discussions with relevant partners.

Diversion

Hartlepool YJS, as with the majority of YJS's, has a strong diversionary offer to steer children out of the criminal justice system and avoid criminal records.

Our direct diversionary offer delivered directly by YJS staff consists of:

- Restorative Intervention (RI)
- Triage1 & 2

Referrals are received via the Police (G26), a screening tool is carried out with family which is then presented at our weekly OoCD Joint-Decision Making Panel, all cases are discussed in depth and decisions agreed as to the most suitable programme for the child. Mitigation, Gravity Scores and historical factors are considered prior to any decisions being made. Attendance at the panels will be a YJS manager, YJS Police Officer, RJ Officer, SW/FSW (if open to other services). At times referrals can also be sent from the court for consideration of an OoCD and undergo the same process.

Prior to the OoCD panel being held, the referral is allocated and the YJS Officer will contact the family and child to gather their views on being referred to the YJS and what their thoughts are to working with us. It's important to acknowledge that a poor attitude or view of the offence/victim does not preclude the child from having an OoCD, nor will it up-tariff the disposal. Alongside this, the YJS RJ Officer will also contact the victim and get their views/feelings on the child being referred into the service and what, if anything, they may want from the YJS being involved and potential outcome. Victims wishes will be considered and incorporated into subsequent plans.

The YJS has senior representation on the Cleveland OoCD Scrutiny Panel where cases are looked at scrutinised/analysed i.e. was diversion the right offer, and all actions and future recommendations highlighted.

In 2024/25 Hartlepool YJS worked with 81 children via Triage (36), and RI (23), Youth Caution (11), Youth Conditional Caution (11)

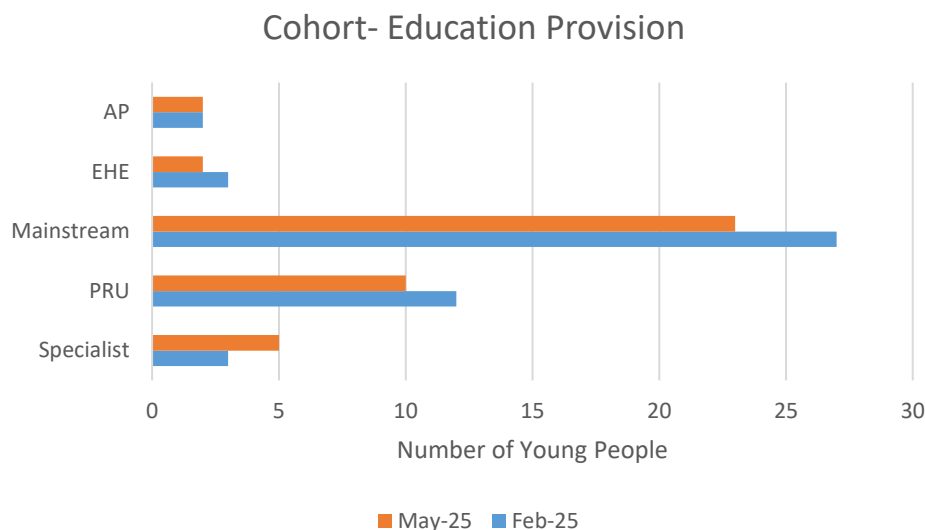
Education

All YJS staff have direct access to a named Education worker within the Virtual School and a named worker within the One Stop Shop for all Post 16 children. The YJS have also commissioned time from an Educational Psychologist who has significantly added to our education support offer.

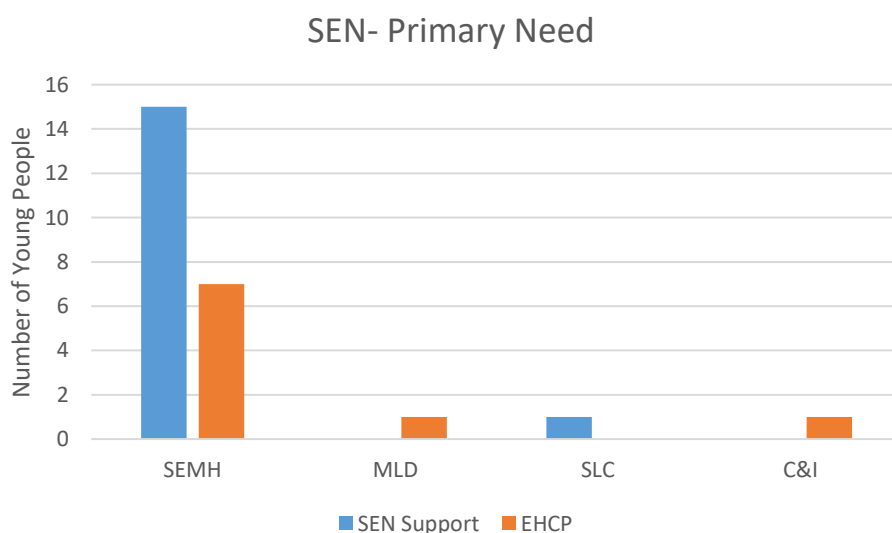
****The following is a snapshot of some of the data taken from the education report produced for the Management board meeting held in May 2025.**

As can be seen from the data below, education provides a clear and significant challenge to the partnership and one, which we are working very hard to understand better and be able to support both the children and education provider.

The data proved is invaluable and provides excellent discussion, challenges and clear actions moving forward.



The below chart highlights the primary SEN need for children open to the YJS and accessing education is that of Social, Emotional and Mental Health needs. Very few children have a diagnosis of cognition and learning or a moderate learning disability. We need to be curious as to whether the child's presenting behaviour is masking their learning needs which can be difficult to understand when being assessed or observed in school, especially when attendance is an issue. There can also be a reluctance to engage with mental health professionals, education services and, or the Local Authority SEN Team. A child's experience of education varies, we often discover schools focus solely on behaviour as opposed to what may be influencing their attitudes and views of school and provision. Schools also fund EP time and may prioritise other students who are engaged in learning and do not display the same challenging behaviours and are not persistently absent. Commissioning the EP is proving worthwhile as it allows the YJS to effectively challenge schools and see what support is needed.



