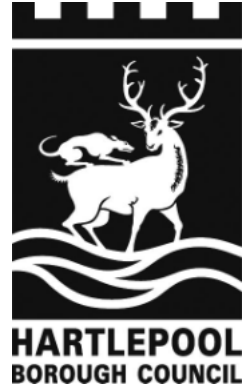


REPLACEMENT AGENDA

CABINET AGENDA



Monday 5th December 2011

at 9.15am

**in Committee Room B,
Civic Centre, Hartlepool**

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Brash, Hall, Hargreaves, Hill, Jackson, Payne, Simmons and H Thompson.

1. **APOLOGIES FOR ABSENCE**
2. **TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
3. **MINUTES**

To receive the Record of Decision in respect of the meeting held on 21st November 2011 (*previously distributed*)

4. **BUDGET AND POLICY FRAMEWORK**

No items

5. **KEY DECISIONS**

- 5.1 2012/13 Savings in Children's Education Services and Out of School Activities Savings – *Director of Child and Adult Services*
- 5.2 Business Transformation Programme – 2012/13 Savings in Adult Social Care – *Director of Child and Adult Services*
- 5.3 2012/13 Service Review and Savings in Prevention, Safeguarding and Specialist Services – *Director of Child and Adult Services*
- 5.4 Community Services Review 2012/13 – *Director of Child and Adult Services*
- 5.5 Business Transformation Programme 2012/13 – Review of Denominational Transport Provision and Post-16 Provision – *Director of Child and Adult Services*

REPLACEMENT AGENDA

- 5.6 Business Transformation Programme 2012/13 – Savings in Support Services, Child and Adult Services – *Director of Child and Adult Services*
- 5.7 Chief Executive's Department – Corporate Strategy Division Savings Proposals – *Assistant Chief Executive*
- 5.8 Extended Customer and Support Services Review – *Chief Customer and Workforce Services Officer*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Public Health in Hartlepool: Future Options – *Acting Chief Executive*
- 6.2 Updated Position Statement: Installation of Photo-Voltaic Panels by the Council – *Director of Regeneration and Neighbourhoods and Chief Finance Officer*
- 6.3 Hartlepool Partnership and Council Proposed Outcome Framework 2012/13 – *Assistant Chief Executive*

7. ITEMS FOR DISCUSSION/INFORMATION

- 7.1 Quarter 2 – Revenue Financial Management Report 2011/12 – *Chief Finance Officer*
- 7.2 Quarter 2 – Capital Programme Monitoring Report 2011/2012 – *Chief Finance Officer*

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 8.1 Referral Response – Delivery of Support to Members and to the Council, Executive, Non Executive And Scrutiny Functions - *Scrutiny Co-ordinating Committee*
- 8.2 Call-In of Decision - Delivery of Support to Members and to the Council, Executive, Non Executive And Scrutiny Functions - *Scrutiny Co-ordinating Committee*

CABINET REPORT

5 December 2011



Report of: Director of Child and Adult Services

Subject: 2012/2013 Savings in Children's Education Services and Out of School Activities Savings

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to outline the proposed 2012/2013 savings in the Performance and Achievement Division of Child and Adult Services.

2. SUMMARY OF CONTENTS

- 2.1 The savings target for education services and out of school activities of £128k to be delivered from 1 April 2012 is within a total Children's Services saving of £1m - £1.1m. This saving is within the content of a Child and Adult Services total departmental saving of £2.743m.
- 2.2 The report provides details of the proposed savings and rationale for these. It also outlines options for savings that have been considered but discounted, where proposals have an impact on staff, the staffing implications are highlighted in the report.

3. RELEVANCE TO CABINET

The report details one of the reviews which forms part of the 2012/13 Savings Programme, and is therefore relevant for a Cabinet decision.

4. TYPE OF DECISION

Key Decision, Test (i) applies. Forward Plan Ref: - CAS111/11

5. DECISION MAKING ROUTE

Cabinet, 5 December 2011.

6. FINANCIAL IMPLICATIONS

The financial implications of a Cabinet decision not to approve the recommendations contained within this report will result in the savings having to be achieved by reducing front line services to children and young people elsewhere in the department and is also likely to result in an HBC staffing reduction which would incur additional redundancy and/or pension costs.

7. LEGAL IMPLICATIONS

The proposed savings can be achieved whilst ensuring all statutory services can continue to be delivered and the Council's statutory duties fulfilled.

8. DECISION(S) REQUIRED

For Cabinet to approve the proposed savings of £128,000 from the Performance and Achievement division of Child and Adult Services.

Report of: Director of Child and Adult Services

Subject: 2012/2013 Savings in Children's Education Services and Out of School Activities Savings

1. PURPOSE OF REPORT

The purpose of this report is to outline the proposed 2012/2013 savings in the Performance and Achievement Division of Child and Adult Services.

2. BACKGROUND

- 2.1 A number of projects have been identified to deliver the required savings as outlined below.

Project	Anticipated Savings	Description	Approval Route	Constitution Route
Reduction of Youth Service Commissioning Budget Review	£30,000	Savings will be achieved by reducing the IYSS Commissioning budget from April 2012.	CMT 31/10/11	Cabinet 5/12/11
Review of support for social and educational inclusion	£30,000	Savings will be achieved by reviewing delivery of school attendance officer support to primary and secondary schools across Hartlepool.	CMT 31/10/11	Cabinet 5/12/11

Review of educational psychology support to schools and children.	£32,000	Savings will be achieved by reducing number of trainee educational psychologists employed to provide psychology support to primary and secondary schools in Hartlepool.	CMT 31/10/11	Cabinet 5/12/11
Review commissioning of play activities	£18,000	Savings to be achieved by reducing budget for commissioning of play activities.	CMT 31/10/11	Cabinet 5/12/11
Review IYSS support	£9,000	Savings will be achieved by reducing the monies allocated to support developmental activities in Youth Centres.	CMT 31/10/11	Cabinet 5/12/11
Review IYSS Outreach Support	£9,000	Savings will be made by reducing the detached, mobile and outreach IYSS provision.	CMT 31/10/11	Cabinet 5/12/11

2.2 Alternative Options Considered to Make Required Savings

A number of alternatives have been considered in the order to make the necessary £128k savings within Children's Services as follows:

Deletion of Senior Educational Psychologist – impact would be on children with the most severe Special Educational Needs and the town would lose a specialist psychologist with an expertise in diagnosing and making provision for children and young people with autism, speech and language difficulties or behavioural social and emotional difficulties. It could leave the Council unable to fulfill statutory duties in relation to these vulnerable young people.

Closure of a Youth Centre – lack of provision for young people risks an increase in young people having little to do in the evenings, being more visible in their communities during the evenings and getting into trouble in their communities.

Closure of 'One Stop Shop' – A major risk in closing/reducing support for young people would be a significant increase in the number of young people not in employment, education or training beyond statutory school age and removing independent advice and guidance to this group.

Delete School Attendance Officer Posts – This would lead to more pupils missing out on their education by not attending school on a regular basis. More prosecutions for non school attendance would put pressures on Council budgets elsewhere. More young people may enter the Youth Justice System, becoming involved in substance misuse or becoming teenage parents.

All of the above options to meet the necessary savings target have been discounted because the risk to services to some of the town's most vulnerable children and young people is considered to be too great.

3. **SERVICES AFFECTED**

3.1 **Reduction of Youth Services Commissioning Budget**

1. The rationale behind the proposal to make a saving on the Youth Service Commissioning Budget (which is scheduled to be un-allocated monies beyond March 2012), reflects a desire to move towards a more strategic approach to the commissioning of services for children, young people and families which is being taken forward via the Early Intervention Strategy and the strategic use of the Early Intervention Grant. If there remained a desire to continue to secure Youth Provision across all localities in Hartlepool, it is envisaged at this stage that it would be commissioned through this broader process.
2. The Youth Service Budget is not part of the Early Intervention Grant and, therefore, there should be no need for a commissioning budget within the Youth Service Budget beyond March 2012 when the final contract for external activity is scheduled to expire.
3. According to a town-wide analysis of disadvantage, the Headland is not identified within local data sets as a key area of high need. However, it is anticipated that there will still be a need to secure some youth provision across all neighbourhoods to acknowledge the geographical isolation of young people in some parts of the town. The impact on young people in this particular instance is a potential withdrawal of services on the Headland between the current contract expiring in March 2012 and any new commissioned provision commencing in June 2012 should Cabinet approve of further monies being allocated to this geographical area within the Early Intervention Strategy.

4. The funding has been allocated historically to reflect the geographical isolation of young people on the Headland and the lack of local Authority Youth Provision in that area of town.
5. The contact value is £27,380 which was extended for a year in April 2011 to allow for the Early Intervention Strategy and Commissioning priorities to be developed. The funding is therefore scheduled to expire March 2012.

The funding provides for:

Two evenings of building based Youth Club provision delivered from premises on Abbey Street (Headland)

and

Two nights of detached youth work on the Headland whereby commissioned staff engage with young people where they find them on the Headland.

Please see **Appendix 1** (Scrutiny Forum Report, Minutes and Notes of meeting with the Young People from Headland Future).

3.2 **Review of Social and Educational Inclusion Support**

Support and challenge is provided to some of the town's most vulnerable and disaffected families and young people to promote positive school attendance. Good attendance in school is key to young people achieving their maximum potential and to their future economic viability. Young people who do not attend school regularly are at much greater risk of entering the youth justice system or becoming involved in substance misuse.

Attendance officers are employed by the Council to ensure all children and young people of statutory school age attend school.

The saving of one post will be achieved by the secondment of one inclusion officer to one of the town's secondary schools until such time as the Early Intervention Strategy is approved. It is anticipated the Early Intervention Strategy will include attendance officer support to those families in greatest need as a means of helping to prevent educational failure.

The secondment of one post holder will result in the school meeting the cost of employing the attendance officer for which the Council will receive income equivalent to one full-time post. In the event of this agreement with the school coming to an end there would be a need to delete one attendance officer post.

3.3 **Review of Educational Psychology Support**

Educational psychologists are employed by HBC to provide specialist input to children and young people by identifying, diagnosing and determining the appropriate support for some of Hartlepool's most vulnerable children and young people. The educational psychologists make a significant contribution to the emotional health and wellbeing of children and young people in Hartlepool. They provide multi-agency training on child development and work closely with multi disciplinary teams to provide for some of the town's most vulnerable young people.

The educational psychology team has very close links with the health services and in particular communication and speech therapy teams. They bring professional expertise to the children's workforce in relation to identifying and meeting the needs of children and young people with special educational needs, including delays in development or learning and those with behavioural, social and emotional difficulties.

The educational psychology team consists of:

- 1 Principal Educational Psychologist
- 1 Senior Educational Psychologist with responsibility for complex needs and early years
- 1 x 0.75 Senior Educational Psychologist with responsibility for behaviour, emotional and social disorders
- 1 x 0.7 Senior Educational Psychologist with responsibility for learning
- 1 Senior Educational Psychologist for autistic spectrum disorders.

In addition there are three trainee psychologists within the Hartlepool provision

2 x 0.8
1 x 0.6

Additional trainee psychologists were employed to build the capacity of the educational psychology team in the past when additional government grants were made available to local authorities for specific projects e.g. Targeted Mental Health in Schools project.

A reduction of one trainee psychologist post would result in a saving to the Council but it is believed there would be no direct impact on front line psychology services delivered to children and young people because an additional trainee post was created in 2009 funded by a government Targeted Mental Health in Schools grant. This grant is no longer ring-fenced and is now incorporated, albeit significantly reduced, within the Early Intervention Grant. This will mean deleting a vacant post resulting in no compulsory redundancy.

3.4 Review of Commissioning of Play Activities

The Play Opportunities budget totals £18,000 and has historically been used to commission a range of very small scheme play activities across Hartlepool. The grant supports organisations to provide play opportunities throughout the year complementing provision delivered through Children's Centres and Extended Services.

A Departmental presentation in relation to 'Play Opportunities Pool' was considered by the Children's Services Scrutiny Forum on 6 September 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in **Appendix 2** in this report.

The aim of the Play Opportunities Pool is intended to provide a resource to enable organisations to co-ordinate and develop play opportunities in local areas of need to meet local need.

The provision compliments those services provided currently by the local authority and addresses gaps in service delivery, more so, since the cessation of council operated summer playschemes in 2007.

With regards to the grant there are a number of priority areas that are targeted, which includes:

- Areas of disadvantage
- Assistance in reducing crime levels
- Improving the value of play
- Encourage integration
- Children with additional needs
- Ethnic Minority groups
- Safe play provision
- Provision of interesting, stimulating opportunities
- Inclusive provision
- Projects must be able to demonstrate that their project is able to deliver against some, if not all of the Every Child Matters 5 Outcomes

The Decision Making Process for the play opportunities is the council's grants committee and the Director of Child & Adult Services has delegated powers for grants under £500.

There were eight grant requests approved in the current financial year 2011/12. These groups have received approval to deliver a variety of play opportunities this financial year, ranging from holiday playschemes, junior youth clubs, art & craft sessions and out of school activities. To date grants totalling £16,603.57 have been approved. See Grants Committee Report of 22nd July 2011 (**see Appendix 3**).

It is estimated that 932 children and young people will benefit from the projects delivering play opportunities across Hartlepool in the current financial year.

Since the general election in 2010, play has no longer been a government priority and no additional funding is being allocated from central government to provide or support play for children and young people. Instead it is believed future strategic direction will come through the strategy determined by the Council's Health and Wellbeing Board.

There are no council staffing implications if this budget is not available from April 2012. A council officer oversees this grant but this is a very small part of their post.

The saving will be made by not making this budget available beyond 31 March 2012.

Please see **Appendix 4** (Scrutiny Forum Report and Minutes).

3.5 **Review of Integrated Youth Support Services (Throston Youth Centre)**

Throston Youth Centre is one of three dedicated Youth Centres managed by the Local Authorities Integrated Youth Support Service and fulfils a key role within the Council's duties to secure for persons aged 13-19

- a) sufficient educational leisure time activities which are for the improvement of their well being, and sufficient facilities for such activities; and
- b) sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities

Under section 507B of the Education Act 1996.

In 2010 – 2011 Throston Youth Club engaged 356 Individual young people of which 186 were regular participants. The Youth Club provides out of school provision for five evenings per week and delivers a rich curriculum of activities within a safe environment to promote young peoples personal and social development and well-being.

The Youth Club is a key facility within the North of the town and through involvement in local forums actively contributes to local efforts to improve broader community cohesion and safety.

Currently Throston Youth Project benefits from a further £9,000.00 annually to support developmental activity over and above the delivery of the Youth Clubs core offer of five nights per week.

It is proposed to remove this additional £9,000.00 support which will prohibit the development of additional provision and limit the Centre Managers capacity to be involved in broader community level meetings. However, it is anticipated that this will not impact on front line services to young people and will still enable all essential day to day functions to be carried out. This proposal will have no impact upon current staffing.

3.6 **Review of Integrated Youth Support Services**

Hartlepool Borough Councils Integrated Youth Support Service currently provides both detached and mobile youth support services across Hartlepool. This service compliments the local offer of out of school youth provision, which is delivered largely through Youth Clubs, by engaging with local young people who either choose not to access building based youth provision or have who have barriers to accessing such provision.

This involves youth workers being out on the streets during evenings purposefully engaging with young people and encouraging their participation in positive activities through both the deployment of the mobile Youth Bus or through the work of detached Youth Work teams.

These services are currently deployed across the town in the following locations and operate between the hours of 7.00pm – 9.00pm:

Day	Geographical Areas Covered	Team
Mondays	Mill House (Car Park)	Mobile
	Town Centre; Cenotaph; Murray St area; Dyke House	Detached
Tuesdays	King Georges Field	Mobile
	Central Estate; Brus; King Oswy; South Clavering	Detached
Wednesdays	Seaton Front	Mobile
	Seaton Arcades; Seaton Park; Elizabeth Way; Charles St Area	Detached
Thursdays	King Oswy	Mobile
	Central Estate; Brus; King Oswy; South Clavering	Detached
Fridays	Seaton Front	Mobile
	Seaton Arcades; Seaton Park; Elizabeth Way; Charles St Area	Detached

It is proposed to reduce this service by removing one post from the current team by not recruiting to a vacant Team Leader post. This will generate a saving of £9,000.00. The post has been vacant for 10 months which has confirmed that the Detached and Mobile Team can manage to provide a comprehensive geographical coverage and services to young people within the current staffing levels.

4. **EQUALITY IMPACT ASSESSMENT**

All savings are within services to children and young people. The impact in several instances will be to some of the most vulnerable children and young people across Hartlepool. **(See Appendix 5)**

5. **RISKS**

A number of risks associated with specific projects have been referenced through the report. The table below summarises key risks associated with delivery of savings.

Project	Risk	Notes
Review of youth service commissioning	<ul style="list-style-type: none"> Members may not approve saving because impact is on third sector providers and specific to provision in Headland area of town. Objections from third sector. 	Scrutiny has expressed considerable concern regarding the withdrawal of this funding particularly in relation to third sector providers.
Review of educational psychology support to children and schools	<ul style="list-style-type: none"> Reduced support to vulnerable groups of children and young people, especially those with Special Educational Needs. 	The department is confident capacity remains to fulfil all statutory functions in relation to children with special educational needs.

Review of support of social and educational inclusion	<ul style="list-style-type: none"> • Secondary school may not continue with secondment of attendance officer and support to families with poorly attending students will be significantly reduced. • School attendance falls. • More young people on the streets. • Educational standards fall. 	The secondment of the attendance officer will be reviewed at the end of July 2012 with a view to that positing being extended or made permanent.
Review commissioning of play activities	<ul style="list-style-type: none"> • Members may not approve saving because of impact on third sector groups. • Significant objections from third sector providers. 	<ul style="list-style-type: none"> • Opportunities exist for third sector play providing access funding through Community Pool. • Most grants are very small so impact not huge.
Review of IYSS support	<p>Loss of 10 hours employment for member of staff team.</p> <p>Lack of capacity to undertake development al activity.</p>	Duties can be absorbed with no impact on front line services to young people.
Review of IYSS outreach support	Less supervision/engagement of young people, fewer young people participating in purposeful activities which could lead to young people being more visible in their neighbourhoods.	Outreach youth worker post has been vacant for past 10 months so service has become used to managing without this capacity.

The projects outlined within this report are planned to contribute to the total savings of £5.3m towards the £6.6m budget deficit for 2012/13. It has been identified in previous reports to Cabinet that a failure to make savings identified as part of the Business Transformation programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the Council to balance next year's budgets.

6. **COMMENTS FROM TRI PARTITE MEETING**

Education Services & Out of School Activities

The Tri partite meeting considered the report on 16th November 2011.

The meeting considered the report and noted the identified schemes which delivered savings of £128,000.

Some concern was expressed regarding reducing the budget for commissioning of play activities. It was highlighted that since the general election in 2010, play no longer had been a government priority and no additional funding was being allocated from central government to provide or support play for children and young people. In response to concerns the meeting was advised that an early intervention grant would be utilised to target those families in most need of the service.

Several further questions were asked, but no adverse comments were raised regarding the proposed savings, the meeting indicated their agreement to endorse the recommendations contained within the report which Cabinet would be asked to approve.

7. **SUMMARY**

Subject to approval of the identified schemes, there are plans in place to deliver £128,000 worth of savings from April 2012 with minimal impact on front line services to children and young people, although it has to be recognised any impact is likely to be on the most vulnerable groups. Approximately £61,000 savings will be made from 1 January 2012 due to vacant posts not being filled as staff move on and will be available for corporate use.

A full Diversity Impact Assessment has been carried out in relation to the proposed savings which can be found in **Appendix 5** of this report.

8. **RECOMMENDATIONS**

The Business Transformation Programme 2 is planned to deliver total savings of £5.3m towards the £6.6m budget deficit for 2012/13. This report details contribution of the Performance and Achievement Division towards the required savings. It has been identified in previous reports to Cabinet that a failure to make savings identified as part of the BT programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the authority to balance next year's budgets.

CONTACT OFFICER

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BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Children's Services Scrutiny Forum Consideration of 2012 / 13 Budget Items – Youth Service Headland Futures – Scoping Report presented to the Children's Services Scrutiny Forum on 19 July 2011
- (ii) Report of the Scrutiny Support Officer entitled 'Children's Services Scrutiny Forum Consideration of 2012 / 13 Budget Items – Play Opportunities Pool – Scoping Report presented to the Children's Services Scrutiny Forum on 19 July 2011
- (iii) Presentation by the Assistant Director of Prevention, Safeguarding and Specialist Services entitled 'Safeguarding and Specialist Services' delivered to the Children Services Scrutiny Forum on 6 September 2011
- (iv) Minutes of the Children's Services Scrutiny Forum held on 6 September 2011.
- (v) Grants Committee, 22 July 2001 - Play Opportunities Pool Award 2011/2012
- (vi) Presentation by the Assistant Chief Executive entitled 'Budget Position 2012/13' - delivered to Scrutiny Co-ordinating Committee of 24 June 2011.
- (vii) Report of the Assistant Chief Executive entitled 'Selection and Timetabling of Project / Service Areas to feed into the 2012/13 Budget Process' – delivered to Scrutiny Co-ordinating Committee of 24 June 2011
- (viii) Minutes of Scrutiny Co-ordinating Committee 24 June 2011.

CHILDREN'S SERVICES SCRUTINY FORUM

6 September 2011



Report of: Scrutiny Support Officer

Subject: CHILDREN'S SERVICES SCRUTINY FORUM
CONSIDERATION OF 2012/13 BUDGET ITEMS –
YOUTH SERVICE HEADLAND FUTURES –
SCOPING REPORT

1. PURPOSE OF REPORT

- 1.1 To make proposals to Members of the Children's Services Scrutiny Forum regarding their consideration of the 2012/13 budget items chosen as part of the Work Programming process on the 24 June 2011.

2. BACKGROUND INFORMATION

- 2.1 At the meeting of Scrutiny Co-ordinating Committee on 24 June 2011 Members determined their work programme for the 2011/12 Municipal Year. It was decided that each Scrutiny Forum would focus its attention on preparations for the 2012/13 budget during the current Municipal Year, given the extremely challenging financial situation facing the authority.
- 2.2 Each Scrutiny Forum was requested to consider the budget proposals identified in relation to the remit of that Forum, to formulate a view on those proposals and / or to suggest ways of achieving the required savings.
- 2.3 It was agreed at the Scrutiny Co-ordinating Committee work programming meeting on 24 June 2011 that the following budget proposals would be considered by the Children's Services Scrutiny Forum:-
- Play Opportunities Pool
 - Youth Service Headland Futures
 - Children's Social Care Commissioning Year 3 SDO
 - Reduce the Number of Looked After Children

- Review Allowance
- Child and Adolescent Mental Health Services (CAMHS)
- Home to School Transport
- Review of Youth Offending Service Admin and Support Services

2.4 In accordance with the timetable agreed at the Scrutiny Co-ordinating Committee on the 24 June 2011, consideration is to be given to the below proposal / project at today's meeting:-

- Youth Service Headland Futures

3. OVERALL AIM OF SCRUTINY CONSIDERATION OF BUDGET ITEMS

3.1 To provide views and / or alternative suggestions for savings, regarding the 2012/13 budget proposals presented to the Children's Services Scrutiny Forum in relation to Youth Service Headland Futures.

4. PROPOSED TERMS OF REFERENCE FOR THE CONSIDERATION OF 2012/13 BUDGET PROPOSALS

4.1 The following Terms of Reference are proposed:-

- (a) To gain an understanding of the service areas in relation to:
 - i) The current budget (as detailed in the budget book);
 - ii) Staffing information;
 - iii) Budgetary and operational pressures / challenges / priorities and statutory responsibilities (where applicable);
 - iv) The level of savings required.
- (b) To explore the budget requirements in relation to:-
 - i) The required savings (including areas where provision of services could be ceased, reduced or changed to improve efficiency);
 - ii) The potential impact of proposals / options on future service provision; and
 - iii) How the provision of service could look in the future.
- (c) To formulate the Forum's comments on the budget proposals to feed in to the decision making process; and
- (d) To provide details of, and consider, any alternative suggestions the Forum may develop to achieve the required savings in the areas identified.

5. POTENTIAL AREAS OF ENQUIRY / SOURCES OF INFORMATION

- 5.1 Members of the Forum can request a range of evidential and comparative information throughout the budget process. However, Members may wish to be mindful of the need to deal with budget proposals in an efficient and timely manner and the impact on the department responsible for the budget area, when considering such requests.
- 5.2 The 2012/13 budget will be discussed at a number of public meetings including Scrutiny Forums, Scrutiny Co-ordinating Committee, Cabinet and Council. Elected Members, representatives of groups who provide and use services, residents and members of the public are welcome to attend these meetings, where consideration will be given to their views in relation to the budget proposals.
- 5.3 Evidence to be provided:
- (i) Details of the current budget (as detailed in the budget book);
 - (ii) staffing information;
 - (iii) Details of budgetary and operational pressures / challenges / priorities and statutory responsibilities (where applicable);
 - (iv) The level of savings required; and
 - (v) Details of potential options identified for the delivery of required budget savings.

6. COMMUNITY ENGAGEMENT / DIVERSITY AND EQUALITY

- 6.1 Community engagement plays a crucial role in the Scrutiny process and diversity issues have been considered in the background research for this enquiry under the Equality Standards for Local Government. Paragraph 5.2 identifies the budget process route. Further details regarding the public meetings to be held to discuss the 2012/13 budget can be found on the Council's website.

7. PROPOSED TIMETABLE OF THE BUDGET PROCESS

- 7.1 Detailed below is the proposed timetable for the budget consultation to be undertaken in relation to the areas identified in paragraph 2.3, which may be changed at any stage:-

6 September 2011

- (a) Scoping Report; and

(b) Setting the scene presentation to include:-

- (i) A detailed overview of services currently provided in relation to Youth Service Headland Futures;
- (ii) Details of the amount of required savings;
- (iii) Details of how the required efficiencies may be delivered; and
- (iv) The potential effect of efficiencies on future service provision / what the service will look like in the future.

18 October 2011

Consideration of any further evidence requested at the 6 September 2011 meeting of the Children's Services Scrutiny Forum

Formulation and consideration by the Forum of suggestions to achieve the required savings.

Formulation of comments by the Forum to feed into the 2012/13 budget decision making process.

November 2011 – Consideration of Youth Service Headland Futures budget proposals by the Portfolio Holder (tentative date).

8. RECOMMENDATION

- 8.1 Members are recommended to agree the Children's Services Scrutiny Forum's remit of consideration of the 2012/13 budget proposals as outlined in paragraph 4.1.

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BACKGROUND PAPERS

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

- (i) Presentation by the Assistant Chief Executive entitled 'Budget Position 2012/13' - delivered to Scrutiny Co-ordinating Committee of 24 June 2011.
- (ii) Report of the Assistant Chief Executive entitled 'Selection and Timetabling of Project / Service Areas to feed into the 2012/13 Budget Process' – delivered to Scrutiny Co-ordinating Committee of 24 June 2011
- (iii) Minutes of Scrutiny Co-ordinating Committee 24 June 2011.

CHILDREN'S SERVICES SCRUTINY FORUM

MINUTES

6 September 2011

27. Youth Service Headland Futures Budget Consultation – Scoping Report *(Scrutiny Support Officer)*

At the meeting of Scrutiny Coordinating Committee on 24 June 2011 Members determined their work programme for the 2011/12 Municipal Year. It was decided that each Scrutiny Forum would focus its attention on preparations for the 2012/13 budget during the current Municipal Year, given the extremely challenging financial situation facing the authority.

It was agreed at the Scrutiny Co-ordinating Committee work programming meeting on 24 June 2011 that a series budget proposals would be considered by the Children's Services Scrutiny Forum, details of which were set out in the report. In accordance with the timetable agreed, the Forum was asked to provide views and / or alternative suggestions for savings, regarding the 2012/13 budget proposals presented to the Children's Services Scrutiny Forum in relation to the Youth Service Headland Futures.

The report set out the proposed terms of reference for consideration of this budget item, areas of enquiry together with proposed timetable. It was intended that a report on the Youth Service Headland Futures budget proposals would be considered by the Portfolio Holder in November 2011.

Recommended

That the proposed remit for consideration of the 2012/13 budget proposals as outlined in the report in relation to the Youth Service Headland Futures, be agreed.

28. Youth Service Headland Futures Budget Consultation – Covering Report/Presentation *(Scrutiny Support Officer/Assistant Director of Performance and Achievement)*

The Scrutiny Support Officer referred to the meeting of Scrutiny Co-ordinating Committee on Friday 24 June 2011, when it was agreed that the Children's Services Scrutiny Forum would consider the Youth Service Headland Futures

budget item. As part of the consultation process, the Assistant Director of Performance and Achievement had been invited to the meeting to provide a presentation in relation to this budget area and answer any questions in relation to this area.

The Head of Integrated Youth Support Services provided the following budget information:-

- Integrated Youth Support Service current budget allocation - £30k for the commissioning of Youth Support activities to fill identified gaps in local youth provision
- £27,380.00 of this budget currently paid to Headland Futures to support delivery of youth provision on the headland
- Contract extended in March 2011 for a further year and ends on 31 March 2012

Members were advised that as part of the broader savings required it was proposed that £30k be offered as a saving from the Commissioning Budget for 2012 onwards. It was envisaged that the broader commissioning of Youth Support activities would be taken forward through use of the Early Intervention Grant and the developing Early Intervention Strategy.

Concerns were expressed regarding this proposal and indicated that this funding was utilised for targeted work and was a national example. The impact of withdrawal of funding was debated which included issues of isolation for people currently living on the headland resulting in limited access to alternative facilities. Members were advised that the funding was allocated due to the geographical location of young people on the headland and this issue would require further consideration.

In response to a request for clarification regarding confirmation of commissioning for the early intervention grant, it was reported that following approval from Cabinet, notices for tenders would be issued. A Member requested that information in this regard be publicised as widely as possible to local groups.

Recommended

- (i) Members did not support the £30k proposed saving and recommended that this service be retained on the basis of the geographical area of the headland resulting in limited access to alternative activities.
- (ii) That the comments of the Forum be noted and submitted to a future Portfolio meeting.

Notes from the meeting with the Young People from Headland Future

Some of the young people from Headland Future met with the young people's representatives on the Children's Services Scrutiny Forum to discuss the proposal to offer up the 30k Commissioning budget, which is currently paid to Headland Future to support the delivery of Youth Provision on the Headland, for 2012 onwards.

The Headland Future young people, who were present, had been members of the group for the past 4 / 5 / 6 years and did not want the service to close. They said that if the service was to close there would be more anti social behaviour, as Headland Future is the only place on the Headland for young people to go. The young people said that buses to / from the Headland had been reduced / stopped.

The young people come to Headland Future to socialise, play pool, talk to their friends and talk to staff with any problems. The young people look forward to going. The centre is open Monday to Thursday each week and around 25 to 30 young people a night use the service, with around 150 in all accessing the service.

There is also a young father's programme and sexual health programme. The commissioning budget contributes to the maintenance of the building therefore other projects that use the building would also be put in jeopardy.

The young people said that if they could not go to Headland Future they would hang around the streets or at the park. They said that this is boring and they get told to move on or that they are making too much noise.

They raised concerns about younger people starting to use the service who would not have anywhere to go / socialise.

The young people have been involved in a number of projects organised by the service including National Citizen Service, baby project and 'tidy up the beaches'.

The young people said that going to Headland Future has improved their confidence and they wouldn't be able to access the opportunities on offer if the service was to close.

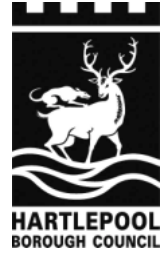
The service has a good relationship with parents. The police visit the centre and the young people have a good relationship with them.

The young people thought it was unfair that they had not been consulted about the proposal and are finding it a lot to take in.

The young people would like to come along to the next Children's Services Scrutiny Forum to put forward their views.

CABINET

5 DECEMBER 2011



SUBJECT: YOUTH SERVICE HEADLAND FUTURES BUDGET PROPOSALS - SCRUTINY COMMENTS / SUGGESTIONS FOR CONSIDERATION AS PART OF THE 2012/13 BUDGET PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with Overview and Scrutiny comments / suggestions in relation to specific projects / service area proposals, selected for consideration as part of the 2012/13 budget setting process.

2. BACKGROUND INFORMATION

- 2.1 On the 24 June 2011, the Overview and Scrutiny Work Programme for 2011/12 was approved. In setting the Work Programme, the importance of Member involvement in the budget setting process at a far earlier stage than has previously occurred was recognised.
- 2.2 As a means of providing early / ongoing involvement, and ensuring the effective incorporation of Scrutiny comments / suggestions, in to the budget setting process a number of specific projects / service areas were identified for Scrutiny consideration during the course of 2011/12.
- 2.3 As part of this process, a presentation in relation to Youth Service Headland Futures was considered by the Children's Services Scrutiny Forum on the 6 September 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in Section 3 of this report.
- 2.4 Cabinet will at today's meeting be receiving a detailed report in relation to this topic and, in considering the proposals put forward, is asked to take into consideration the Children's Services Scrutiny Forum's comments / suggestions.

3. COMMENTS AND SUGGESTIONS

3.1 At the meeting held on the 6 September 2011, the following comments / suggestions were made by the Children's Services Scrutiny Forum in relation to Youth Service Headland Futures:-

- (a) Members did not support the £30k proposed saving and recommended that this youth provision on the Headland be retained. Members raised concerns that due to the geographical area of the headland, removal of such a service would result in the isolation of young people because alternative facilities / activities, in walking distance, are very limited. Members feared that the removal of this service could result in a rise of young people roaming the streets; anti-social behaviour; and crime.
- (b) In relation to the broader commissioning of youth support activities through the use of the Early Intervention Grant and the developing Early Intervention Strategy, Members requested that the commissioning of these activities be publicised as widely as possible.
- (c) Members reiterated the importance and need of quality impact assessments to be undertaken and the need to consult robustly before final decisions are taken to close services.

4. RECOMMENDATION

4.1 That Cabinet consider the Children's Services Scrutiny Forum's comments / suggestions during consideration of proposals in relation to Youth Service Youth Service Headland Futures.

Contact:- Laura Stones– Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: 01429 523087
Email: laura.stones@hartlepool.gov.uk

BACKGROUND PAPERS

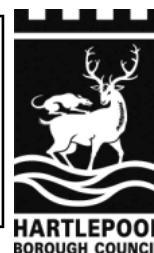
The following background papers were used in the preparation of this report:-

- (i) Report of the Scrutiny Support Officer entitled 'Children's Services Scrutiny Forum Consideration of 2012 / 13 Budget Items – Youth Service Headland Futures – Scoping Report presented to the Children's Services Scrutiny Forum on 19 July 2011
- (ii) Presentation by the Assistant Director of Prevention, Safeguarding and Specialist Services entitled 'Safeguarding and Specialist Services' delivered to the Children Services Scrutiny Forum on 6 September 2011

- (i) Minutes of the Children's Services Scrutiny Forum held on 6 September 2011.