Attendance Band	Number of young people (Feb 2025)	Number of young people (May 2025)
100-95	3	2
94-90	2	1
89-85	2	4
84-80	2	2
79-75	4	2
74-70	0	0
69-65	2	3
64-60	5	2
59-55	4	3
54-50	2	4
49-45	1	1
44-40	2	0
Under 40	14	16

Academic attainment of children open to the YJS is concerning. There are far too many children who are assessed as working significantly below age related expectations. Attainment may be linked to number of interconnecting factors, which may include, school moves disrupting their learning, suspensions, accessing alternative provision, children electively home educated and undiagnosed learning needs. The YJS are in a position where we can advocate on behalf of children open to us, however we are also bound by timescales and children being open for a set period. There will be occasions when we do not see the results of YJS intervention and challenge/support to schools but we may be the catalyst for support being put in place.

Academic Attainment	No of young people (Feb 2025)	No of young people (May 2025)
Significantly below age related expectations	40	38
Below age related expectations	5	4
At age related expectations	0	0
Significantly above age-related expectations	0	0

Number of School Moves	Number of Young People (Feb 2025)	Number of Young People (May 2025)
0	15	14
1	19	15
2	8	8
3	3	3
4	2	1
5	1	1

Restorative approaches and victims

Whilst crime rates in Hartlepool have fallen, the likelihood of being a victim of crime remains a reality, especially in our most vulnerable and disadvantaged communities. The YJS and broader Youth Justice Partnership are working hard to reduce the numbers of victims of crime, by incorporating the use of restorative justice practices. Restorative Justice (RJ) provides opportunities for those directly affected by an offence (victim, child responsible and members of the community) to communicate and ensure victims of youth crime have a voice. The YJS is currently re writing its Victim Policy in line with the recently published Victim's Code.

In addition, victims of youth crime are helped to access appropriate support pathways that enable them to move on from the impact of crime.

A personalised approach is taken to ensure that victims of crime in Hartlepool are placed at the centre. This includes ensuring that individual needs and wishes are fully considered. As a result, we aim to contact all victims (where consent is given) so they can access pathways to support, including the option to participate in restorative justice. Across 2024/25, there were **45** contacts with victims and the RJ Officer explored what their wishes were. As a Service we are focused on what the victim wants as opposed to what we think the victim may need. Some victims have shared that being listened to and an opportunity to share their concerns/worries was enough. However, some victims require a greater level of support, especially child victims who may have their own unmet needs.

RJ is an important underlying principle of all disposals for children on YJS caseload, from Diversion to Detention & Training Orders.

Whilst restorative processes technically result in practical reparation, for example participating in a task that benefits the community, the communication between victim and the child who has committed a crime, as part of this process, can also produce powerful emotional responses leading to mutual satisfaction and socially inclusive outcomes.

All YJS staff have undertaken service-wide RJ training, many to level 3 and the RJ/Victim lead to Level 4 plus Complex and Sensitive training to further enhance our offer to victims. The previous decision to bring RJ and victim work in house has enabled Hartlepool YJS to have direct control and influence in shaping the direction and quality of this work, including the establishment of updated working policies, practices and procedures. In turn, this has already begun to result in better outcomes for both victims and children and is much more responsive to local needs.

There is considerable evidence that RJ practice is much more integrated across all areas of the service. There is a closer link between those workers with additional RJ responsibility and case managers in relation to the needs and wishes of victims.

We aim where possible to ensure all children have a say in what they would like to do by means of practical reparation. We also have ongoing pieces of work, which are individual bespoke projects and are planned to take place involving furniture restoration, bird boxes for distribution to local groups, working alongside the RSPB, Heugh Gun Battery and local community projects at well-known landmarks/venues across the town.

Examples of the fantastic work completed by the children who have delivered reparation for the benefit of the community. The range of projects is diverse and tailored to the needs and interests of the individual and may, at times, be victim led/focused.



The above images, along with 9 others, were installed in a local park for the benefit of the community. A local resident emailed the ward Councillor;

"So it was with curiosity then delight we viewed these works daily. We now can name them in order before we even approach them. They bring joy. Especially Tinkerbell."

So I would like to thank these young persons. No matter your backgrounds or why you were originally involved in anti social behaviour. Know this: you all can go on to lead lives filled with achievement and pull away from those influences. I thank you all for bringing joy to many other children. And I hope my words encourage you all."



A mud kitchen designed and built by a 17yr old as part of his reparation project. The kitchen was delivered and installed in a local Primary School for the Nursery/Reception children to encourage messy and sensory play.



Several children have been painting the fence at a community ran sports field. The local football team actively engage with the service and are open to children, of all ages and backgrounds to attend their provision.

Serious Violence and Exploitation

All three Cleveland YJS` have strategic representation within the Cleveland Unit for the Reduction of Violence (CURV). There are several meetings, boards and training events organised via CURV that the YJS attends. Improved data sharing and intelligence is evident and there are much clearer links across the local authority and wider partners regarding Serious Violence. The YJS manager within his role as Secretary for the Association of YOT Managers (AYM) executive board led and produced the AYM national response for the consultation regarding the Serious Violence Duty.

The YJS Leadership Team also has serious incidents within their quarterly report to the board and these are discussed and analysed for any lessons learned etc. During 2024/25 Hartlepool YJS reported **3** Serious Incident to the YJB which is an increase on 2023/24.

There is ever improving partnership work across Hartlepool to address child criminal exploitation and interaction with the NRM. Hartlepool's Harm Outside the Home Team (HOTH) lead on all matters regarding exploitation. There are regular case discussions and People/Areas of interest meetings, which the YJS has senior representation at. The YJS has very good communication and information/intelligence sharing with the HOTH team and co work many complex cases. A lot of work is ongoing with the SCA re NRM and regular liaison with the Police, CPS and Courts ensures everyone is as updated as can be. All YJS staff have attended various training events organised by the HoTH re exploitation.

All YJS staff have carried out up to date PREVENT training in line with local authority requirements.

The majority of children RUI who meet the criteria will be offered Turnaround. As part of the YJS managers' report to management board meetings all RUI and bail figures are shared and discussed to measure the time from arrest to outcome. Suitable challenge is made where required.