CABINET

5 December 2011



SUBJECT: PLAY OPPORTUNITIES POOL BUDGET PROPOSALS - SCRUTINY COMMENTS / SUGGESTIONS FOR CONSIDERATION AS PART OF THE 2012/13 BUDGET PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with Overview and Scrutiny comments / suggestions in relation to specific projects / service area proposals, selected for consideration as part of the 2012/13 budget setting process.

2. BACKGROUND INFORMATION

- 2.1 On the 24 June 2011, the Overview and Scrutiny Work Programme for 2011/12 was approved. In setting the Work Programme, the importance of Member involvement in the budget setting process at a far earlier stage than has previously occurred was recognised.
- 2.2 As a means of providing early / ongoing involvement, and ensuring the effective incorporation of Scrutiny comments / suggestions, in to the budget setting process a number of specific projects / service areas were identified for Scrutiny consideration during the course of 2011/12.
- 2.3 As part of this process, a presentation in relation to Play Opportunities Pool was considered by the Children's Services Scrutiny Forum on the 6 September 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in Section 3 of this report.
- 2.4 Cabinet will at today's meeting be receiving a detailed report in relation to this topic and, in considering the proposals put forward, is asked to take into consideration the Children's Services Scrutiny Forum's comments / suggestions.

3. COMMENTS AND SUGGESTIONS

- 3.1 At the meeting held on the 6 September 2011, the following comments / suggestions were made by the Children's Services Scrutiny Forum in relation to Play Opportunities Pool:-

Whilst acknowledging the current budget pressures, the reasons for the proposal and that the fact that there was no statutory requirement for this provision, the Forum was still strongly of the view that the Play Opportunities Pool should be retained. The Forum made the following comments:-

- (i) Members raised serious concerns regarding the potential impact on families as a result of withdrawal of the funding;
- (ii) The withdrawal of such funding to these groups would result in a loss of access to funding from other sources, which would reduce the amount of money coming into Hartlepool;
- (iii) The Forum highlighted that these services were among the very few universal services left available to all families. Members did not agree that only targeted support should be supported / provided; and
- (iv) If groups ceased to operate then funding allocated to these groups should be utilised as a saving towards the following year's budget.

4. RECOMMENDATION

- 4.1 That Cabinet consider the Children's Services Scrutiny Forum's comments / suggestions during consideration of proposals in relation to Play Opportunities Pool.

Contact:-

Laura Stones – Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: 01429 523087
Email: laura.stones@hartlepool.gov.uk

BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Children's Services Scrutiny Forum Consideration of 2012 / 13 Budget Items – Play

Opportunities Pool – Scoping Report presented to the Children's Services Scrutiny Forum on 19 July 2011

- (ii) Presentation by the Assistant Director of Prevention, Safeguarding and Specialist Services entitled 'Safeguarding and Specialist Services' delivered to the Children Services Scrutiny Forum on 6 September 2011
- (i) Minutes of the Children's Services Scrutiny Forum held on 6 September 2011

GRANTS COMMITTEE

22nd July 2011



Report of: Director of Child and Adult Services

Subject: PLAY OPPORTUNITIES POOL AWARD 2011/2012

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to advise members of applications to the Play Opportunities Pool and seek approval for recommended grant awards.

2. SUMMARY OF CONTENTS

- 2.1 The total amount of Play Opportunities funding (2011-2012) available is £18,000.00

The proposed awards for Play Opportunities Grants to the Voluntary Sector are as follows:

<u>Group</u>	<u>Recommended</u>
Hartlepool Families First	£3522.64
Hartlepool PATCH	£601.00
Hartlepool Special Needs Support Group	£3500.00
Hartlepool Young Carers	£2710.00
CHILD Deaf Youth Project	£1174.93
Funky World CIC	£1635.00
Catcote Parent & Toddler Group	£1000.00
West View Project	£2460.00
TOTAL	£16,603.57

This leaves a balance of £1396.43, available for distribution.

3. RELEVANCE TO THE GRANTS COMMITTEE

- 3.1 The Committee has responsibility for determining the levels of grant awarded to the voluntary sector.

4. TYPE OF DECISION

- 4.1 Non – key decision.

5. DECISION MAKING ROUTE

- 5.1 Grants Committee, 22nd July 2011

6. DECISION(S) REQUIRED

- 6.1 Members of the Grants Committee are requested to approve grant awards to 8 groups, totalling £16,603.57

Report of: Director of Child & Adult Services

Subject: PLAY OPPORTUNITIES POOL AWARD 2011/2012

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to advise members of applications to the Play Opportunities Pool and to seek approval for recommended grant awards.

2. BACKGROUND

- 2.1 The Play Opportunities Grant totals £18,000 and is available to community groups and voluntary organisations. The grant fund supports organisations to provide play opportunities throughout the year complementing provision delivered through Children's Centres and Extended Services. The allocation of play grants also enables groups to provide play to meet local needs, especially in areas of disadvantage.
- 2.2 Grant awards are used as a contribution towards the cost of a play opportunity with the Authority's funding often attracting matched funding. In total 8 applications have been received. These include requests for staff costs, equipment, venue hire and transport.
- 2.3 The criteria used to assess applications are detailed in **Appendix 1**. If the grant is approved it is stated within the terms and conditions of the grant that the group will provide specific monitoring information at the end of each appropriate financial year. The monitoring information required includes:
- evidence of the contribution of grant funding,
 - a report of the project,
 - number of beneficiaries,
 - staff training,
 - funding matched from other sources

This information is used to analyse gaps in provision across the town and will be used to inform members on the success of funded projects at a later date.

3. FINANCIAL IMPLICATIONS

- 3.1 £18,000 in total is available for the year 2011/2012. The grants highlighted in this report for approval totals £16,603.57.

4. APPLICATIONS

Details of the group requesting funding are as follows:

4.1 Hartlepool Families First

This organisation was established in 1988 and caters for children from birth to 13 years. A variety of services are offered by the organisation which includes: a Play Bus, Special Needs Afterschool & Holiday Care Scheme, Switch to Play, Specialist Toy Loan Service and Scrap Resource Centre, together with a Health Bus, promoting health well being.

The group wish to offer low cost art and craft sessions for children up to the age of 13, including parents/carers. These sessions will take place within our SPLAT Unit during all school holiday periods, excluding Christmas.

Participants will take part in a fun, enjoyable and creative 2 hour session which will focus on the use of recyclable materials, many of which can be found and used in the home. The delivery of such play opportunities are important to the social development of a child, especially those that promote and foster creative and educational awareness.

The sessions provided last year were well attended and received excellent feedback. The organisation encouraged children from all backgrounds to attend the sessions and as a consequence received a significant number of children with disabilities and additional needs. The project was aimed at all abilities and therefore completely engaged all children.

It is envisaged that a total of 86 sessions will be delivered across the school holiday periods, with a minimum of 688 and a maximum of 1032 places being offered for between 8 – 12 children accessing each session.

The play opportunities proposed will contribute to the social and emotional development of a child and also offer an opportunity for children to achieve positive outcomes at the same time as enjoying the sessions.

The cost to provide the above service is as follows:

Staff Costs	£2772.64
Additional bought resources	£1100.00
Management Costs	£700.00
Publicity	£150.00
Total Cost	£4722.64

In addition to making an application to the Play Opportunities Pool the organisation will levy a charge of £2.00 per child to access a two hour session, increasing the level of funding to offset the cost to a maximum of £1200.00.

Recommendation

A grant of £3522.64 is recommended to contribute towards, staff costs, management costs, purchase of additional resources and publicity costs to deliver 86 two hour sessions over holiday weeks.

4.2 Hartlepool PATCH

This group has been established in Hartlepool since 1993 covering all areas of the town. PATCH offers confidential support to families with young children which is offered in support groups or home visits using volunteers.

The organisation would like to provide a series of summer play sessions for all families with children under the age of 5 years to access. These play sessions will be targeted to families living in disadvantaged areas where isolation and lack of services are an issue. During the long summer holidays parents stress levels are more likely to rise, therefore these sessions are a way of relieving some of this stress.

The play sessions will also provide opportunities for families to spend some quality time together. Children are able to participate in a wide range of themed craft activities whilst enjoying an excellent range of age appropriate toys. The sessions will be delivered using the Early Years Foundation Stage.

Each session will be delivered over a 3 hour period which includes preparation time using both paid staff and volunteers to support the delivery of the sessions. It is anticipated that 45 children and their families will engage in the summer play sessions.

This project will contribute to the Every Child Matters Outcomes, in particular Staying Safe and Enjoy and Achieve.

The cost to provide the sessions is detailed below:

Staff costs	£351.00
Equipment & Resources	£100.00
Transport	£150.00
Total project cost	£601.00

In addition the organisation will ask families to contribute £3.50 per family towards the cost of the activity session, which will contribute towards healthy snacks.

Recommendation

A grant of £601.00 is recommended towards the cost of staff, resources and transport costs

4.3 Hartlepool Special Needs Support Group

The group has been established since 1989. It caters for approximately 74 children and young people from birth upwards who have varying degrees of disability and specific need. The playscheme provides a short break for parents, carers and siblings. The scheme currently operates from the Resource Centre, Park Road and High Tunstall College of Science.

The aim of the group is to:

- Support the development of children and young people who have profound learning and or physical disabilities, with varying complex needs;
- Support families and carers;
- Provide facilities for recreation and other leisure activities, including play;
- Provide a flexible service focusing on individual needs.

The group wishes to operate across school holiday periods over the coming year. During these periods the children will take part in a number of fun and stimulating activities, outings and trips. They will have the opportunity to enjoy time with their peer groups, enabling them to gain confidence, increase their self esteem and reduce long periods of isolation. The service also allows the children and young people to enjoy play opportunities in a safe and caring environment.

A high percentage of these children require one to one supervision and care due to their disability. The group will be employing staff and attracting volunteers' to care for the children whilst attending these sessions.

These holiday activities contribute to the Stay Safe and Enjoy and Achieve of the Every Child Matters outcomes.

The total cost of the school holiday activity programme and other services provided by the organisation is estimated as follows:

Staff Costs	£22,241.00
Volunteers' Expenses	£2,992.00
Lighting, heating re premises	£4,557.00
Insurance	£1,597.00
Transportation	£4,580.00
Activities/workshops/children's entertainer	£27,545.00
Equipment & Resources	£480.00
Administration	£768.00
Management Costs & Administration staff	£24,360.00
Auditor	£1,028.00

5.1 Appendix 3

Promotion, internet, telephone	£821.00
Other - Depreciation	£4,262.00
Total Cost to deliver the holiday and other services	£95,448.00

In addition to the Play Opportunities Grant, the organisation has successfully secured £10,000 from BBC Children in Need to support the delivery of the holiday playschemes. The secured 50% of funding is to support the roles of service manager and administration staff. Other income generated by service users will be approximately £10,000, which includes a charge of £5.00 per day to access the holiday playscheme provision.

Recommendation

A contribution of £3,500.00 is recommended towards the cost of volunteers', staff costs, transport and resources to deliver activities.

4.4 Hartlepool Young Carers Positive Future Project

This group has been established since 2001 and provides support and services to children and young people who live across Hartlepool. The age range that the group provides service ranges between the ages of 7 to 18 years of age.

The Positive Future Project aims to assist Young Carers who care for a parent, sibling or grandparents with a disability, sensory impairment, illness, mental health illness or drug/alcohol abuse problem. A Young Carer is defined as *"A child or young person (under the age of 18) who is carrying out significant caring tasks and assuming a level of responsibility for another person, which would usually be taken by an adult."* (Department of Health, 1995, Chief Inspector letter C1 (95) 12)

The project aims to provide a short break from caring responsibilities through emotional, social, fun, educationally focused activities such as: small group work sessions, youth forums, football activities, junior clubs, school holiday activities, with an element of peer support and an emphasis on building confidence and self esteem.

The young carers' project currently runs an allotment for young carers. This provides an interesting and stimulating environment, which contributes to the Every Child Matters agenda outcome of Enjoy and Achieve. The site has a portacabin on site and this been connected to the drainage site to enable the group to connect a toilet. However the site does not have a water supply and to enable this to happen Hartlepool Water have quoted £2000.00 to connect the site to a water supply. Once this is complete the group will then be liable for sewerage and water rates.

The project also provides a number of outings to places of interest including the annual attendance at the Young Carers Festival held in Southampton.

5.1 Appendix 3

Currently there are 80 young people benefiting from the services that Hartlepool Young Carers provide.

The breakdown of the total cost of the project is detailed below:

Staff Wages	£86524.68
Volunteer Expenses	£280.00
Venue Hire	£500.00
Insurance	£770.00
Transportation	£3510.00
Admissions to various attractions	£4623.08
Administration	£5500.00
Management costs	£6000.00
Water connection to Allotment site	£2000.00
Total Cost of project	£109,707.76

In addition to the Play Opportunities Pool contribution the organisation has secured funding through: Hartlepool Borough Council, Grant Givers, Greggs Trust and income generation from service users to access activities. The group has also submitted grant requests to a number of other grant giving organisations.

Recommendation

A contribution of £2710.00 towards the cost of transport to enable the young carers to access holiday activities

4.5 Child Deaf Youth Project

The group has been established since 1995 and has operated a summer playscheme since 1998. In addition to this service, the group also provides a Youth Club Project since 2001. The group operates from the Cleveland Deaf Centre based in Middlesbrough, where the services are accessible to children from across the Tees Valley.

The aim of the group is to:

- Provide a range of educational and social recreational activities for Deaf young people, giving them an opportunity to participate in a range of experiences with other deaf and hearing children aged 5 – 19 years;
- Provide new opportunities and positive experiences for deaf children and young people to develop their skills and confidence;
- Facilitate and develop communication skills and provide deaf role models;
- Reduce isolation and encourage self esteem and independence;
- Empower deaf young people to make informed and positive decisions about their future.

5.1 Appendix 3

Summer Playscheme Provision

The group is requesting assistance towards the cost of providing a summer holiday playscheme, operating 1 day per week over the 6 week period and envisages accommodating around 50 children per day. It is envisaged that 6 children out of the 50 will be accessing the service from Hartlepool, which will be operating between the hours of 10.00am and 3.00pm each day. The core hours do not take into consideration the transportation time for the children from Hartlepool to and from the centre.

The total cost of the playscheme activities is detailed below:

Staff	£1493.50
Transport	£1596.50
Activities	£2017.77
Administration	£515.00
Travel Expenses (Volunteers')	£44.29
Total Costs	£5667.06

Eligible funding has been calculated on a pro rata basis (as 6 children from Hartlepool will be benefiting from the scheme) in the following way:

Total Cost	£5667.06
Less Ineligible criteria (outings/activity admissions)	£2017.77
Sub Total	£3649.29

$£3649.29/50 \text{ places} = £72.99 \text{ per place}$

Therefore, $6 \text{ places} \times £72.99 = £510.93$

Other funding to support the scheme comes from contributions from parents, ranging between £1 and £5, dependent upon the activity delivered. In addition to the Play Opportunities Grant the organisation has made similar applications and requests to neighbouring authorities in the Tees Valley area.

Youth Club Provision (CHILD Deaf Youth Project)

The group is also requesting assistance towards the operation of their Youth Project for children aged between 5 – 10 years, which operates 1 evening per week over a 42 week period. This project provides a wide range of recreational and educational activities within a warm, relaxed and safe environment where children and young people can interact with their peers. It is envisaged that 2 young people out of a total of 30 attending will be from Hartlepool.

The cost to provide the under 11's Youth Club over 42 weeks, operating 1 evening per week is as follows:

5.1 Appendix 3

Staff & Volunteer expenses	£515.00
Training for staff & volunteers	£257.50
Equipment/Materials	£257.50
Sessional Workers	£5,871.00
Activities & Outings	£1030.00
Transport Costs	£2,060.00
Administration	£999.10
Total Costs	£10990.10

Eligible funding has been calculated on a pro rata basis (as 2 children from Hartlepool will be benefiting from the scheme) in the following way:

Total Cost	£10990.10
Less ineligible funding	£1030.00
£9960 2/ 30 places = £332.00	

Therefore, 2 places x £332.00 = £664.00

In addition to the Play Opportunities Grant, the organisation has made similar applications to neighbouring authorities in the Tees Valley area. Other funding to support the club comes from parent contributions, application to the Body Shop Foundation and other fund raising from the organisation itself.

The Child Deaf Youth Project activities will contribute to the Stay Safe and Enjoy and Achieve Every Child Matters outcomes.

Recommendation

A contribution of £510.93 is therefore recommended towards costs for the summer playscheme including staff, volunteers' expenses and transport.

A contribution of £664.00 is therefore recommended towards costs for the under 11's Youth Project for sessional staff, transport, administration and volunteer's expenses.

In total a grant of £1174.93, is therefore recommended to support the delivery of these services.

4.6 Funky World Community Interest Company

The organisation has been established since March 2007 and officially opened to the public in August 2009. This purpose built facility is located in St Hild's Ward and has no geographical restrictions. The group offer services to children from birth onwards and currently has around 500 members on its roll.

The aim of the organisation is to provide an accessible and inclusive sensory facility, offering recreational, learning, development and play opportunities to

5.1 Appendix 3

disadvantaged children, young people and their families and to the wider community.

The main objectives of the organisation are to:

- Increase the play and recreation activity options for those living and around the Hartlepool area
- Promote equality and removing negative stereotyping of children living in disadvantaged situations
- Create new learning and development opportunities that develop life and social skills and increase confidence and mental wellbeing
- Create new and exciting opportunities that meet the needs of disadvantaged children and young people both emotionally and physically
- Advocate the importance of play and its role in future learning and development

The group would like to extend their current provision to include structured “learning through play” sessions. This project will provide children across the town an opportunity to explore, learn and develop skills in a fun, relaxed environment.

The group would like to provide a timetable of supervised and structured activities, alongside existing facilities, including: interactive cinema, soft play, multi sensory rooms.

In line with the organisations wider business strategy the delivery of the project will be based around the five outcomes of the Every Child Matters Agenda.