The following data is correct as of May 2025 regarding outstanding Police investigations/enquiries

42 offences

- 26 - RUI
- 16 - Unconditional/Conditional Bail
- 5 - with CPS
- 37 - Ongoing (including offences where CYP are open on Out of Court disposals)

18 - 0 to 3 months
12 - 3 to 6 months
8 - 6 to 9 months
0 - 9 to 12 months
3 - 12 to 15 months (all Sexual offences, Sent back from CPS with an Action Plan pre-Charge)
1 – 15 months + 1 sexual Offence with CPS

The YJS monitors time from offence to outcome and updates all data via the quarterly YJS management board meetings and challenges the Police/CPS as required.

Detention in police custody

A significant amount of work has been undertaken across Cleveland over the last couple of years re children detained in Police custody. There is a monthly “Children in Custody” meeting where we discuss all children who have been held in custody 12 hours or more in the previous month. The meeting is attended by senior representation from the 3 Cleveland YJS, Police Custody Management, EDT, Social Care, Custody health team, Custody Navigators and L&D. Every child is discussed to ascertain the reasons behind their length of stay in custody and suitable actions highlighted where required. The meeting is well attended, and a lot of valuable information is shared.

The CURV funded four Custody Navigators to engage, liaise and where needed support all children entering the custody suite. Management oversight is via South Tees YJS, however the Custody Navigators will engage all children and liaise directly with the home YJS, working across all three YJS's. This does speed up the process for children in the custody suite, and the Navigators offer further support alongside the parent YJS outside of the Custody Suite.

Excitingly an area of the custody suite has been set aside for children only and after an extensive plan of works is now available as a Child custody area. There is a separate entrance and exit, and areas have been prepared with suitable reading materials, fidget objects, painted walls, breakout rooms etc.

Remands

There is constant dialogue locally, regionally and nationally re the use of remands, and we welcome the current shift in focus on remands, which has often been overlooked, to reduce the number, the length and seek community alternatives.

In 2024/25 Hartlepool YJS had 1 remand to Local Authority Accommodation

As a service, we are constantly offering creative alternatives to the use of remands and custody. The changes to ISS and the current YRO (ISS) pilot with trail monitoring does enhance this offer and allow us the opportunity to offer a more creative and potentially robust alternative to custody with an improved process of oversight and management. In 2023/24 we had two children on the YRO (ISS) pilot.

Use of custody

Nationally the use of custody has decreased significantly over the past five years, and this is rightly a success in the youth justice system. When children do go to custody it can have a damaging effect on their lives, disrupting education and straining family relationships. Children in custody are likely to be amongst the most complex and vulnerable children in society.

Hartlepool YJS generally has relatively low numbers of children with custodial sentences, and every effort is made by the service to offer creative alternatives to a custodial sentence.

The service has very good links to the local secure estate and ensures timely communication and planning is always undertaken. All relevant services are involved from the outset of a

custodial sentence and the 7-point plan is instigated from the beginning of every custodial sentence and followed throughout their sentence ensuring **Constructive Resettlement**.

In 2024/25 Hartlepool had 2 children serve custodial sentences. Where possible, alternatives to the use of custody will be considered. However, when the custody threshold is met, community packages of support will be explored as a proposal to the judiciary to prevent a custodial sentence. Any recommendation also factors in public protection, engagement with bail arrangements, response to current Community Order and can the risk be safely managed.

Hartlepool YJS have implemented a Constructive Resettlement Guidance document, which all staff follow to ensure every child is supported from sentence to resettlement.

There is regular management oversight of this via meetings, supervisions and QA. The guidance also highlights processes to be undertaken prior to sentence including Pre Sentence Reports (PSR) and the need for child/family involvement throughout. Actions to be undertaken at court after sentence and in the first 10 days of sentence and then throughout their sentence planning for constructive resettlement.

7 Point Plan:

1. Case Management and Transition: Ensure that young people serving custodial sentences receive effective, end to end service provision based on a thorough assessment of need and risk, in order to reintegrate them into the community

2. Accommodation: To ensure that all young people leaving custody can access suitable accommodation and support where appropriate.

3. Education Training and Employment: Provide all young people with suitable and sustainable Education, Training and Employment through their sentence and beyond.

4. Health: Ensure that all young people in custody have access to suitable and sustainable general and specialist healthcare services, based on individual need, so that problems are assessed and treated at the earliest opportunity and in the most appropriate manner.

5. Substance Misuse: Ensure that all young people entering custody are screened for substance misuse, with recognition of previous interventions. Those with identified needs should receive specialist assessment access to appropriate interventions and treatment services, with their aftercare needs met on return to community.

6. Families: Ensure that families of young people in custody receive timely, high quality support and information, from the point of arrest and throughout the young person's sentence.

7. Finance, Benefits and Debt: Ensure young people leaving custody and their families are provided with information and advice so that they are able to access appropriate financial support.

A multiagency approach is embedded to ensure each area of the above plan is monitored and every child receives the best and most timely support available from all services involved. The service has direct links to all partners in relation to accommodation, health, education, finance/budget, substance misuse and children's services such as Social Care and Early Help who are brought together at the point of sentence.

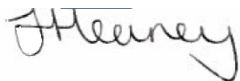
Working with families

The service works hard to include and work with families throughout a child's involvement. As highlighted throughout this plan the voice and input of parent/carers alongside those of the child are integral to successfully supporting children on their journey.

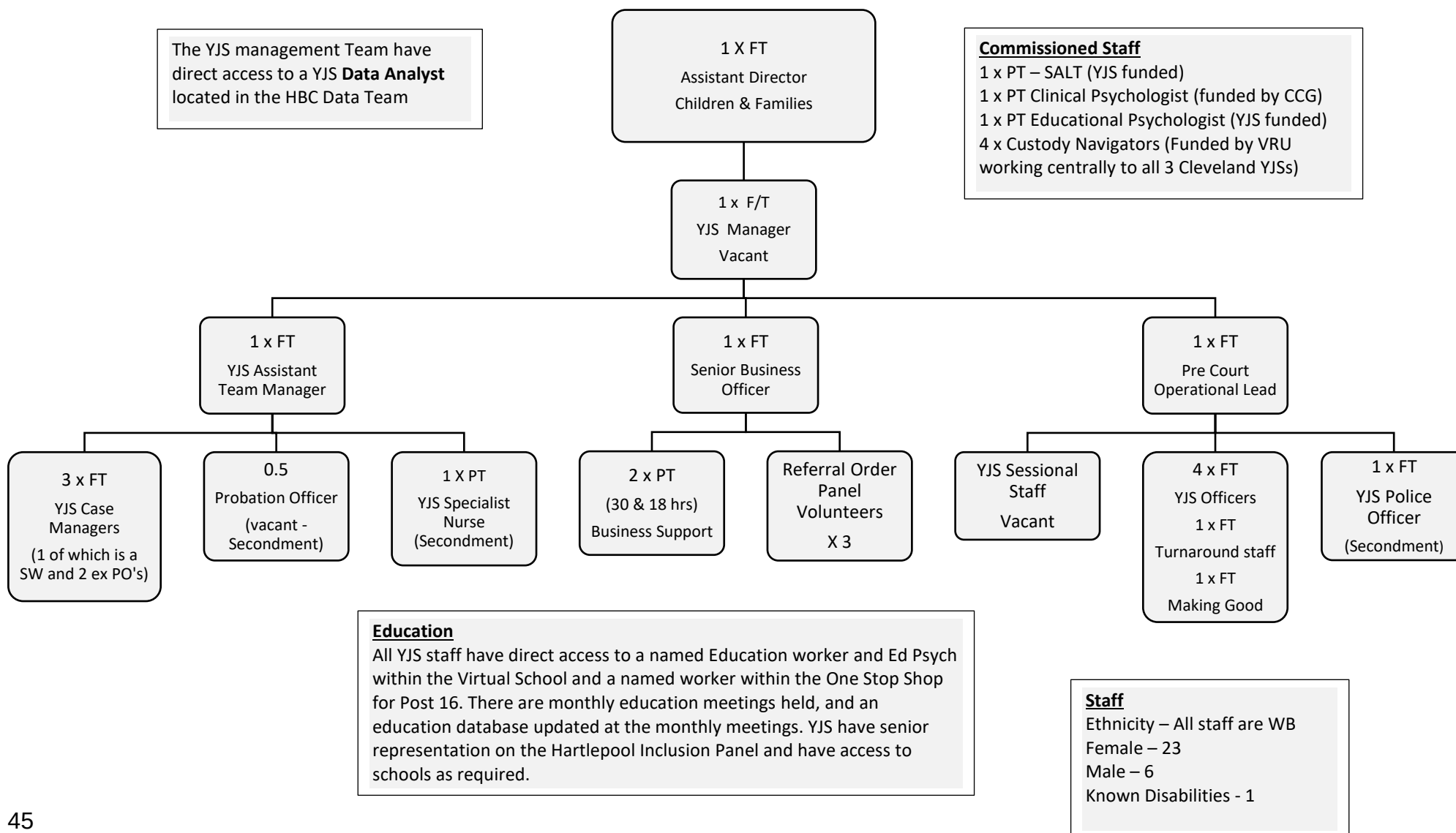
The YJS have staff trained to deliver the **Talking Teens** programme, this is based on the most recent research on adolescence, and consistent with the principles of the Nurturing Programme, the groups provide a positive view of teenage development and focus on relationships within the family, communication, negotiating, decision-making and strategies to reduce conflict. To date engagement with parents has been very positive; we have delivered it as group work and 1:1.

The **Turnaround** programme has been invaluable with helping support and work with families. This is currently the only programme available to the YJS with specific funding available to offer families direct support. The benefits of this have been huge, have enabled, and encouraged engagement from the outset. This needs to be viewed as an 'invest to save' model for our partners, which prevents the escalation into core statutory children's services and transition into adult criminal justice system. The initial multi-year funding for Turnaround has been very welcome, and we hope it can become permanent. There is always a worry that short-term initiatives come at the expense of investment in core service provision for the longer term, which requires sustained, multi-year settlements.

7. Sign off, submission and approval

Management Board Chair	Jo Heaney, Head of Commissioning (Children, Young People and Maternity - Tees Valley) North East & North Cumbria Integrated Care Board
Signature	
Date	20/05/2025

Appendix 2 – Hartlepool YJS Service Structure, March 2025



Appendix 2 – Budget costs & Contributions 2025/26

B5: YOT budget
Costs and Contributions

2025/26 Budget - Hartlepool Youth Justice Service

	Staffing	Non-Pay	In-Kind	Total
Agency	£'000	£'000	£'000	£'000
Youth Justice Board	379	111	0	490
Hartlepool Borough Council	241	69	117	427
Cleveland Police	0	0	57	57
Police & Crime Commissioner	38	0	0	38
Probation Service	0	5	27	32
Health (Integrated Care Board)	0	0	6	6
Turnaround Grant	71	6	0	77
Total	729	191	207	1,127

'In-Kind' Contributions

Hartlepool Borough Council - 0.6 FTE Specialist Nurse & Overhead Costs (eg. Management, accommodation, finance, legal etc)

Cleveland Police - 1 FTE Police Officer

Probation Service - 0.5 FTE Probation Officer

Integrated Care Board - 0.1 FTE Clinical Psychologist

Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety

Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education Health and care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi-agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average

RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

Hartlepool Borough Council – Single Impact Assessment Form

Appendix 2

Guidance for completing this form is available in the “Single Impact Assessment: Toolkit for Officers”, available from the Single Impact Assessment page on the intranet at <https://hbcintranet/Pages/Single-Impact-Assessments.aspx>.

Section 1 – Details of the proposed action being considered

1.1 Lead Department:	Children’s and Joint Commissioning
1.2 Lead Division:	Hartlepool Youth Justice Service (YJS)
1.3 Title of the proposed action:	
Implementation of the 2025/26 Youth Justice Plan	
1.4 Brief description of the proposed action:	
The Youth Justice plan will be the basis of delivering services to children and victims of youth crime in Hartlepool.	
1.5 Who else is involved:	
The Youth Justice Service will alongside with Children’s Social Care, Early Help and Education. The YJS also commission a part time Speech and Language Therapist and part time Educational Psychologist to provide additional support to the children open to the YJS.	
1.6 Who will make the final decision about the proposed action:	

Hartlepool Borough Council – Single Impact Assessment Form

Appendix 2

The YJS strategic plan has been presented to Children's Committee, Audit and Governance committee, Safer Hartlepool Partnership and will also be ratified by the Youth Justice Board. The plan will also be presented at Full Council for final signoff.