The project would like to deliver three sessions of not more than two hours each which will provide a range of play opportunities for children from birth upwards during term time only

The cost to deliver the project is detailed below:

Staff Wages	£1404.00
Volunteer Expenses	£234.00
Venue Hire	£2545.00
Equipment & Resources	£3338.00
Administration	£52.00
Management Costs	£562.00
Advertising/ Printing	£180.00
Total Cost to deliver term time	£8315.00

In addition to the Play Opportunities Pool, the organisation has secured funding from;

- The Greggs Trust - Regional Grants to the value of £2000 for specialist equipment.

- The Sylvia and Colin Shepherd Fund to the value of £300 unrestricted funding
- Income generation from service users, equating to £1380.00
- Funding applications pending to Tesco's and True Colours to the value of £3000

Recommendation

A contribution of £1635.00 is therefore recommended towards the cost of staffing and venue hire

4.7 Catcote Parent and Toddler Group

The Parent and Toddler Group has been established since September 2010 and provides play opportunities for up to 15 children aged 0 – 5 years. The group operates from within the school and supports the work of the school in terms of providing its students opportunities to undertake work experience within a supported environment.

The children and parents benefit greatly from the additional support provided by the students and the group has the use of the school main hall one session per week, including the use of outdoor play space. The introduction of young people, with additional needs to support the group has helped to break down the perceived barriers of young people with additional needs and has given confidence to parents and children have been able to interact with students some of whom have extreme disabilities without any problem.

The group is fairly new and has received a small amount of funding to purchase toys and equipment, which does not currently meet the needs of the children accessing the provision. The students would benefit if more appropriate equipment and resources to support their learning were available and to enable them to provide positive play experiences for the children.

The group holds £173.50 in their current account and charges a nominal fee of £1.00 per week and 50p per additional sibling. The school provide the use of the facility in kind. The group is also taking part in Bamardo's 'Big Toddle' to raise extra funds.

The group would like to purchase more toys and equipment to provide improved quality play experiences.

Recommendation

A contribution of £1,000.00 is recommended towards the purchase of identified play equipment and resources

4.8 West View Project

The group has been established since 1980 and caters for young people from the age of 7 upwards. The aim of the organisation is to provide safe

5.1 Appendix 3

and low cost educational and leisure opportunities for young people in Hartlepool.

The organisation is seeking funding to support the delivery of a 4 week playscheme, for 5 days per week during the summer holiday break. The provision will accommodate up to 60 young people between the ages of 7 - 13 years and will split the age ranges 7 – 11 years and 11 – 13 years.

Activities that will be provided by the scheme will include forest adventures, water sports, arts and crafts, healthy eating and sport activities, all of which contribute to the five outcomes of Every Child Matters.

The organisation will also be arranging one trip per week to an attraction outside of Hartlepool, with the remainder of the time utilising local facilities and their own centre resource.

The cost to deliver the project is detailed below:

Staff wages (3 P/T Playleaders @ 20 days	£2160.00
Transport (Fuel)	£480.00
Equipment & Resources	£0
Insurance	£384.00
Administration	£2000.00
Management Costs	£2000.00
Admissions (met by Participants)	£0
Venue Hire	£0
Total Cost	£7,024.00

In addition to the Play Opportunities Pool, the organisation has already secured funding to cover management, administration costs, equipment, resources, venue hire and insurance. In addition the service users will contribute £1.00 per day which will go towards admissions into activities.

Recommendation

A contribution of £2460.00 is recommended towards staff costs and fuel to transport young people to activities located outside of Hartlepool.

5. RECOMMENDATIONS

5.1 Members are requested to:

Approve grant awards totalling £16,603.57, as detailed above.

6. **CONTACT OFFICER:**

Danielle Swainston, Sure Start, Extended Services and Early Years Manager, 01429 523671, Civic Centre, Victoria Road, Hartlepool, TS24 8AY

7. **BACKGROUND PAPERS**

Play Opportunities Pool criteria (attached)



HARTLEPOOL BOROUGH COUNCIL PLAY OPPORTUNITIES POOL CRITERIA



NOTES FOR APPLICANTS

Before completing the application, please read the following notes carefully.

1. Aim of the Play Opportunities Pool

The aim of the Play Opportunities Pool is intended to provide a resource to enable organisations to co-ordinate and develop play opportunities in local areas to meet local needs.

The provision will compliment those **services** provided by the Local Authority, at present, and address gaps in service delivery.

2. Types of Projects Which can be Funded

The types of projects and activity which can be funded fall into the following areas:-

- ★ Out of School Care/Holiday Care/Playschemes.
- ★ Playgroups.
- ★ Planned Activity Sessions.
- ★ Inclusive Services
- ★ Specialised Play Services
- ★ Parent and Toddler.

3. Priorities for Support

There are likely to be more applications than resources available. To assist in prioritising applications, the following elements will be considered and finance may be targeted towards:-

- ★ Areas of disadvantage.
- ★ Assistance in reducing crime levels.

- ★ Improve the value of play.
- ★ Encourage integration.
- ★ Children with special needs.
- ★ Ethnic minorities.
- ★ Safe play provision.
- ★ Provision of interesting, stimulating opportunities.
- ★ Inclusive Provision

4. **Awards**

The award will normally be granted once a year, therefore, if you are requesting funding for more than one project, this needs to be indicated and detailed on your application form and a full programme and timetable provided.

Age range for which grant funding is applicable is 0-19 years of age, in line with Hartlepool's Play Strategy. There will be no ceiling limit on the level of funding you request however, you may not receive your full request.

Payments of grants will be staggered, dependent upon when your project(s) will operate.

4. **Other Requirements**

To ensure that a high quality of play and childcare provision is being provided you must meet, depending upon the service delivered some, if not all, of the following requirements:-

- ★ Must operate in a voluntary capacity or not for profit.
- ★ Must be constituted.
- ★ Suitable premises from which to operate.
- ★ Correct ratio of staff/volunteers to children.
- ★ Current valid registration certificate if providing for children under the age of 8 over 2 hours of delivery
- ★ Staff recruitment and vetting procedures.
- ★ CRB checking system in place.
- ★ Implement good codes of practice.
- ★ Identify age range.
- ★ Attend appropriate training workshops.
- ★ Your organisation operates by an inclusive policy
- ★ Your organisation has in place appropriate policies and Procedures to provide a quality service

Evidence of the above will be required as part of the terms and conditions, should your application be successful.

You must also be able to demonstrate within your application that the project you are delivering meets 1 or more of the 5 Every Child Matters Outcomes:

Be Safe
Stay Healthy
Enjoy and Achieve
Make a Positive Contribution
Achieve Economic Well-Being

5. Items Not Eligible for Funding

- ★ Core costs to your organisation.
- ★ Catering.
- ★ Admission fees for young people.
- ★ Gifts/prizes/parties.

6. Alternative Funding

Grant aid may not be approved when funding could be available from a more appropriate or alternative source.

7. How to Apply

7.1 Completion of Application Form

The application form is simple to complete. PART 1 asks for details about your organisation, why it was set up, what it does and where it meets. PART 2 asks for more details on the specific project or activities for which you are seeking grant aid. You must provide as much information as possible on the project including a breakdown of costs, without this information, your application cannot be processed.

7.2 Enclosures

The form asks that you submit the additional information listed whenever possible. Please indicate as much as you can, if you do not, this will result in the processing of your application being delayed.

7.3 What Happens After I Posted the Form?

When the application is received in the Child & Adult Services Department, you will be sent an acknowledgement by the Young People and Play Co-ordinator. In due course, you will be contacted by the Child & Adult Services Department staff, who will advise you on the processing of your application and when you are likely to receive a decision.

7.4 Play Opportunities Pool Monitoring

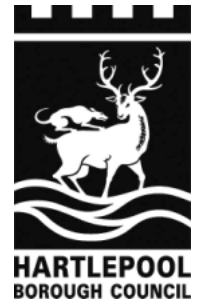
If you have any questions about completing this form or need advice or support in developing an appropriate play opportunity or how to progress with your application, please contact Child & Adult Services Section in Hartlepool, Tel: 01429 284876 and ask for the Young People and Play Co-ordinator.

Please return your completed form and enclosures to:-

Young People and Play Co-ordinator
Hartlepool Borough Council
Child & Adult Services
Level 4
Civic Centre
Victoria Road
Hartlepool
TS24 8AY

CHILDREN'S SERVICES SCRUTINY FORUM

6 September 2011



Report of: Scrutiny Support Officer

Subject: CHILDREN'S SERVICES SCRUTINY FORUM
CONSIDERATION OF 2012/13 BUDGET ITEMS –
PLAY OPPORTUNITIES POOL - SCOPING REPORT

1. PURPOSE OF REPORT

- 1.1 To make proposals to Members of the Children's Services Scrutiny Forum regarding their consideration of the 2012/13 budget items chosen as part of the Work Programming process on the 24 June 2011.

2. BACKGROUND INFORMATION

- 2.1 At the meeting of Scrutiny Co-ordinating Committee on 24 June 2011 Members determined their work programme for the 2011/12 Municipal Year. It was decided that each Scrutiny Forum would focus its attention on preparations for the 2012/13 budget during the current Municipal Year, given the extremely challenging financial situation facing the authority.
- 2.2 Each Scrutiny Forum was requested to consider the budget proposals identified in relation to the remit of that Forum, to formulate a view on those proposals and / or to suggest ways of achieving the required savings.
- 2.3 It was agreed at the Scrutiny Co-ordinating Committee work programming meeting on 24 June 2011 that the following budget proposals would be considered by the Children's Services Scrutiny Forum:-
- Play Opportunities Pool
 - Youth Service Headland Futures
 - Children's Social Care Commissioning Year 3 SDO
 - Reduce the Number of Looked After Children
 - Review Allowance

- Child and Adolescent Mental Health Services (CAMHS)
- Home to School Transport
- Review of Youth Offending Service Admin and Support Services

2.4 In accordance with the timetable agreed at the Scrutiny Co-ordinating Committee on the 24 June 2011, consideration is to be given to the below proposal / project at today's meeting:-

- Play Opportunities Pool

3. OVERALL AIM OF SCRUTINY CONSIDERATION OF BUDGET ITEMS

3.1 To provide views and / or alternative suggestions for savings, regarding the 2012/13 budget proposals presented to the Children's Services Scrutiny Forum in relation to the Play Opportunities Pool.

4. PROPOSED TERMS OF REFERENCE FOR THE CONSIDERATION OF 2012/13 BUDGET PROPOSALS

4.1 The following Terms of Reference are proposed:-

- (a) To gain an understanding of the service areas in relation to:
 - i) The current budget (as detailed in the budget book);
 - ii) Staffing information;
 - iii) Budgetary and operational pressures / challenges / priorities and statutory responsibilities (where applicable);
 - iv) The level of savings required.
- (b) To explore the budget requirements in relation to:-
 - i) The required savings (including areas where provision of services could be ceased, reduced or changed to improve efficiency);
 - ii) The potential impact of proposals / options on future service provision; and
 - iii) How the provision of service could look in the future.
- (c) To formulate the Forum's comments on the budget proposals to feed in to the decision making process; and
- (d) To provide details of, and consider, any alternative suggestions the Forum may develop to achieve the required savings in the areas identified.

5. POTENTIAL AREAS OF ENQUIRY / SOURCES OF INFORMATION

- 5.1 Members of the Forum can request a range of evidential and comparative information throughout the budget process. However, Members may wish to be mindful of the need to deal with budget proposals in an efficient and timely manner and the impact on the department responsible for the budget area, when considering such requests.
- 5.2 The 2012/13 budget will be discussed at a number of public meetings including Scrutiny Forums, Scrutiny Co-ordinating Committee, Cabinet and Council. Elected Members, representatives of groups who provide and use services, residents and members of the public are welcome to attend these meetings, where consideration will be given to their views in relation to the budget proposals.
- 5.3 Evidence to be provided:
- (i) Details of the current budget (as detailed in the budget book);
 - (ii) staffing information;
 - (iii) Details of budgetary and operational pressures / challenges / priorities and statutory responsibilities (where applicable);
 - (iv) The level of savings required; and
 - (v) Details of potential options identified for the delivery of required budget savings.

6. COMMUNITY ENGAGEMENT / DIVERSITY AND EQUALITY

- 6.1 Community engagement plays a crucial role in the Scrutiny process and diversity issues have been considered in the background research for this enquiry under the Equality Standards for Local Government. Paragraph 5.2 identifies the budget process route. Further details regarding the public meetings to be held to discuss the 2012/13 budget can be found on the Council's website.

7. PROPOSED TIMETABLE OF THE BUDGET PROCESS

- 7.1 Detailed below is the proposed timetable for the budget consultation to be undertaken in relation to the areas identified in paragraph 2.3, which may be changed at any stage:-

6 September 2011

- (a) Scoping Report; and

(b) Setting the scene presentation to include:-

- (i) A detailed overview of services currently provided in relation to the Play Opportunities Pool;
- (ii) Details of the amount of required savings;
- (iii) Details of how the required efficiencies may be delivered; and
- (iv) The potential effect of efficiencies on future service provision / what the service will look like in the future.

18 October 2011

Consideration of any further evidence requested at the 6 September 2011 meeting of the Children's Services Scrutiny Forum

Formulation and consideration by the Forum of suggestions to achieve the required savings.

Formulation of comments by the Forum to feed into the 2012/13 budget decision making process.

November 2011 – Consideration of the Play Opportunities budget proposals by the Portfolio Holder (tentative date).

8. RECOMMENDATION

- 8.1 Members are recommended to agree the Children's Services Scrutiny Forum's remit of consideration of the 2012/13 budget proposals as outlined in paragraph 4.1.

Contact Officer:- Laura Stones – Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: - 01429 523087
Email:- laura.stones@hartlepool.gov.uk

BACKGROUND PAPERS

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

- (i) Presentation by the Assistant Chief Executive entitled 'Budget Position 2012/13' - delivered to Scrutiny Co-ordinating Committee of 24 June 2011.
- (ii) Report of the Assistant Chief Executive entitled 'Selection and Timetabling of Project / Service Areas to feed into the 2012/13 Budget Process' – delivered to Scrutiny Co-ordinating Committee of 24 June 2011
- (iii) Minutes of Scrutiny Co-ordinating Committee 24 June 2011.

CHILDREN'S SERVICES SCRUTINY FORUM

MINUTES

6 September 2011

25. Play Opportunities Pool Budget Consultation – Scoping Report
(Scrutiny Support Officer)

At the meeting of Scrutiny Coordinating Committee on 24 June 2011 Members determined their work programme for the 2011/12 Municipal Year. It was decided that each Scrutiny Forum would focus its attention on preparations for the 2012/13 budget during the current Municipal Year, given the extremely challenging financial situation facing the authority.

It was agreed at the Scrutiny Co-ordinating Committee work programming meeting on 24 June 2011 that a series budget proposals would be considered by the Children's Services Scrutiny Forum, details of which were set out in the report. In accordance with the timetable agreed, the Forum was asked to provide views and / or alternative suggestions for savings, regarding the 2012/13 budget proposals presented to the Children's Services Scrutiny Forum in relation to the Play Opportunities Pool.

The report set out the proposed terms of reference for consideration of this budget item, areas of enquiry together with proposed timetable. It was intended that a report on the Play Opportunities budget proposals would be considered by the Portfolio Holder in November 2011.

Recommended

That the proposed remit for consideration of the 2012/13 budget proposals, as outlined in the report in relation to the play opportunities pool, be agreed.

26. Play Opportunities Pool Budget Consultation – Covering Report/Presentation (Scrutiny Support Officer/Assistant Director of Performance and Achievement)

Members were referred to the meeting of Scrutiny Co-ordinating Committee on Friday 24 June 2011, when it was agreed that the Children's Services Scrutiny Forum would consider the Play Opportunities Pool budget item. As part of the consultation process, the Assistant Director of Performance and Achievement and Sure Start Extended Services and Early Years Manager had been invited to the meeting to provide a presentation in relation to this budget area.

The Sure Start Extended Services and Early Years Manager provided a presentation which focussed on the following:-

- Purpose of Play Opportunities Pool
- Total Budget for 2011/12 - £18,000
- Current year £16,603.57 had been allocated to 8 groups
- Examples of Grants awarded – Families First, Hartlepool PATCH, Hartlepool Special Needs Support Group, Hartlepool Young Carers Positive Future Project, Child Deaf Youth Project, Funky World, Catcote School, West View Project

With regard to the proposal to withdraw funding in this area, Members raised serious concerns regarding the potential impact on families as a result. A Member highlighted the withdrawal of such funding to these groups would result in a loss of access to funding from other sources. The Assistant Director highlighted the department's reluctance to lose these services and emphasised the current budget pressures facing the Council, hence the reason for the proposal. In response to concerns regarding the potential impact on those families in most need of the service, Members were advised that an early intervention grant would be utilised to target those families in such need.

Members highlighted that this was one of the only universal services left available to all families and therefore were strongly of the opinion that this service provision should not be removed. Members did not agree that only targeted support should be supported / provided.

In relation to the grant awarded to Funky World, a Member questioned whether the £1,635.00 had been awarded for learning through play sessions as it had been reported in the Hartlepool Mail that this Group had recently ceased to operate. The Head of Service confirmed that the Council were currently in discussions with this group and whilst this may not be open to the public it had not ceased to trade. In the event that the group dissolved, the funding would be utilised as a saving and carried forward to the following year's budget.

Following a lengthy debate and, whilst acknowledging the current budget pressures, the reasons for the proposal and that there was no statutory requirement for provision, the Forum were of the view that this service should be retained.

Recommended

- (i) That this service be retained.
- (ii) The comments of the Forum be noted and submitted to a future Portfolio Holder meeting.