1.7 Which wards will be affected by the proposed action? Tick all that apply					
All wards	☒	Hart	☐	Seaton	☐
Burn Valley	☐	Headland & Harbour	☐	Throston	☐
De Bruce	☐	Manor House	☐	Victoria	☐
Fens & Greatham	☐	Rossmere	☐	N/A - Internal council activities	☐
Foggy Furze	☐	Rural West	☐		

1.8 Completed By:		
Name	Job Title	Date Completed
Laura Gough	Assistant Director Childrens Services	04/09/2025

1.9 Version	Author	Summary of Changes	Date

Section 2 – Explaining the impact of the proposed action

Hartlepool Borough Council – Single Impact Assessment Form

Appendix 2

2.1 What data and evidence has informed this impact assessment?

Data from the YJS has been used to identify our key priorities.

2.2 If there are gaps in evidence or not enough information to assess the impact, how have you addressed this or how will you address it?

Gap(s) Identified	How it / they have or will be addressed
No gaps identified	

2.3 Risk Score

Impact	Negative Impact Score	Explanation – what is the impact?
Age		
☐ Positive Impact ☐ Negative Impact ☐ No Impact x	Likelihood score: 1 Impact score: 1 Overall score: 2	The YJS have a statutory duty to work with all children (aged 10-17) who have been arrested and referred into the service for support. In addition to this, we also have a duty to support victims of youth crime, inevitably ages of the victims will vary. Regardless of age, we contact all victims plus their parents/carers if the victim is a child or deemed vulnerable.
Disability		
☐ Positive Impact ☐ Negative Impact ☐ No Impact ☐ x	Likelihood score: 1 Impact score: 1 Overall score: 2	Regardless of the child/victim's physical health/disability, we will offer support and seek advice from the YJS Nurse.
Gender Reassignment		
☐ Positive Impact ☐ Negative Impact ☐ No Impact	Likelihood score: 1 Impact score: 1 Overall score: 2	We are sensitive to the needs of the child and how they identify. This also applies to victims who we support.
Marriage and Civil Partnership		
☐ Positive Impact ☐ Negative Impact	Likelihood score: 1 Impact score: 1 Overall score: 2	Unlikely to have any impact as we predominantly work with children. There may be victims who we support who are married or in a civil partnership.

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Impact	Negative Impact Score	Explanation – what is the impact?
☐ No Impact ☒		

Impact	Negative Impact Score	Explanation – what is the impact?
Pregnancy and Maternity		
☐ Positive Impact ☐ Negative Impact ☒ No Impact ☒	Likelihood score: 2 Impact score: 2 Overall score: 4	The YJS may work with children who are pregnant, where pregnancy is confirmed, services are adjusted accordingly and separate risk assessments completed to mitigate potential risk.
Race (Ethnicity)		
☐ Positive Impact ☐ Negative Impact ☒ No Impact ☒	Likelihood score: 1 Impact score: 1 Overall score: 2	Regardless of a child or victims race, services will be provided.
Religion or Belief		
☐ Positive Impact ☐ Negative Impact ☒ No Impact ☒ 1	Likelihood score: 1 Impact score: 1 Overall score: 2	Regardless of a child or victims religious beliefs, services will be provided. We are sensitive to religious beliefs and plans will be adjusted to meet their individual needs.
Sex		

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☐ Positive Impact ☐ Negative Impact ☒ No Impact x	Likelihood score: 1 Impact score: 1 Overall score: 2	We work with children/victims regardless of their sex, whether this is the same as their registered sex at birth.
Impact	Negative Impact Score	Explanation – what is the impact?
Sexual Orientation		
☐ Positive Impact ☐ Negative Impact ☒ No Impact x	Likelihood score: 1 Impact score: 1 Overall score: 2	We support children/victims and their sexual orientation is taken into consideration. There may be occasions when a child/victim discloses their sexual orientation, additional support may be required. Children may be referred into the service after committing a hate crime based on the victims sexual orientation. The YJS have a dedicated victim worker who will provide support to victims of youth crime where a hate crime has been committed.
Care Leavers (Local)		
☐ Positive Impact ☐ Negative Impact ☒ No Impact x	Likelihood score: 1 Impact score: 1 Overall score: 2	Children open to the YJS who are a care leaver will have the same level of support. We work closely with the Child In Our Care (CIOC) team and have a dedicated Personal Advisor to provide ongoing support. Numbers of CIOC fluctuate.
Armed Forces (Local)		
☐ Positive Impact ☐ Negative Impact ☒ No Impact x	Likelihood score: 1 Impact score: 1 Overall score: 2	At the time of the impact assessment being produced we are not working with any current/ex armed forces personnel. It would be unlikely any child we work with was in the armed forces. If there was a victim who was a current or ex armed forces personnel this would not affect our offer of support.
Poverty and Disadvantage (Local)		

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☐ Positive Impact x ☐ Negative Impact ☐ No Impact	Likelihood score: 4 Impact score: 1 Overall score: 5	The YJS work with both children and victims who may be disadvantaged or affected by poverty. Where there is a need identified the YJS will aim to support the child and, or victim into Universal Services to access support. The YJS will also provide financial support/supermarket vouchers to ensure families/victims are able to buy food, clothing etc.
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Section 3 - Mitigation Action Plan or Justification

Group(s) impacted	Proposed mitigation	How this mitigation will make a difference	By when	Responsible Officer

Justification If you need to justify your proposed action explain this here

Section 4 - Sign Off

Responsible Officer sign off:	
Name	Phil Gleaves
Job title	Operational Lead - Pre Court

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Assistant Director / Director sign off:	
Name	Laura Gough
Job title	Assistant Director of Children and Families

Once the Single Impact Assessment is completed please send to impactassessments@hartlepool.gov.uk.