Diversity Impact Assessment (Predicted Assessments)

Lead Officer: Caroline O'Neill/Zoe Westley	Published Date: Jan 2010 Draft for progression during SDO review
Who has undertaken the assessment: CO and SDO review team	
Date forwarded to Departmental Diversity Rep: N/A at this stage	

Is the subject to be assessed a: <i>(Please tick)</i> <div style="display: flex; justify-content: space-around;"> Strategy <input type="checkbox"/> Policy <input type="checkbox"/> Service <input type="checkbox"/> </div> <div style="display: flex; justify-content: space-around;"> System <input type="checkbox"/> Project <input type="checkbox"/> Other SDO review <input type="checkbox"/> </div>
Name of the assessed and brief description: Social inclusion, vulnerable pupils, SEN and educational psychology

What is being assessed is <i>(please tick)</i> <div style="display: flex; justify-content: space-around;"> Existing <input type="checkbox"/> New <input checked="" type="checkbox"/> </div>

Is a copy of the new policy/strategy attached <i>(please tick)</i> <div style="display: flex; justify-content: space-around;"> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> </div>
If No, where can it be viewed? SDO review is under development as part of the business transformation programme

Links into Community Strategy and Council Themes <i>(please tick box(es))</i>	
Jobs and the Economy <input type="checkbox"/> Lifelong Learning and Skills <input type="checkbox"/> Health and Care <input type="checkbox"/> Community Safety <input type="checkbox"/> Organisational Development <input checked="" type="checkbox"/>	Environment <input type="checkbox"/> Housing <input type="checkbox"/> Culture and Leisure <input type="checkbox"/> Strengthening Communities <input type="checkbox"/>

Stage 1 - Overview

1. Please give a brief description of the aims, objectives or purpose. <i>(Note: Wherever possible please quote from the document)</i>
Service Delivery Options review is required as part of the HBC Business Transformation Programme.
2. Who is responsible for implementation?
Zoe Westley is the lead officer for this review, supported by the review team.
3. Who are the main stakeholders? (please tick)
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> The General Public <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> Public Sector Service Providers <input type="checkbox"/> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> Employees <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> The Community & Voluntary Sector <input type="checkbox"/> </div> </div> <div style="text-align: center; margin-top: 10px;"> Elected Members <input type="checkbox"/> </div>

Stage 2 – Research and Findings

4. What evidence do we presently have and what does it tell us? <i>(Include any numerical data, public consultation or involvement, anecdotal evidence and other organisations' experiences, outcome of any previous service related INRA, entry into the Risk register)</i>
Current services are performing well. The Pupil Referral Unit was assessed by Ofsted as being satisfactory. The work around the education of LAC is seen nationally as an example of good practice. Attendance at schools has improved steadily over a number of years. Exclusions have reduced significantly. The SEN budget is not overspent and statutory processes are completed within the prescribed timescales.
5. Identify the gaps in the evidence that we presently have?
A range of data and other evidence is collated annually to inform service plans, this process will also take place as part of the review. We are not currently aware of any gaps in evidence.
6. Record what needs to be done to gather further evidence to undertake the impact assessment?
The SDO delivery plan identifies processes for the review.

Please note: You will need to have viewed your data or insufficient data before answering the following questions. If no data is available, you will need to make a record of this within your answers below and indicate how this data will be gathered in the future. *(Please refer to glossary for the terms- unmet needs, differential impact, positive impact, negative impact and adverse impact provided in the guidance)*

<p>7. Are there any unmet needs/requirements that can be identified from your research that impact specific equality groups? Which equality groups does it impact?</p>
<p>The existing services specifically identify and target vulnerable groups of children and young people to try and ensure their specific needs are met. We are not currently aware of any unmet need.</p>
<p>8. Are there any concerns that there could be a differential/positive/negative/adverse impact on the grounds of gender? Gender refers to male, female and transgender. Please explain your answer.</p>
<p>It will not be clear, until the SDO review has progressed, whether any options which emerge are likely to have an adverse impact on any particular group.</p>
<p>9. Are there any concerns that there could be a differential/positive/negative/adverse impact on the grounds of racial or ethnic origin? Please explain your answer.</p>
<p>It will not be clear, until the SDO review has progressed, whether any options which emerge are likely to have an adverse impact on any particular group.</p>
<p>10. Are there any concerns that there could be a differential/positive/negative/adverse impact on the grounds of religion or belief? Please explain your answer.</p>
<p>It will not be clear, until the SDO review has progressed, whether any options which emerge are likely to have an adverse impact on any particular group.</p>
<p>11. Are there any concerns that there could be a differential/positive/negative/adverse impact on the grounds of disability? Please explain your answer.</p>
<p>It will not be clear, until the SDO review has progressed, whether any options which emerge are likely to have an adverse impact on any particular group.</p>
<p>12. Are there any concerns that there could be a differential/positive/negative/adverse impact on the grounds of age? Please explain your answer.</p>
<p>. It will not be clear, until the SDO review has progressed, whether any options which emerge are likely to have an adverse impact on any particular group.</p>

13. Are there any concerns that there could be a differential/positive/negative/ adverse impact on the grounds of sexual orientation? Please explain your answer.	
It will not be clear, until the SDO review has progressed, whether any options which emerge are likely to have an adverse impact on any particular group.	
14. Summary of adverse impacts (please tick)	
Gender <input type="checkbox"/>	Disability <input type="checkbox"/>
Race/Ethnic Origin <input type="checkbox"/>	Age <input type="checkbox"/>
Religion/Belief <input type="checkbox"/>	Sexual Orientation <input type="checkbox"/>

Stage 3 – Consultation

15. Who have you consulted with?
<p>A range of methods are used to establish the views of children, young people, their families and school staff about the range of services offered, as part of the ongoing work of the teams being reviewed.</p> <p>Staff, unions, elected members, CMT/DMT, BT programme board and Cabinet will all be consulted/informed in line with the communication plan</p>
16. Summary of findings/recommendations from the consultation
To be considered as part of the SDO review.

Stage 4 – Adverse Impacts

17. Please give details of what the predicted adverse impact is expected and which groups or individuals it affects.
N/A at this stage of the review.

18. Record what immediate actions are taken prior to implementation to address the adverse impact?
N/A at this stage of the review.
19. Can the adverse impact be justified for any reason? Please explain. (Legislation, promoting equality of opportunity for one group (positive action) etc.)
N/A at this stage of the review.

Stage 5 – Action Planning and Publishing

20. What actions are needed to be taken after the implementation		
Action	Responsible officer	Completion Date
N/A at this stage of the review.		
21. What are the main conclusions from the assessment?		
N/A at this stage of the review.		
22. How is the impact assessment published/publicised?		
The assessment will be part of the report to programme board when options are to be considered.		
23. How is the impact further assessed after its implementation?		
DIA on new service plans once new structures are in place.		
Signed: _____		Date: _____
Assistant Director		

Impact Assessment Form

Department	Division	Section	Owner/Officer
Child and Adult Services	Performance and Achievement	Planning and Service Integration	Caroline O'Neill
Function/Service	Play opportunities play award.		
Information Available	<p>The Play Opportunities Pool Grant has been operational since pre 1995 and has provided financial support to both the voluntary and community sector working with children and young people living in Hartlepool.</p> <p>The aim of the pool is intended to provide a resource to enable organisations to coordinate and develop play opportunities in local areas of need. The provision has traditionally complimented play services provided by the local authority and addressed gaps in service delivery. This has been particularly beneficial since the cessation of council operated summer play schemes in 2007.</p> <p>Applications over £500 were presented to the Grants Committee and evaluated dependant upon a number of priority areas included children with additional needs and children from ethnic minorities. Delegated powers for grant applications for under £500 were assigned to the Director of Child and Adult Services.</p> <p>The Council has traditionally allocated £18,000 per annum for the provision of play opportunities across the town. Groups who have received this funding have also gained by being able to use the funding as match funding to secure other grants.</p> <p>Allocations have been made to a number of groups including Hartlepool Families First, Hartlepool Special Needs Support Group, Hartlepool Young Carers and the Child Deaf Project (Tees Valley). For the period 2011/12 it is estimated that 932 children and young people will benefit from the projects delivering play opportunities across Hartlepool. The number of disabled children or children with additional needs that have directly benefited from allocations of the Play Opportunities Pool Grant is approximately 155.</p> <p>The proposal to remove the Play Opportunities Pool Budget was considered by the Children's Services Scrutiny Forum. The subject generated a considerable debate with the Forum having considerable support for retaining the</p>		

	Pool. Members raised concerns regarding the potential impact on families, the ability of groups to attract other monies to their projects and the fact that these services were universal.	
Relevance <i>Identify which strands are relevant to the area you are reviewing or changing</i>	Age	✓
	Disability	✓
	Gender Re-assignment	
	Race	
	Religion	
	Sex	
	Sexual Orientation	
	Marriage & Civil Partnership	
Pregnancy & Maternity		
Information Gaps	We have current information on the groups who have received funding through the award and the numbers of children and young people they have provided opportunities to.	
What is the Impact	The removal of the Play Opportunities Play Award will have an impact on the play opportunities for all children. However, it will also potentially impact more on children with additional needs and/or disabilities. Some of the groups who have received funding from the pool have provided opportunities for children with disabilities (including those with hearing impairments) to participate in play opportunities. These opportunities have contributed to reducing children’s isolation and loneliness.	
Aim 1: <i>Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.</i>		
<i>Not applicable</i>		
Aim 2: <i>Advance Equality of opportunity, between people who share protected characteristics and those who don’t.</i>		
<i>Not applicable</i>		
Aim 3: <i>Foster good relations between people who share a protected characteristic and those who do not share it.</i>		
<i>Not applicable</i>		
Addressing the impact	1. No Major Change	
	2. Adjust/Change	

	3. Continue as is /		
	The provision of play opportunities for children and young people is not a statutory responsibility. However, the importance of play and outdoor activities to the health and wellbeing of children and young people is well documented. It is anticipated that the future strategic direction of the provision of play will be considered as part of the remit of the Health and Wellbeing Board. In addition, if identified as a future priority, targeted play activities could be commissioned as part of the Early Intervention Grant		
4. Stop/Remove			
Action identified	Responsible Officer	By When	How will this be evaluated?
Ensure that, where appropriate, additional or continued play opportunities are supported via the Health and Wellbeing Board	Caroline O'Neill	Ongoing	Annual review of play opportunities.
Ensure that, where appropriate, additional or continued play opportunities are supported via the Early Intervention Grant	Caroline O'Neill	Ongoing	Annual review of play opportunities.
Date sent to Equality Rep for publishing		00/00/00	

Impact Assessment Form

Department	Division	Section	Owner/Officer																										
Child and Adult Services	Performance and Achievement	Performance and Achievement	Caroline O'Neill																										
Function/Service	Review of school and educational inclusion support and review of educational psychology support																												
Information Available	<p>Social and Educational Inclusion Support</p> <p>The role of attendance officers is to ensure all children and young people of statutory age attend school. The officers work with vulnerable children and young people to promote school attendance.</p> <p>Information is available about referrals per school. The number of referrals to the attendance officers from both primary and secondary schools has increased.</p> <table border="1"> <tr> <th>No Referrals</th><th>2007/08</th><th>2008/09</th><th>2009/10</th></tr> <tr> <td>Primary</td><td>358</td><td>368</td><td>421</td></tr> <tr> <td>Secondary</td><td>443</td><td>496</td><td>535</td></tr> <tr> <td>Total</td><td>801</td><td>864</td><td>956</td></tr> </table> <p>Consequently, the average number of referrals per officer has also increased. The figures below indicate the average number of referrals from secondary schools per officer:</p> <table border="1"> <tr> <th>No: referrals</th><th>2007/08</th><th>2008/09</th><th>2009/10</th><th>2010/11</th></tr> <tr> <td>Average referrals per officer (4)</td><td>111</td><td>124</td><td>134</td><td>133</td></tr> </table> <p>Educational Psychology Support</p> <p>Three trainee psychologist posts were created to build capacity for the educational psychology team to fulfil the demands of government led and funded initiatives. One specific trainee post was created in 2009 to meet the demands of the Targeted Mental Health in Schools project/grant. This post has not been filled and so no increase in service was created.</p>			No Referrals	2007/08	2008/09	2009/10	Primary	358	368	421	Secondary	443	496	535	Total	801	864	956	No: referrals	2007/08	2008/09	2009/10	2010/11	Average referrals per officer (4)	111	124	134	133
No Referrals	2007/08	2008/09	2009/10																										
Primary	358	368	421																										
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No: referrals	2007/08	2008/09	2009/10	2010/11																									
Average referrals per officer (4)	111	124	134	133																									
Relevance	Age		<input checked="" type="checkbox"/>																										
<i>Identify which strands are relevant to the area you are</i>			<input type="checkbox"/>																										
	Disability		<input checked="" type="checkbox"/>																										
			<input type="checkbox"/>																										
	Gender Re-assignment		<input type="checkbox"/>																										
			<input type="checkbox"/>																										

reviewing or changing	Race			
	Religion			
	Sex			
	Sexual Orientation			
	Marriage & Civil Partnership			
	Pregnancy & Maternity			
Information Gaps	Social and Educational Inclusion Support Information is gathered per school. Information is available on other characteristics but this would require some time to interrogate and analyse the data.			
What is the Impact	Social and Educational Inclusion Support One attendance officer post will be deleted from the department's structure. However, for the immediate future, the officer will be seconded to one of the town's secondary school suggesting no impact in the capacity to support the number of children and young people who are currently referred to the officers.			
	Educational Psychology Support As the trainee post has remained vacant, it is anticipated that there will be no impact on the services capacity to full fill its statutory duties.			
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.				
N/A				
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.				
N/A				
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.				
N/A				
Addressing the impact	1. No Major Change			
	2. Adjust/Change			
	3. Continue as is /			
	The future priorities and activities of social and educational inclusion support and educational psychology support will be considered as part of the Early Intervention Strategy and where appropriate, supported by the Early Intervention Grant.			
	4. Stop/Remove			
Action identified	Responsible Officer	By When	How will this be evaluated?	

Social and Educational Inclusion Support - ensure simpler method for collecting and storing characteristic data of referrals	Zoe Westley	Ongoing	Reviewing data collected as part of the requirements from the Equality Act 2010
Social and Educational Inclusion Support - monitor impact if school removes secondment option	Zoe Westley	Ongoing	
Date sent to Equality Rep for publishing		00/00/00	

Impact Assessment Form

Department	Division	Section	Owner/Officer
Child and Adult Services	Performance and Achievement	Integrated Youth Support Services	Caroline O'Neill
Function/Service	Integrated Youth Support Services		
Information Available	<p>The Integrated Youth Support Service (IYSS) is a complex network of providers including, for example, community groups, voluntary organisations, health, youth justice, etc., as well as the local authority. The latter plays an important role in harnessing the endeavours of partners in facilitating access to personal and social development for 13-19 year olds. This can include diverse issues such as drugs or leisure facilities and can assist in the achievement of shared targets in community order and safety, health, citizenship, education, training and employment.</p> <p>The diversity of Youth Services is underpinned by having in place a shared set of values and by the use of distinctive methods (e.g. group work), which seek to promote learning and achievement through relationships with adults and peers, that have been freely chosen by young people themselves.</p> <p>There are a number of activities included as part of the review of the IYSS and these are addressed below.</p> <p>Reduction of Youth Services Commissioning Budget With effect from March 2012, the youth services commissioning budget ceases to be ring-fenced. The Early Intervention Grant will be the main source of funding for prevention and intervention services to those locations in the town identified as being areas of high need. The Early Intervention Strategy is being developed and the need for universal youth services provision will be reviewed as part of that strategy.</p> <p>The proposed reduction in commissioning budget will have a direct impact on the services provided by Headland Future. The current contract with Headland Futures expires in March 2012. The funding contributes to the operation of the centre by providing 2 nights youth club provision and 2 nights detached youth work.</p> <p>For the period April 2010 to March 2011, 85 young people</p>		

	<p>took advantage of the youth service provision at Headlands Future, 44 of those were regular participants.</p> <p>The impact of the reduction of funding to Headland Future has been considered as part of Children’s Services Scrutiny Forum. Young people from Headland Future have met with representatives from the Forum to discuss the proposal. The young people outlined the activities that they participated in at the centre and argued that without the centre, they would have nowhere else to go. The young people also said that buses to and from the Headland had been reduced or stopped so they would find it really difficult to access other services.</p> <p>Review of IYSS Services - reduction in funding to Throston Youth Project</p> <p>For the period April 2010 to March 2011, 356 young people accessed Throston Youth project, 186 of those were regular attendees.</p> <p>The proposed reduction in budget allocation will reduce additional support provided by a youth work. However, it is anticipated that this reduction in hours will not affect the activities available at the project or any direct work with children and young people.</p> <p>Review of Integrated Youth Support Services</p> <p>The detached, mobile and outreach services work across the town to engage with children and young people. For the period April 2010 to March 2011 the service engaged with 5088 young people, 1800 of those were regular participants.</p> <p>A post in the team has been vacant for 10 months and there is no evidence that this has had any impact on the amount or level of services provided. Accordingly it is anticipated that by not recruiting to this post will have no direct impact on service delivery.</p>																		
Relevance	<table><tr><td>Age</td><td>J</td></tr><tr><td></td><td></td></tr><tr><td>Disability</td><td></td></tr><tr><td></td><td></td></tr><tr><td>Gender Re-assignment</td><td></td></tr><tr><td></td><td></td></tr><tr><td>Race</td><td></td></tr><tr><td></td><td></td></tr><tr><td>Religion</td><td></td></tr></table>	Age	J			Disability				Gender Re-assignment				Race				Religion	
Age	J																		
Disability																			
Gender Re-assignment																			
Race																			
Religion																			
<i>Identify which strands are relevant to the area you are reviewing or changing</i>																			

	Sex		
	Sexual Orientation		
	Marriage & Civil Partnership		
	Pregnancy & Maternity		
Information Gaps	Whilst we do know the numbers of young people who access youth services, we do not have details of other characteristics so are not able to demonstrate if there are any other strands that might be affected bt this review of services.		
What is the Impact	In terms of front line service delivery, the main impact results from the removal of the Youth Services Commissioning Budget to Headland Future. This budget is one of the funding streams that contributes to the overall running of the centre. Due to the geographical area of the Headland, removal of the funding which might contribute to the closing of the centre could result in the isolation of young people because there are no alternative activities or facilities in walking distance. If other funding was not secured the closure could have a bigger impact on children and young people from low income families who do not have their own transport to take children to other activities.		
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.			
Not applicable			
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.			
Not applicable			
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.			
Not applicable			
Addressing the impact	1. No Major Change		
	2. Adjust/Change		
	3. Continue as is /		
	The future priorities and activities of youth service provision will be considered as part of the Early Intervention Strategy and where appropriate, commissioned services will be funded from the Early Intervention Grant.		
4. Stop/Remove			
Action identified	Responsible Officer	By When	How will this be evaluated?