Section 5 - Review (To be completed after implementation)

5.1 Review completed by:		
Name	Job Title	Date review completed

5.2 Did the impact turned out as expected?

5.3 Were the proposed mitigations the correct ones and were they successful in reducing any negative impacts?

5.4 Were there any unexpected outcomes?

--

5.5 Following the review please identify next steps here (Select one)

☐ Additional mitigation required (give details below - 5.6) ☐ Original proposed course of action needs to be revisited ☐ No further action required
--

5.6 Additional mitigation(s) or justification

Group(s) impacted	Proposed mitigation	How this mitigation will make a difference	By when	Responsible Officer

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Appendix 2

Justification If you need to justify your proposed action explain this here

Submit form with completed review to impactassessments@hartlepool.gov.uk

COUNCIL

2nd October 2025



Report of: Chief Executive

Subject: BUSINESS REPORT

1. RESIGNATION FROM COUNCIL COMMITTEES AND OUTSIDE BODIES - COUNCILLOR YOUNG

Confirmation has been received from Council Young of his resignation from the below Council committees and outside bodies:

Outside Bodies (replacement appointments outlined in Section 2 below):

- Police and Crime Panel
- Tees Valley Combined Authority – Overview and Scrutiny Committee

Council Committees (replacement appointments referenced in Section 3 below):

- Finance and Corporate Affairs Committee
- Adult and Community Based Services Committee
- Neighbourhood Services Committee
- Economic Growth and Regeneration Committee
- Licensing Committee
- Planning Committee
- Civic Honours Committee

Members are asked to note the above resignations.

2. OUTSIDE BODIES

i) I have received notification that Councillor Young has resigned from the following outside bodies:

- Tees Valley Combined Authority – Overview and Scrutiny Committee
- Police and Crime Panel

Both are Conservative vacancies and Councillor Andrew Martin-Wells has indicated he will take both. No substitute(s) have been identified.

Members are asked to approve the appointment of Councillor Martin-Wells to the:

- **Police and Crime Panel; and**
- **Tees Valley Combined Authority – Overview and Scrutiny Committee**

- ii) A number of outside body vacancies also remain outstanding following the Annual Council meeting.

National Association of Councillors:

- English Region (1 vacancy)
- General Management Committee (1 vacancy)

Nominations are sought for the final time. Should appointments not be made at this time, the NAC will be notified of a standing vacancy on both these bodies.

- iii) The Lawyers in Local Government group, Society of Local Authority Chief Executives and Senior Managers and the Chartered Institute of Public Finance and Accountancy have recently issued joint guidance on the roles of the statutory officers within Local Authorities. The guidance advises that due to potential for conflicts of interest that the statutory officers should not hold Director positions. I have therefore tendered my resignation as Director on the Northern Studios and Trustee on the National Museum of the Royal Navy Hartlepool Board.

Council is therefore asked to delegate authority to appoint an appropriate senior officer to such roles, as and when necessary, to the Head of Paid Service (Chief Executive) in consultation with the Leader (or, in their absence, the Deputy Leader).

3. PROPORTIONALITY REVIEW / APPOINT TO COUNCIL COMMITTEE VACANCIES FOLLOWING RESIGNATIONS

Section 15 of the Local Government and Housing Act 1989 requires that a proportionality review is carried out as soon as practicable after there is delivered to the proper officer a notice under Regulation 8 (notice by a political group stating the constitution of the political group). Following receipt of a Regulation 8 notice by the Reform group, stating that the group is constituted differently, a review has been undertaken.

In accordance with the Act, the review has sought to make only those determinations as are required by the Act to ensure political balance. The review has therefore not sought to “start afresh” but has aimed to ensure that the requirements of the Act are met insofar as they are necessary and proportionate, having regard to the remainder of the municipal year. The timing is such that the implications of the resignation of Councillor Young from all committees has also been taken into consideration as part of the review.

The findings of the review were not available in time to meet the deadline for publication of the Council agenda. However, full details of the outcome of the review

will be circulated ahead of the meeting on the 2nd October 2025 to enable Full Council consideration of any required changes / appointments.

4. TVERF DELEGATION UPDATE

- i) Further to consideration of the motion presented to the Council meeting on the 20th August 2025 a Members' Seminar was held on the 15th September 2025 to provide an update on the future operation of the Tees Valley Energy Recovery Facility.

Approval of the below delegation is now sought for the Chief Executive to ***“enter into all other necessary agreements or legal documents on behalf of the Council or the SPV to enable the project to reach financial completion and monitor and manage the contract”***.

- ii) In 2022 the Finance and Policy Committee approved the entering into an option agreement for a lease to site the TVERF. Further agreements have been required that are incidental to the granting of the lease that were not envisaged at that time as follows:

- Side Deed – an extension of the lease arrangements, which deals with how wider estate related issues are dealt with e.g. abnormal loads, fly tipping, Estate Service charges.
- Environmental Deed – an extension of the lease arrangements, which deals specifically with how contamination will be dealt with, by whom etc, should it be identified on site.

Approval of the below delegation is now sought for the Chief Executive to ***“in consultation with the Chair of Finance and Corporate Affairs Committee, enter into the guarantees in respect of the Side-Deed and Environmental Deed for the purposes of guaranteeing the LA SPV's obligations thereunder”***.

5. ELECTORAL REGISTRATION OFFICER

At the last meeting of full Council, the Director of Legal Governance and Human Resources was appointed Returning Officer for elections in accordance with the Representation of People Act 1983 as part of the Senior Management restructure report.

It is also proposed that the Director of Legal Governance and Human Resources be appointed to the role of Electoral Registration Officer under the Representation of the People Act 1983.

Members are asked to approve the appointment.

Cleveland Police and Crime Panel

A meeting of the Cleveland Police and Crime Panel was held on Tuesday, 8 July 2025.