Where possible, collect wider demographic information on children and young people who access youth services to ensure no adverse impact on diversity strands.	Mark Smith	Ongoing	Evidence of activity and use of youth services.
Date sent to Equality Rep for publishing		00/00/00	

CABINET REPORT

5 December 2011



Report of: Director of Child and Adult Services

Subject: BUSINESS TRANSFORMATION PROGRAMME -
2012/13 SAVINGS IN ADULT SOCIAL CARE

SUMMARY

1. PURPOSE OF REPORT

To seek Cabinet's approval for proposals to achieve savings of £1.6m in adult social care from April 2012.

2. SUMMARY OF CONTENTS

The report provides detail regarding the proposals as well as a summary of risks and an equality impact assessment.

3. RELEVANCE TO CABINET

The Medium Term Financial Strategy identifies that the Business Transformation 2 Programme will deliver savings of £5.3m in 2012/13. This report details the contribution from adult social care to those savings.

4. TYPE OF DECISION

Key Decision – Test 1 applies. Forward Plan Ref: CAS107/11

5. DECISION MAKING ROUTE

Cabinet – 5 December 2011

6. DECISION(S) REQUIRED

Cabinet is asked to approve the proposed schemes that will deliver savings of £1.6m in adult social care.

Report of: Director of Child and Adult Services

Subject: BUSINESS TRANSFORMATION PROGRAMME -
2012/13 SAVINGS IN ADULT SOCIAL CARE

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet about proposals to deliver savings of £1.6m in adult social care in 2012/13 and to seek Cabinet's approval for these proposals.

2. BACKGROUND

- 2.1 The net budget for adult social care is approximately £24m. This includes social work teams, adult safeguarding, mental health services, learning disability services, care home placements, personal budgets, support for carers, direct care and support services, occupational therapy services and community equipment.
- 2.2 There are approximately 260 staff employed within adult social care in a wide range of roles including social workers, home care workers, occupational therapists, contract officers, commissioners, day services staff and support workers.
- 2.3 Changing demographics have a significant impact on the demand for adult social care services. An ageing population and increasing prevalence of dementia results in increasing pressure for services for older people, while medical technology means that people are surviving and living longer with profound and multiple disabilities, and issues such as increasing unemployment and financial pressures mean that more people are experiencing mental health difficulties.
- 2.4 The savings target for adult social care, to be delivered from 1 April 2012, is £1.6m.

3. CONSIDERATION OF OPTIONS

- 3.1 In considering options for savings within adult social care, there has been a drive to protect social work teams and other frontline services as far as possible and also to reduce the impact on staff in terms of redundancies. Cuts in the following areas have been considered but ruled out because of impact on frontline services, statutory service provision, people using services and / or staff:
- Locality Social Work Teams
 - Occupational Therapy / Community Equipment

- Mental Health Social Work Teams
- Learning Disability Social Work Teams
- Carers Support & Assistive Technology
- Adult Safeguarding Services

4. PROPOSED SAVINGS

- 4.1 A number of projects have been identified to deliver the required savings as outlined below.

Project	Savings	Description
Review of Housing Related Support (Supporting People)	£275,000	Over delivery of savings targets from the Supporting People budget in 2011/12 and 2012/13 through efficient commissioning of high priority services and decommissioning of lower priority / lower risk services.
Review of Adult Social Care Contracts	£265,000	Savings will be achieved through re-tendering and achieving better value for money and through decommissioning of some lower priority services.
Social Care Funding via PCT	£500,000	£500k from £1.2m social care funding that will transfer to HBC in 2012/13 will be used to support existing investment in services. There is a significant risk associated with this saving as funding is currently only guaranteed for two years. If funding does not continue, services will cease and steps are being taken to mitigate this risk.
Review of Social Care Management Structures	£85,000	Review current management structures and deliver savings through reducing management costs in day services and MH/LD employment services.
Joint Packages	£250,000	Establish recurrent impact of additional PCT funding for complex packages of care. This is a high risk area as funding is subject to change and may not be guaranteed in the longer term.
Working Together for Change	£175,000	Review of all day services using the Working Together for Change methodology and consideration of new models of service that deliver savings.
Direct Care & Support Services	£50,000	Reduction in staffing budget for the Direct Care & Support Team, which currently has vacant posts / un-worked hours. There is an element of risk associated with this as the service area is volatile and demand is influenced by external factors.
TOTAL	£1,600,000	

5. SUMMARY OF PROJECTS

5.1 Review of Housing Related Support

- 5.1.1 Housing related support has been funded for a number of years through the Supporting People Grant, which initially was ring-fenced for this purpose. The grant is no longer ring-fenced and is now allocated through base budget funding with significant cuts applied in 2011/12 and 2012/13 in addition to the loss of the Supporting People Admin Grant of £125,000.

2010/11 Funding	-	£3,985,000	
2011/12 Funding	-	£3,443,000	(cut of £542,000 / 13.5%)
2012/13 Funding	-	£3,218,000	(cut of £226,000 / 6.6%)

- 5.1.2 In order to manage these cuts, a working party was established in November 2010 to review housing related supported services, which support a wide range of people including older people, people with learning disabilities or mental health, people experiencing domestic violence or homelessness and young offenders.
- 5.1.3 All services were rated as red, amber or green in terms of the risk should the service cease. In allocating a rating members of the working party considered whether there was a statutory duty to provide the service, whether there were alternative services available, the vulnerability of the client group supported and whether those being supported had high, medium or low level needs. Alongside this exercise, all providers were contacted and asked for efficiency proposals to manage cuts of up to 30% in their funding. The response was generally positive with a number of providers identifying that their services could manage funding cuts with minimal impact to people using services through reconfiguration of services, reductions in management costs and reviews of staffing arrangements. Some providers did not identify any areas where efficiencies could be made or offered up savings of less than 10% based on current contract values.
- 5.1.4 Once the scale of the cuts to funding for housing related support was confirmed, the working party undertook a further review and identified how the savings could be made with least impact on high priority services. As a result a number of services were offered reduced contract values (in line with the savings they offered up) and others have been informed that their service will not be re-commissioned from April 2012. All providers where services will no longer receive funding have been given at least 11 months notice and have been offered support to manage the transition. Where possible flexibility has been offered in relation to contract end dates to accommodate specific circumstances of individual providers. A reserve of £185,000 was created to enable transitional costs to be covered and any residual needs to be met on a short term basis while alternative services were identified.

- 5.1.5 The contracts that will end in March 2012 predominantly relate to sheltered housing provision for older people with low level needs. The cessation of housing related support funding from the Local Authority does not mean that services will no longer be provided but may result in an additional cost to residents in the region of £5.00/week. Other services which will not be re-commissioned include a floating support service for people with mental health needs where there is capacity for these people to be supported by existing in-house floating support services at no additional cost.
- 5.1.6 The majority of the services previously commissioned will continue to be provided while delivering significant savings and include a number of contracts where re-tendering and changes in delivery models have made efficiencies with minimal impact on services. In one example, a supported housing scheme for people with mental health needs was tendered and a saving of £85,000 (almost 40%) was achieved without any impact on people using the service.
- 5.1.7 The review of all housing related support services has identified savings (in excess of the cuts to the supporting people funding) of £275,000 which will contribute towards the 2012/13 savings target.

5.2 Review of Adult Social Care Contracts

- 5.2.1 A number of adult social care contracts have been reviewed and re-tendered which will deliver a contribution of £264,000 towards the 2012/13 savings target.
- 5.2.2 The contracts where savings have already been achieved are as follows:

Contract	Savings	Rationale
Advocacy	£41,000	Savings achieved through re-tendering and achieving better value for money.
Adult - Family Placements	£69,000	Service decommissioned due to low uptake. Alternative routes in place to support this type of provision.
Mental Health Day Services	£20,000	Services re-tendered with funding reduced from £150,000 to £130,000.
Hindu Cultural Society Day Service	£10,000	Service decommissioned due to no uptake from Hartlepool residents.
Direct Payment Support Services	£100,000	Collaborative work with Stockton and reducing number of providers from two to one to achieve efficiencies.
Carers Emergency Respite Service	£25,000	Use of direct care hours has been low and the service can be provided more cost effectively through in-house services.

5.3 Social Care Funding from the PCT

- 5.3.1 As part of the budget process it was identified that PCTs would receive allocations in 2011/12 and 2012/13 that were ring-fenced for social care priorities and must transfer to Local Authorities following agreement of priorities and outcomes. HBC received £1.3m in 2011/12 and will receive £1.2m in 2012/13 and has agreed priorities and outcomes with the PCT. Within the plans identified for use of this additional resource, HBC has planned to use £500,000 to offset existing spend on services that are linked to reablement, hospital discharge and maintaining people independently in their own homes. The base budget released through this process will be included within the 2012/13 savings.
- 5.3.2 This is a high risk area as there is no guarantee that funding will continue beyond 2012/13. There is however an incentive for Clinical Commissioning Groups to maintain investment in this area if services are successful, as reablement services will be key to delivering their priorities to reduce emergency admissions and readmissions. If funding does not continue beyond March 2013, services funded through this route will cease and there will be associated compulsory redundancies. A contingency to meet these costs has been built in to the spending plan to mitigate this risk.
- 5.3.3 The Adult & Community Services Scrutiny Forum has identified Early Intervention and Reablement as an area for investigation in 2011/12 to better understand services, outcomes for people and financial risks.

5.4 Review of Social Care Management Structures

- 5.4.1 From April 2011, employment link / support services for people with mental health needs and / or learning disabilities have been brought together under a single management structure to provide a seamless service. Management arrangements for this service have been reviewed to deliver a saving of £30,000 through the loss of one post as a voluntary redundancy.
- 5.4.2 Social care management structures will also be reviewed and rationalised to achieve a saving of approximately £55,000 through the loss of one or more posts, which will hopefully be achieved through voluntary redundancies, although there may be one post at risk of compulsory redundancy.

5.5 Working Together for Change – Review of Day Services

- 5.5.1 Adult social care has signed up to using the Working Together for Change methodology developed by the Department of Health, to review all day services for older people and people with disabilities. This approach involves providers of services, people using services and their carers in an in-depth review process that identifies positives and negatives in relation to current services and develops action plans with sign up from all stakeholders.

- 5.5.2 Work with the day centre for older people at Hartfields has already identified a saving of £120,000 due to lower uptake of places than was anticipated when the service was originally commissioned. This is largely due to people using direct payments to access support and social activities in different ways.
- 5.5.3 Within disability day services it is proposed that a vacant Community Development Worker post (Band 8) is not filled, which will deliver a saving of £25,000. The balance of the savings (£30,000) will be achieved through reviewing and rationalising use of buildings and a review of management arrangements / staffing levels. There may be one post deleted as a result of a voluntary redundancy request which will contribute to this saving.

5.6 Joint Packages

- 5.6.1 There are a significant number of people with complex needs who have jointly funded packages of care with funding from HBC and the PCT, the proportionate split being dependent on the level of assessed continuing healthcare need. Over the past twelve to eighteen months there has been a substantial increase in the level of funding received from the PCT for people in this situation, which has reduced the funding required from HBC placement budgets.
- 5.6.2 There is a risk associated with this area in that peoples' needs can change and someone who receives 80% funding from the PCT one month can be reassessed as having less health need the next month resulting in a reduced level of PCT income. Given the nature of long term conditions and deterioration this doesn't happen in the majority of cases where health needs increase over time but, because funding is linked to individual people, there is that degree of volatility due to changing needs, death, people moving out of the area etc.
- 5.6.3 A detailed review of PCT income over recent years has established that a saving of £250,000 can be achieved without leaving the Department at risk.

5.7 Direct Care & Support Team

- 5.7.1 The Direct Care & Support Team provides personal care and support for people following hospital discharge as part of the wider reablement pathway which aims to support people to retain their independence and remain in their own homes for as long as possible.
- 5.7.2 The service has a number of vacant posts and is forecast to under spend in 2011/12. As a result, it is proposed that £50,000 is taken from this budget to contribute to the overall savings target for adult social care. There are no staffing implications associated with this saving.
- 5.7.3 It should be noted that this is volatile service area where demand is influenced by external factors such as the rate of hospital discharges and winter pressures. Officers within adult social care are confident that such pressures can be effectively managed within the remaining budget for the service.

6. EQUALITY IMPACT ASSESSMENT

- 6.1 As all of these savings are within adult social care, the impact will by definition be on vulnerable people.
- 6.2 In considering where savings can be made, steps have been taken to assess risk, impact on vulnerable groups and the availability of alternative services. The proposed savings are those which will have least impact on front line services and on the most vulnerable people who access services.
- 6.3 A large proportion of the savings are being achieved from commissioned services, with limited impact on people using those services. All commissioned services require providers to meet the requirements of the Equality Act 2010, and providers are responsible for undertaking equality impact assessments should services significantly change.
- 6.4 The table below summarises the groups that will be affected by each of the proposed schemes:

Project	Groups Potentially Affected	Notes
Review of Housing Related Support	Older People People with Mental Health Needs People with Learning Disabilities Homeless Young People	Main impact on people with lower level needs.
Review of Adult Social Care Contracts	Hindu Population	No-one from Hartlepool has accessed the day service in recent years.
Social Care Funding via PCT	No impact on existing services.	
Review of Management Structures	No impact for people using services.	
Joint Packages	No impact for people using services.	
Review of Day Services - Working Together for Change	Older People People with Learning Disabilities People with Physical Disabilities	Minimal impact.
Direct Care & Support Team	No impact for people using services.	

- 6.5 If there are changes to service delivery models or locations as a result of the Working Together for Change reviews of day services consultation will take place with people who use services and / or their carers and a detailed Equality Impact Assessment completed.

7. RISKS

- 7.1 A number of risks associated with specific projects have been referenced throughout the report. The table below summarises key risks associated with delivery of the savings.

Project	Risks	Notes
Review of Housing Related Support	Savings may not all be achieved within timescales. Appeals from providers.	Reserve of £185k created to manage transition. One complaint received which has been managed.
Review of Adult Social Care Contracts	No identified risks.	
Social Care Funding via PCT	Funding may cease in March 2013.	Contingency identified to meet potential redundancy costs.
Review of Management Structures	No identified risks.	
Joint Packages	Changes in funding splits due to changes in assessed needs / deaths.	Trends indicate that most people have increasing health needs.
Working Together for Change	No identified risks.	
Direct Care & Support Team	Volatile area where demand is influenced by external issues.	Contingency retained to manage unpredictability of spend.

8. FINANCIAL IMPLICATIONS

- 8.1 The Business Transformation Programme 2 is planned to deliver savings of £5.3m towards the £6.6m budget deficit for 2012/13. It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT Programme will result in the need to make alternative unplanned cuts and redundancies elsewhere in the authority to balance next year's budgets.
- 8.2 Subject to approval of the identified schemes, there are plans in place to deliver £1.6M of savings within adult social care from April 2012 without impacting on social work teams and with minimal impact on other frontline services.

9. COMMENTS FROM ADULT & COMMUNITY SERVICES SCRUTINY FORUM

- 9.1 A report in relation to 2012/13 Adult Social Care Savings was considered by the Adult and Community Services Scrutiny Forum on 24 October 2011. Following consideration of the information provided (including potential proposals for the way forward) the Forum recommended that the proposed savings in relation to adult social care be supported. Comments and suggestions from the Forum are detailed in **APPENDIX 1**.

10. COMMENTS FROM TRIPARTITE MEETING WITH UNIONS

- 10.1 The tripartite meeting involving Cabinet, Corporate Management Team and the Unions considered the report on 16 November 2011 and noted the identified schemes which delivered savings of £1.6m from the adult social care budget.
- 10.2 It was noted that in considering the options for savings within adult social care, there had been a drive to protect social work teams and other frontline services as far as possible and also to reduce the impact on staff in terms of redundancies. It was highlighted that the proposals had minimal staffing implications with only one potential compulsory redundancy which may be avoided if voluntary redundancy requested were confirmed.
- 10.3 Some risks were highlighted such as Social Care Funding via the PCT, where the funding is currently only guaranteed for two years. It was stated that if funding did not continue services would cease and steps were being taken to mitigate this risk.
- 10.4 There were no adverse comments raised regarding the proposed savings and the meeting endorsed the recommendations contained within the report which Cabinet would be asked to approve.

11. CONCLUSION

- 11.1 The proposals outlined will deliver savings of £1.6m in adult social care in 2012/13 with limited impact on front line services and vulnerable people who have support from adult social care. The proposals will also have minimal staffing implications with only one potential compulsory redundancy, which may be avoided if voluntary redundancy requests are confirmed.