Present: Councillor Tony Riordan (Chair), Councillor Norma Stephenson OBE (Deputy Chair), Councillor Peter Chaney, Mayor Chris Cooke, Councillor John Coulson, Councillor Graham Cutler, Councillor Karen Oliver, Councillor Paul Rowling, Councillor Ian Blades, Councillor Karen King, Councillor Rob Darby and Mr Luigi Salvati

Officers: Steven Newton (Governance Director (Monitoring Officer)) and Alison Pearson (Governance Manager)

Also In attendance: Matthew Storey (Office of the Police and Crime Commissioner) and Lisa Oldroyd (Office of the Police and Crime Commissioner)

Apologies: Councillor Chris Jones and Councillor Mike Young

PCP 10/25 **Declarations of Interest**

There were no interests declared.

PCP 11/25 **Minutes of the meetings held on the 4 February 2025 and 20 June 2025 and attendance matrix**

Consideration was given to the minutes of the meetings held on 4 February 2025 and 20 June 2025 and the attendance matrix.

RESOLVED that the minutes of the meetings held on 4 February 2025 and 20 June 2025 be agreed as a correct record and the attendance matrix be noted.

PCP 12/25 **Police and Crime Commissioner's Annual Report 2024/25**

The Panel considered the Police and Crime Commissioner's Annual Report 2024/25. The Commissioner introduced the report and highlighted the following achievements:

- The most recent PEEL inspection by HMICFRS had rated the force as 'good' in most areas of policing. Whilst there remained two areas rated as 'adequate' and two as 'requires improvement', inspectors had stated that the Force's leadership and management had considerably improved its service to the public. The Force was one of the most improved in the country.
- The Police and Crime Plan for 2024-29 was developed by the Commissioner following his election in May 2024 with a vision to create safe, strong and confident communities. This was now supported by a detailed delivery plan and performance framework. In developing the plan, the PCC had engaged with a wide range of groups and individuals across Cleveland with shared objectives to make Cleveland safer, laying

the foundations for moving forward together.

- The robust police response to the disorder events in the summer of 2024 and the subsequent focus on the community recovery and engagement with diverse groups which had been recognised through the Tees Valley Equality, Diversity and Inclusion Awards.
- The UK's first Youth Custody Suite had been opened in Middlesbrough in July 2024, a culmination of partnership working between CURV, Cleveland Police and South Tees Youth Justice Service. This included a funded custody navigator scheme to support people involved in, or at risk of, serious violence whilst detained in custody or once released into the community which had reduced reoffending rates. Cleveland's approach had attracted national attention and was seen as a good practice example that other wished to learn from.
- There had been further investment in tackling anti-social behaviour and increasing patrols in hotspot areas and over £500,000 invested in anti-violence intervention.
- A Tees-wide Domestic Abuse Perpetration Strategy had been co-produced by partners across Cleveland and was launched in April 2025. There had been continued specialist support for victims of domestic abuse with 15,330 victims supported.
- The Divert scheme, which had been in operation since 2018, had worked with 424 people – a 75.2% increase on the previous year, with more than 80% of those successfully completing the programme. The scope of the service had been extended to address hate crime and possession of weapons offences.
- The fifth Safer Streets programme in Cleveland had run for 18 months, ending in March 2025. Across five years of the programme more than £3.4m had been invested across the four Cleveland boroughs, with eight neighbourhoods specifically targeted with crime reduction measures and activity. This had delivered 154+ CCTV cameras, 177+ empty properties fitted with screens, 76 traffic calming measures, 291+ improvements to alley gates, 168+ new street lights and hundreds of homes given security packs.

The Panel welcomed the report and in discussing its contents the following issues and comments were raised:

- Whilst the report demonstrated lots of improvement and achievements, there was still a desire to see a greater visual policing presence in neighbourhoods with dedicated PCSO's.
- The Commissioner advised he was working towards this utilising funding from the neighbourhood grant.
- Would there be continued funding for sexual abuse advocates and dealing with stalking incidents beyond the existing 2026 commitments? The Commissioner advised that he could not make any firm commitments beyond 2026 but the issue remained a high priority for him and he would continue to press for further funding.
- It was felt that there had been increased partnership working and this had contributed to the reductions in crime that were being reported in the Annual Report.
- The panel questioned whether the continued rhetoric about two tier policing at a national level was undermining the efforts to build trust and

confidence in local policing.

The Commissioner advised that the perception of crime continued to be a challenge and that there was a combined pressure associated with funding, the funding formula. Despite performing well in these circumstances, engagement, communication and partnership working were important in helping to address the perceptions of crime and policing.

- The Commissioner's ongoing efforts to highlight the problems associated with the funding formula and his lobbying to effect change were welcomed. It was noted that there was a role for Panel Members in highlighting the issues with the existing formula and supporting efforts to achieve change in support of the Commissioner's own work.
- In relation to overcrowding in prisons, the Commissioner noted the findings of the Levison review. He advised that prison releases in Cleveland had generally been managed well.
- Domestic abuse, and in particular, domestic related deaths were a concern and the panel questioned whether there were opportunities for further monitoring of this and stronger partnership working.
- The Commissioner advised that tackling Domestic Abuse and Violence Against Women and Girls were priorities within his plan anticipated there would be further learning from the recent Domestic Abuse Protection Order pilot work nationally.
- The Panel asked about the Commissioner's use of reserves

RESOLVED that the Annual Report be welcomed and the Panel continue to support the Commissioner's efforts to lobby for a fairer funding formula.

**PCP
13/25**

Commissioner's Scrutiny Programme

The Panel considered the report of the Commissioner providing information on his scrutiny programme.

RESOLVED that the report be noted.

**PCP
14/25**

Decisions of the Commissioner

The Panel considered the report of the Commissioner providing information on the decisions made by the Commissioner since the last meeting.

The Police and Crime Commissioner made all decisions unless specifically delegated within the scheme of consent/delegation. All decisions demonstrated that they were soundly based on relevant information and that the decision-making process was open and transparent.

In addition, a forward plan was included and published on the OPCC's website which included items requiring a decision in the future. This was attached to the report.

Each decision made by the Commissioner was recorded on a decision record form with supporting background information appended. Once approved it was published on the OPCC's website.

Decisions relating to private/confidential matters would be recorded; although, it may be appropriate that full details were not published.

Decisions made since the last meeting of the Police and Crime Panel were attached to the report.

RESOLVED that the report be noted.

**PCP
15/25**

Police and Crime Commissioner Continuity Plan

The Commissioner presented a report setting out the continuity plans to be followed in the event of a vacancy in the role of Police and Crime Commissioner (PCC) or the PCC's incapacitation.

In such a situation, the Police and Crime Panel had a statutory role to appoint an Acting PCC to discharge the functions of the Commissioner, in line with the provisions in the Police Reform and Social Responsibility Act 2011 (the Act).

There was no legislative mandate requiring PCC's to appoint a deputy, however, it was considered good practice to review local arrangements and ensure appropriate plans were in place in the event of a vacancy or incapacitation.

The PCC for Cleveland had not deemed it necessary to appoint a deputy at this time but this position would be kept under review. The proposed arrangements for Cleveland were:

- If an acting PCC was required, the appointment would be made from among existing staff members.
- To ensure continuity in leadership and the effective operation of the Office, the person holding the statutory role of Chief Executive would be considered for the appointment as acting PCC, consistent with the requirements of the Act.
- A formal appointment decision would be required by the Police and Crime Panel.
- The Act took precedence of the continuity plan.
- The continuity plan was to be taken as the PCC's formal representation regarding any future acting PCC appointment unless they inform the Panel otherwise.
- The arrangements should be reviewed on an annual basis.

RESOLVED that the proposed continuity plan be agreed.

**PCP
16/25**

Panel Arrangements and Training Needs

The Panel considered their work programme for 2025/26 and training needs.

With reference to the statutory role of reviewing the local policing precept, the Panel felt this should continue to be undertaken by a Task and Finish Group in order to facilitate sufficient time and analysis of the financial arrangements of

the PCC and commissioned services. The Task and Finish Group would make its recommendations to the Panel.

The Panel felt that membership of the Task and Finish Group should remain as one representative from each of the four Local Authorities and a Non-Political Independent Member and the following membership was proposed:

Hartlepool – Councillor Karen Oliver
Middlesbrough – Mayor Chris Cooke
Redcar and Cleveland – Councillor Peter Chaney
Stockton – Councillor John Coulson
Non-Political Independent Member – Luigi Salvati

With reference to the Panel's role in handling complaints, the following membership of the Complaints Sub-Committee was proposed:

Hartlepool – Councillor Mike Young
Middlesbrough – Councillor Ian Blades
Redcar and Cleveland – Councillor Chris Jones
Stockton – Councillor Norma Stephenson OBE
Non-Political Independent Member – Luigi Salvati

With respect to training, the Panel was advised that a training event had taken place in December 2023 but arrangements would be made to repeat this following changes in panel membership and an appointment being made to the current Non-Political Independent Member vacancy.

In relation to other potential scrutiny topics the Panel may wish to consider, Panel Members were encouraged to suggest any topics via the Chair and the matter could be given further consideration following the training event.

RESOLVED that:

1. The proposed membership of the precept task and finish group be agreed.
2. The proposed membership of the Complaint Sub-Committee be agreed.
3. Arrangements be made for a further training event for the Panel.
4. Potential suggestions for scrutiny topics be advised to the Chair and the matter be revisited following training.

**PCP
17/25**

Appointment Process for Non-Political Independent Member

The Panel considered a report setting out a proposed process and draft documentation for the appointment of a non-political independent member following the sad death of Paul McGrath to serve for the remainder of the term of office, ending on 1 February 2029.

RESOLVED

1. The arrangements for the appointment of non-political independent members as detailed in paragraphs 4-6 of the report be agreed.
2. A selection sub-committee be established to appoint and conduct shortlisting and interviews to determine the most suitable candidates prior to formal appointment by the full Panel.
3. The sub-committee comprise the following panel members:

Councillor Karen Oliver (Hartlepool)
Mayor Chris Cooke (Middlesbrough)
Councillor Chris Jones (Redcar and Cleveland)
Councillors Tony Riordan and Norma Stephenson OBE (Stockton)
4. Authority be delegated to the Governance Director and Monitoring Officer, in consultation with the Panel Chair and Vice Chair, to amend and finalise the arrangements and associated documents, should it be necessary to do so.

**PCP
18/25**

Members' Questions to the Commissioner

The following question had been submitted by Councillor Paul Rowling for response by the Commissioner:

“In the Police and Crime Plan it specifically mentions nuisance motorbikes and the need to urgently deal with those that do not follow the laws regarding them. Is the PCC confident that Cleveland Police have the tools to do this?”

The Commissioner outlined the work of Operation Endurance and highlighted the importance of reporting by members of the public in tackling the issue. Intelligence on the storage of vehicles was as useful as reports of when and where they were being used and enabled ‘hot spot’ targeting of police activity. Where there were concerns about anonymity, Crimestoppers could be used for reporting.

He advised that to date 73 off-road vehicles had been seized, 69 of which had been crushed. He noted that when vehicles were crushed rather than being sold through auction, they could not be reused and wished to see this as a consistent approach across all forces.

As a supplementary question, Councillor Rowling asked about engagement in schools since there appeared to be a clear link between use of off-road vehicles and drug dealing which often involved vulnerable young people being drawn into the activity.

The Commissioner confirmed he was working to engage young people, and in particular those in harder to reach groups such as through the Pupil Referral units and those who had had involvement in the criminal justice system.

In addition to the questions on notice, the Commissioner responded to a variety of questions and comments by Panel members covering the following topics:

- Use of facial recognition
- Promotion of the COPA app
- Funding for local groups to improve security around access points to wildlife areas and open spaces.
- Retail crime and design solutions, including opportunities to use S106 funding.
- Restorative justice
- Operation Ford and the consistency of support in relation to abuse in public life.

**PCP
19/25** **Public Questions**

There were no questions from members of the public.

**PCP
20/25** **Forward Plan**

Members reviewed the Forward Plan for the Panel 2025-26.

RESOLVED that the Forward Plan 2025-26 be noted.

**PCP
21/25** **Exclusion of the Press and Public**

RESOLVED that under Section 100A(4) of the Local Government Act 1972 the public be 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 paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act.

**PCP
22/25** *** Complaint Update**

The Panel considered a report of the Monitoring Officer providing an update on a complaint matter 2024-05.

RESOLVED that the complaint be closed on the basis that an explanation is provided to the Complainant in terms of process would amount to informal resolution of the matter.