12. RECOMMENDATIONS

- 12.1 Cabinet are asked to agree the proposals outlined in this report, which will achieve savings of £1.6m.

CABINET

5 December 2011



SUBJECT: ADULT SOCIAL CARE SAVINGS PROPOSALS –
ADULT AND COMMUNITY SERVICES SCRUTINY
FORUM COMMENTS / SUGGESTIONS FOR
CONSIDERATION AS PART OF THE 2012/13
BUDGET PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with Overview and Scrutiny comments / suggestions in relation to specific projects / service area proposals, selected for consideration as part of the 2012/13 budget setting process.

2. BACKGROUND INFORMATION

- 2.1 On the 24 June 2011, the Overview and Scrutiny Work Programme for 2011/12 was approved. In setting the Work Programme, the importance of Member involvement in the budget setting process at a far earlier stage than has previously occurred was recognised.
- 2.2 As a means of providing early / ongoing involvement, and ensuring the effective incorporation of Scrutiny comments / suggestions, in to the budget setting process a number of specific projects / service areas were identified for Scrutiny consideration during the course of 2011/12.
- 2.3 As part of this process, a report in relation to the Adult Social Care Savings was considered by the Adult and Community Scrutiny Forum on the 24 October 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in Section 3 of this report.
- 2.4 Cabinet will at today's meeting be receiving a detailed report in relation to this topic and, in considering the proposals put forward, is asked to take into consideration the Adult and Community Services Scrutiny Forum's comments / suggestions.

3. COMMENTS AND SUGGESTIONS

3.1 At the meeting held on the 24 October 2011, the following comments / suggestions were made by the Adult and Community Services Scrutiny Forum in relation to the Adult Social Care Savings:-

- (a) That the proposed savings in relation to Adult Social Care be supported. Members acknowledged the hard work that had gone into identifying savings of this level, especially as impact on frontline services and staff had been kept to a minimal ; and
- (b) Members emphasised the need for continued collaborative working with GP practices.

4. RECOMMENDATION

4.1 That Cabinet consider the Adult and Community Services Scrutiny Forum's comments / suggestions during consideration of proposals in relation to the Adult Social Care Savings.

Contact:- Laura Stones– Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: 01429 523087
Email: laura.stones@hartlepool.gov.uk

BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Adult and Community Services Scrutiny Forum consideration of 2012/13 Budget Items – Adult Social Care Savings – Scoping Report' delivered to the Adult and Community Services Scrutiny Forum on 24 October 2011.
- (ii) Report of the Scrutiny Support Officer entitled 'Adult Social Care Savings – Covering Report' delivered to the Adult and Community Services Scrutiny Forum on 24 October 2011.
- (iii) Report of the Assistant Director, Adult Social Care entitled '2012/13 Savings in Adult Social Care' delivered to the Adult and Community Services Scrutiny Forum on 24 October 2011.
- (iv) Minutes of the Adult and Community Services Scrutiny Forum on 24 October 2011.

CABINET REPORT

5 December 2011



Report of: Director of Child and Adult Services

Subject: 2012/2013 Service Review and Savings in Prevention, Safeguarding and Specialist Services

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline proposed savings for 2012/13 from the Prevention, Safeguarding and Specialist Services division of Child and Adult Services. These savings are identified as a result of a series of service reviews across the division which can be achieved in the financial year 2012/13.

2. SUMMARY OF CONTENTS

- 2.1 The report outlines the savings to be achieved in the Prevention, Safeguarding and Specialist Services division of Child and Adult Services. The target saving identified for the division was £408,000.
- 2.2 The proposals outlined within this report have been developed through a series of service reviews as follows:
- Children's Social Care commissioning;
 - Phase 2 Review of the Youth Offending Service;
 - Children's social care workforce development funding;
 - Review of divisional management structures;
 - Review and re-modelling of specific funding to support the emotional and mental health of looked after children.
- 2.3 The report provides details of the findings of the reviews, the issues under consideration, options considered but disregarded and the risk and impact of the proposals upon service delivery and service users. Where the proposals have an impact upon staff, the staffing implications are highlighted within the report.

3. RELEVANCE TO CABINET

- 3.1 The report details the proposed savings from Prevention, Safeguarding and Specialist Services towards the Council's 2012/13 Savings Programme and requires a Cabinet decision.

4. TYPE OF DECISION

- 4.1 Key Decision, Test 1 applies Forward Plan Reference CAS101/11

5. DECISION MAKING ROUTE

- 5.1 Cabinet on 5th December 2011

6. DECISION(S) REQUIRED

- 6.1 For Cabinet to approve the proposed savings from the Prevention, Safeguarding and Specialist Services division of Child and Adult Services.

Report of: Director of Child and Adult Services

Subject: 2012/2013 Service Review and Savings in Prevention, Safeguarding and Specialist Services

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline proposed savings for 2012/13 from the Prevention, Safeguarding and Specialist Services division of Child and Adult Services. These savings are identified as a result of a series of service reviews across the division which can be achieved in the financial year 2012/13.

2. BACKGROUND

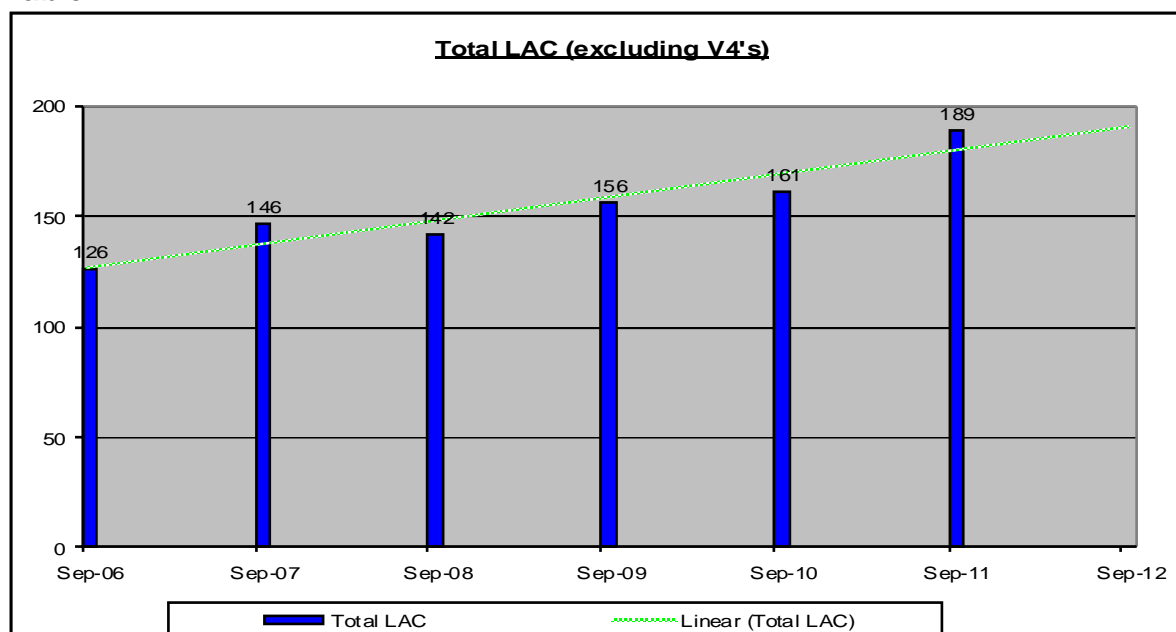
- 2.1 This report details proposals to realise savings from the Prevention, Safeguarding and Specialist Services Division of Child and Adult Services. The target saving to be achieved is £408,000. The proposals outlined within this report have been developed through a series of service reviews as follows:
- Children's Social Care commissioning;
 - Phase 2 Review of the Youth Offending Service;
 - Children's social care workforce development funding;
 - Review of divisional management structures;
 - Review and re-modelling of specific funding to support the emotional and mental health of looked after children.
- 2.2 The proposals contained in this report have been developed over a period of six months during which time a working group has met to consider and develop proposals. This group has taken a broad perspective on the service as a whole and also given consideration to a number of options that have been judged to be unwise, brief details of these are included within the report. The review group has consisted of the Assistant Director, Head of Business Unit, Strategic Commissioner, Children's Services; a Senior Manager acting in the role of Critical Friend, a Team Manager and an Independent Reviewing Officer.
- 2.3 The table below outlines the savings to be achieved, the decision making route and timescale.

Project	Anticipated Savings	Description	Approval Route and Date
Children's social care commissioning Year 3 SDO	£348,000	Review and renegotiate placements for looked after children within the independent fostering and residential sector. Review and renegotiate contracts in children's social care to ensure that only essential services are commissioned which are either statutory or demonstrate improved outcomes for children.	Divisional Management Team 13 October 2011 Corporate Management Team 17 October 2011 Children's Services Scrutiny Forum 1 November 2011
Reduce number of looked after children	As part of above target	Develop early intervention services and services for children on the cusp of care to reduce the numbers of children looked after by the Council by providing timely support to prevent family breakdown.	Mayors Briefing 7th November 2011 Tripartite Meeting 16th November 2011
Review Allowances	As part of above target	Develop policy and revised funding formula for payment of allowances for children living in family and friend care.	Cabinet 5 th December 2011
Training	£10,000	Develop joint arrangements with other local authorities to deliver training and development	
Review of CAMHS funding and services	£15,000	Review services commissioned from CAMHS for looked after children	
Phase 2 Review of Youth Offending Service	£15,000	Phase 2 review of Youth Offending Service focussing on non statutory work, admin and grant funded arrangements	
Review of division management structure	£20,000	Reduce number of heads of service and review requirements	

3. PROJECTS FOR APPROVAL

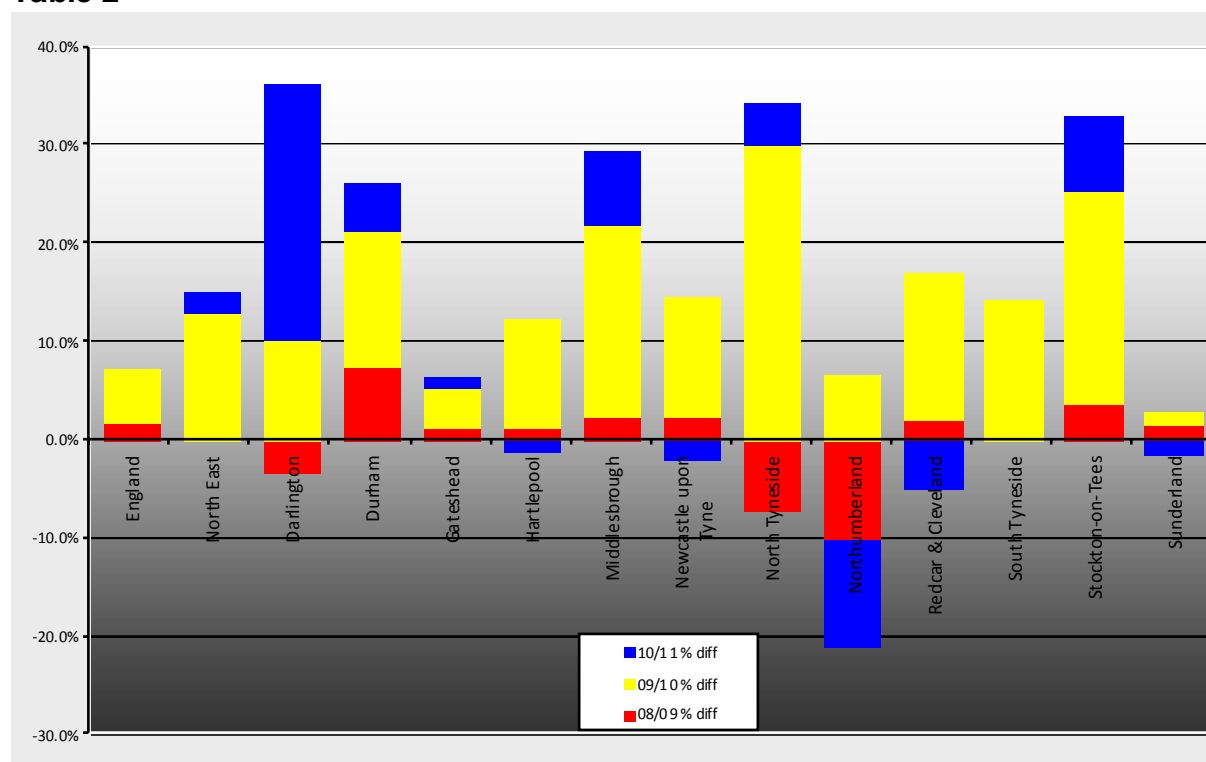
Service Review of Children's Social Care Commissioning

- 3.1. The aim of the service review was to realise a savings target of £348,000 by reducing the level of expenditure on commissioned services within children's social care whilst continuing to maintain high quality provision for children in need and children looked after. The following objectives were established for the review:
- To commission cost effective, high quality care placements for children;
 - To reduce divisional expenditure on commissioned services;
 - To ensure all commissioned services are effective, efficient and deliver value for money;
 - To explore alternative delivery models and how effective and sustainable they are;
 - To ensure that risk is effectively managed.
- 3.2. The review has considered within its scope all services commissioned within the division (with the exception of those associated with the Early Intervention Grant) and has been service wide, however the primary focus is around children looked after and placements required for this group of children. The costs associated with placements for children looked after is the most significant area of spend within the division.
- 3.3. Due to the financial pressures arising from the placement costs for looked after children, in the financial year 2009/10, a contingency budget for £250,000 was created to meet the projected overspend in the financial year. Effective budget management in year ensured that there was limited need to call on the contingency budget and the balance was committed to building a reserve for placements for looked after children in recognition of this highly volatile area of spend. In 2010/11 the contingency budget remained available but again was not required and was used to strengthen the reserve. As a consequence of this contingency funding not being required by the service, it was removed from the budget in 2011/12.

Table 1

3.4. Table 1 above details the trend in relation to the number of children looked after by Hartlepool Borough Council. This demonstrates that there has been a gradual increase in the numbers of looked after children over the past five years and the trend line indicates this may continue. In recent months there has been a significant net increase in the number of children looked after and a piece of work was undertaken to analyse and understand the reason for the increase. This exercise established that the increase has been mainly due to a number of large sibling groups becoming looked after. On an annual basis, the service undertakes a Matching Needs and Services exercise which profiles the children who become looked after during the year and analyses whether the decisions made were appropriate. To date this report has supported the decisions made with regard to children becoming looked after as being necessary and in the child's best interest to ensure their safety and well being.

3.5 Hartlepool is not unique in its experience of increasing numbers of children looked after, national data produced by the Department for Education indicates that nationally, there has been a 9% increase in the number of looked after children between 2007 and 2011. In August 2011 of 11 authorities in the North, 81% reported an increase in the number of children looked after. The table below demonstrates the trends within the North East authorities over the past three years and demonstrates a number of authorities have experienced a significantly higher percentage increase than Hartlepool.

Table 2

Placements within the Independent Sector

- 3.6 Wherever possible children becoming looked after are placed within the resources of the Council. The reasons for this are three fold: Council resources deliver value for money as will be demonstrated within this report; they are delivered within the town and surrounding area which maintains children within their home town area, promoting continuity of relationships with family members, education, health care and social networks and finally; when children are local, the service is better placed to respond to any emergency need that may arise, for example a risk of placement breakdown and mobilise resources to support the child and his/her placement. Where children are placed at a distance from the town, support is less easy to resource and sustain for any length of time and can lead to the breakdown of placements and disruption for children.
- 3.7 Where it is identified that a child requires a placement outside of council resources, the social worker must attend the Department's Commissioned Placement Panel to present their case and the reasons for the request. Having the Panel in place has improved the planning and commissioning of placements within the independent sector. The Panel is chaired by the Assistant Director and is made up of strategic managers from social care, health and education. This Panel considers each request for a placement in the independent sector and scrutinises the needs basis for the request and whether these can be met within in house resources. Only with the agreement of the Panel can a placement be made within the independent sector.

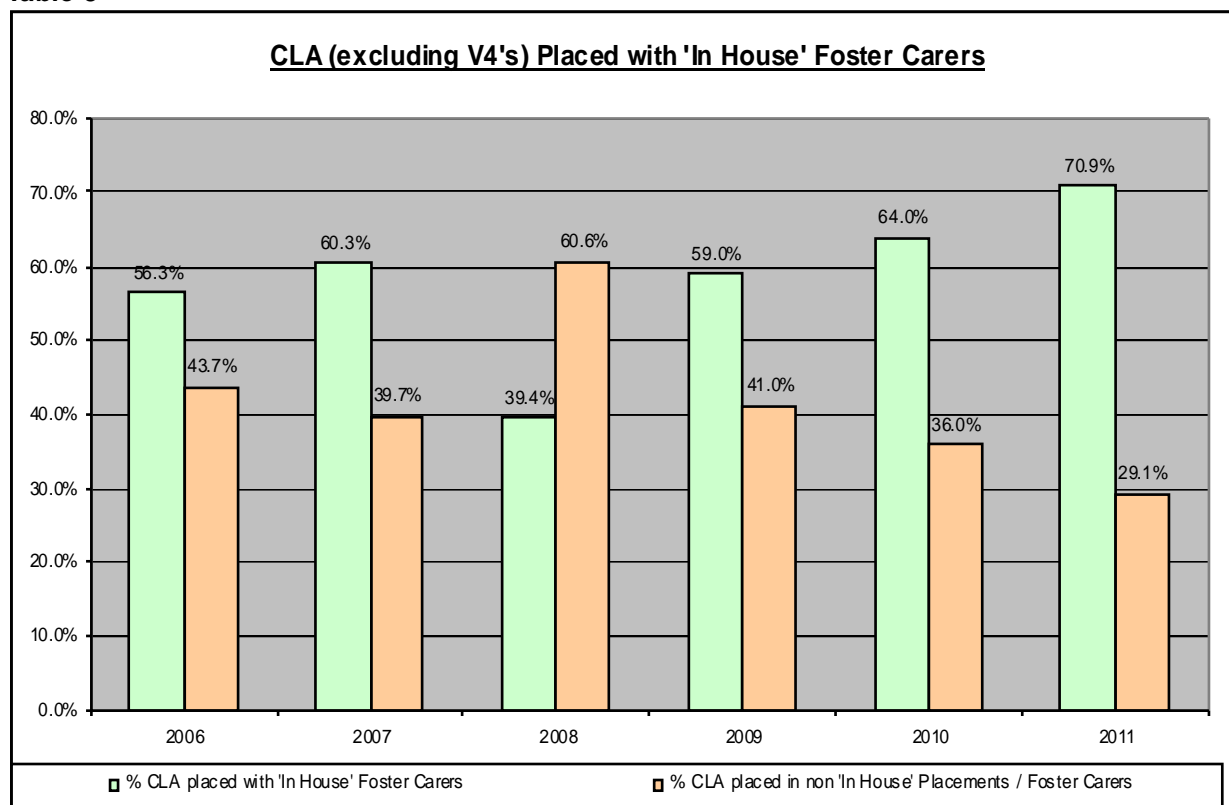
- 3.8 Once agreement is given to commission a placement from the independent sector the Placement Officer in the Contracting and Commissioning team is notified and works alongside the social worker to identify potential placement matches from the independent sector and negotiate the placement. The introduction of the role of Placement Officer has been very effective in ensuring that unit cost prices represent value for money and are robustly negotiated with providers. **APPENDIX 1** provides an example of the effectiveness of this role, detailing the final agreed cost price for a child's placement compared with the initial cost quoted by the provider. Over a 20 week period, the initial stated unit cost price was reduced by a total of £19,624. Through robust placement management arrangements, the service is ensuring that costs are negotiated, scrutinised and demonstrate responsible management of the public purse.
- 3.9 In order to aim to further reduce placement cost prices, as part of the review, a letter was sent to all providers of spot purchased placements for looked after children. Providers of independent sector placements are made up of private sector, not for profit and voluntary organisations. The letter set out clearly what the Council is doing to reduce expenditure and providers were asked for a reduction of 10% on placement costs. Of the providers who have responded, the majority view expressed is that the local authority does not understand business planning and financial structures in the private/independent sector. The majority plan for 100% occupancy and staff their establishments to reflect that approach. They advised the price of placements reflect market demand and high quality provision comes at a cost, but with very low levels of placement breakdown. Two providers have agreed a reduction on the placement cost price in recognition of the partnership relationship with the local authority and financial pressures faced, this has generated a total annual saving of £30,420 on the residential placement budget. All but one of the providers that have responded indicated that they will not ask for any placement fee uplift in 2012. A small number of those who have not responded to the letter have also offered no uplift through previous discussions.

Children in Foster Care

- 3.10 Hartlepool Borough Council has a high level of in house foster care provision and over the past 2 years has been extremely successful in increasing the numbers of in house foster carers, currently 70.9% of the children looked after by Hartlepool Borough Council are placed with foster carers approved by the Council. The fostering service has been able to meet the placement demands associated with the increase in the number of children looked after and as a consequence, there has been a reduction in the use of foster placements provided by the independent and voluntary sector. The table below details the changing profile of placements of children looked after between the years 2006 to 2011. This demonstrates the increase in the number of children placed with in house foster carers in the current year compared with previous years, despite the overall increase in the number of children looked after. Activity in Hartlepool has been compared to the placement data for a neighbouring authority with a comparable number of looked after children.

That authority has reported that 54% of their children looked after are placed with foster carers approved by the Council and 25% of their looked after population are placed with Independent Fostering Agencies, this compares with 13% in Hartlepool.

Table 3

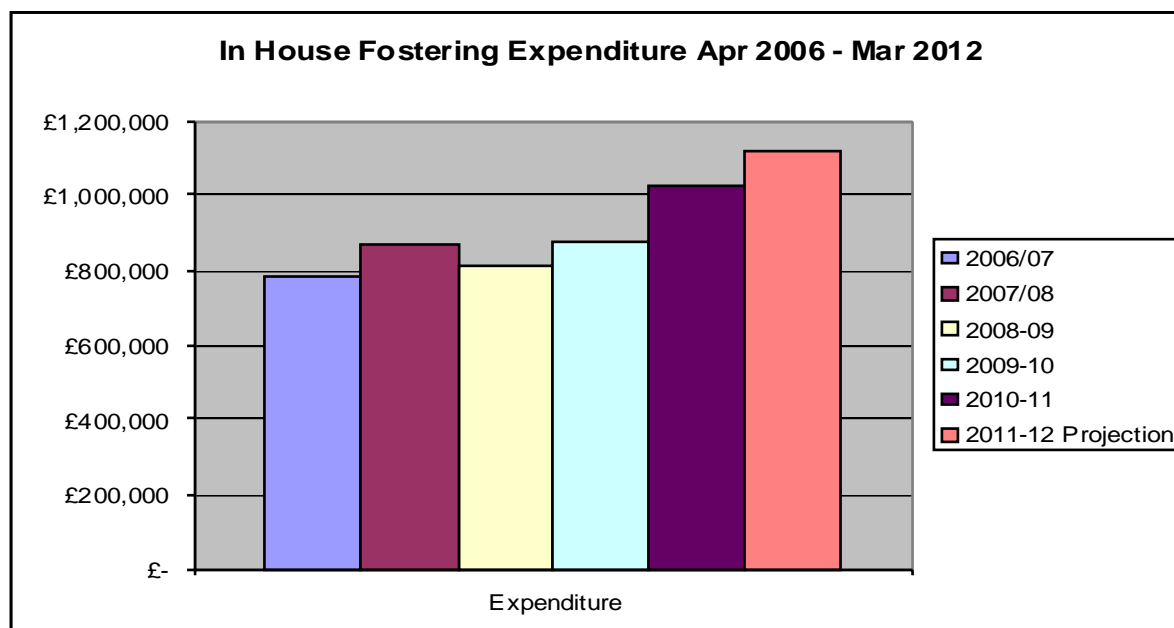


3.11 Earlier in the year a review was undertaken of the Banded Payment Scheme for foster carers approved by Hartlepool Borough Council. A revised framework was developed that aimed to maximise the departmental foster carer resource and ensure that those carers with a higher level of skill, experience and expertise who provided placements for the most challenging children received appropriate remuneration for the services they provided. The revised scheme has now been embedded within the service and is working effectively. It is hoped the revised scheme will continue to maximise the use of the in house fostering resource and attract new carers to foster for the Council.

3.12 Whilst recognising the success of the Council's foster care provision, it must be noted that there is a cost associated with this provision, particularly in the context of increasing numbers of children looked after as demonstrated by Table 4 below. Through the service review, an exercise has been undertaken to calculate the cost of in house fostering provision taking into consideration allowances paid for children, fee payments to foster carers, staffing, management and administration costs. This exercise has calculated that the average weekly cost of an in house foster placement is £362.03. This compared with the average cost of foster placements currently commissioned

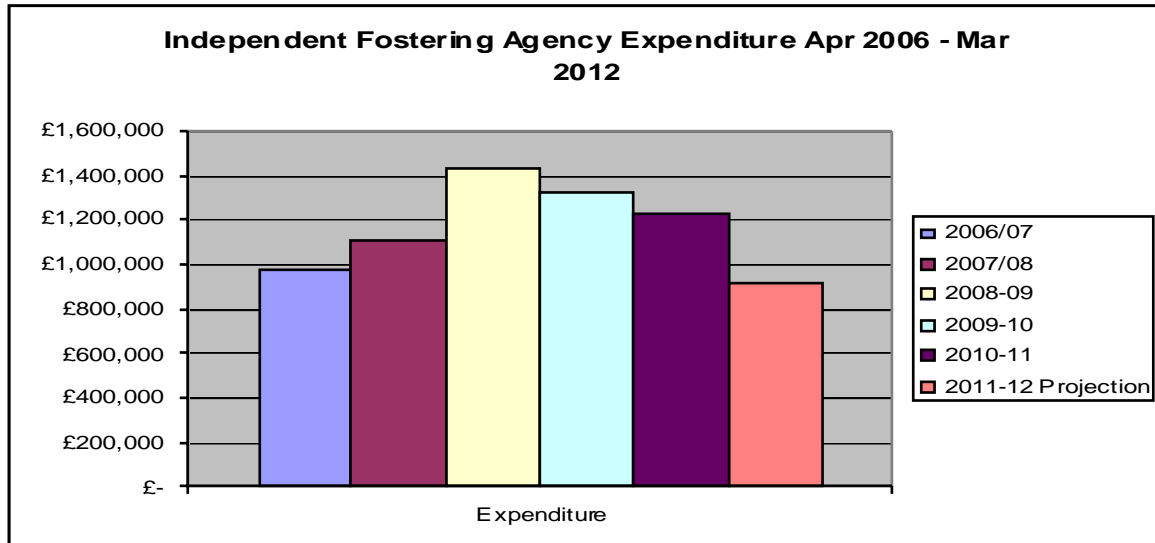
from the independent sector, £1,034 demonstrating the cost effectiveness of in house provision.

Table 4



3.13 Since 2006, the increase in the number of children looked after has placed a pressure upon the in house fostering budget and as a consequence, budgets have been managed to account for this pressure. The 2011/12 projected budget outturn to meet the costs of allowances for children and fees for carers is £1,120,004 compared with £812,785 in 2008/09. As the reliance on independent foster care provision has decreased and the pressure increased on in house provision, budget allocation has been moved accordingly. As Table 5 below demonstrates, in 2008/09 the expenditure on independent foster placements for children looked after was £1,434,151, in 2011/12 the predicted spend based on the year to date is £920,959. This significant reduction in expenditure has been achieved through improved placement commissioning and management, maximisation of in house provision, budget monitoring and robust negotiation of unit cost prices. The service is committed to ensuring that these effective placement management arrangements continue and that the budget will remain a focus for robust management and scrutiny in the future.

Table 5



- 3.14 Based on the level of demand and activity over the past five years, the service predicts that there will continue to be a need for some independent foster care provision in the future. In particular, this demand arises from the needs of children who are fostered on a long term basis requiring a matched long term provision that will meet their needs and those children who become looked after as adolescents who present challenging behaviours which requires a specialist placement in order to meet their needs. The local authority has, through its recruitment strategy, identified this area of need and is seeking to recruit foster carers to these specific areas of the provision, nevertheless there remains a shortfall within in house provision to meet the placements demands for these children and young people. It is therefore estimated that the service will continue to rely on approximately a net figure of 20 foster placements commissioned from the independent sector annually. Working on an average cost of £50,000 per placement, per year, this indicates that the current budget of £1,021,681 for this service area needs to be retained. It is essential that there remains resilience in this budget to manage the peaks and troughs of demand in the volatile area of children's placements, this budget is now effectively managed and is reflective of current levels of need and demand. It is not recommended that any savings are realised from the allocated budget to commission foster placements from Independent Fostering Agencies.

Children in Residential Care

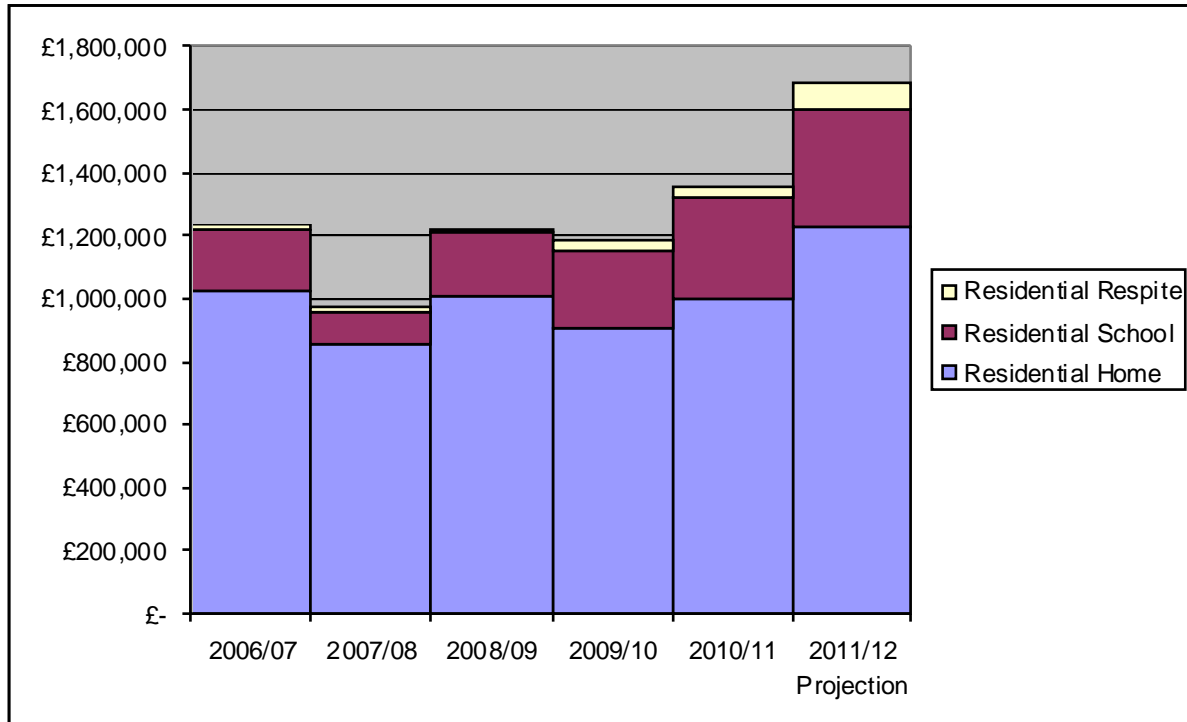
- 3.15 A strategic decision was made several years ago within Hartlepool to discontinue the provision of local authority residential care for children looked after. As a consequence, all of the Children's Homes within the town were closed and where residential care was identified as a need for a child or young person, this was commissioned from the independent sector. Children who require residential care have wide ranging needs and a number of different providers may be required, for example, provision of residential school, specialist placements for children with complex needs arising from a disability and mainstream children's homes. Of the 21 looked after children

currently placed in residential care by Hartlepool Borough Council, all three of these different placement types are utilised.

- 3.16 Through this service review, consideration has been given to whether it would be cost effective for the Council to seek to become a provider of residential care again. An exercise was undertaken to calculate the cost to the Council of the provision of an in house residential children's home. The findings of this piece of work are that the weekly unit cost price per child, based on 52 week full occupancy of a four bedded unit would be £3,682. In comparison, of the 10 children looked after living in a children's home commissioned from the independent sector, the average unit weekly cost price is £3,068. This exercise has demonstrated that it is not cost effective for the authority to deliver its own residential care and commissioning from the independent sector represents better value for money.
- 3.17 Nevertheless, the review has highlighted that the service needs to improve its commissioning arrangements of children's residential care. The Council currently procures placements on a spot purchase basis and the service has identified that there is a need to commission a provider to deliver residential care for children within the town. The Council is working collaboratively with other local authorities in the south of the region through the Tees Valley Children's Commissioner's Group to commission the provision of local residential provision. Working on a Tees Valley basis will ensure that the buying power of the five local authorities is maximised to the benefit of Hartlepool whilst delivering local provision to meet local need. The service has identified that a commissioned provision within the town delivering two residential placements with option to purchase other placements within Tees Valley through the collaborative on a needs basis would offer improved value for money as the unit cost prices would be negotiated as part of the wider contract rather than on a spot purchase basis. Examining previous trends and activity over the past five years has identified that there will continue to be children and young people whose needs can be best met through residential care. Over the past three years, an average of seven children per year have required residential care and the average length of stay is 28 months.
- 3.18 Table 6 below outlines the spend on residential provision for looked after children from 2006 to 2011. As the graph shows, there are increasing demands for residential care and this presents a significant challenge to the service. In 2010/11 there was a net increase of three young people requiring residential care. A further two placements have been required in recent months. All of these young people had significant needs and despite the delivery of services to maintain them with their families and keep them safe, this could not be achieved and residential care was required. The unit cost price of residential care from the independent sector is high and is avoided whenever possible. Those who require residential care are, in the main, young people aged 13 plus who are involved in significant risk taking behaviours associated with substance misuse, sexual exploitation, going missing from home and placing themselves in vulnerable positions and offending behaviour. When these needs present, in order to effectively safeguard young people, the service must commission care provision. As a

consequence, demand in this service area is difficult to manage and predict and one placement can cause the budget to overspend. In the current year the allocated budget is £1,361,824, due to the increase in children and young people in residential care, the predicted outturn is £1,697,843 with the balance being met from children looked after reserve.

Table 6



3.19 There will always be some children who will require specialist residential care commissioned on a spot purchase basis from the independent sector, for example, those with complex needs and young people whose behaviour is such that they need to be away from the town in order to avoid becoming involved in risk taking behaviours. However, for other children, local provision is appropriate, these children come from fractured families and whilst unable to live within them, have very strong connections with their families which is why foster care is not an appropriate placement option for them. The service is optimistic that through sub regional commissioning more cost effective residential provision can be achieved to manage the worrying trend of increasing costs associated with residential care. In light of the current budget pressure in relation to residential placements commissioned from the independent sector, no savings are proposed to be achieved from this aspect of the review.

3.20 The review did consider whether there were any other options available to the authority to realise savings in relation to the commissioning budgets for looked after children. If the council were to adopt a policy that all children who reside in high cost placements should leave these placements at the age of 16 rather than 18, then the placement cost could be saved although the Council would be financially liable for any care leaver up to the age of 18. This option is not considered viable as there would be nowhere for these

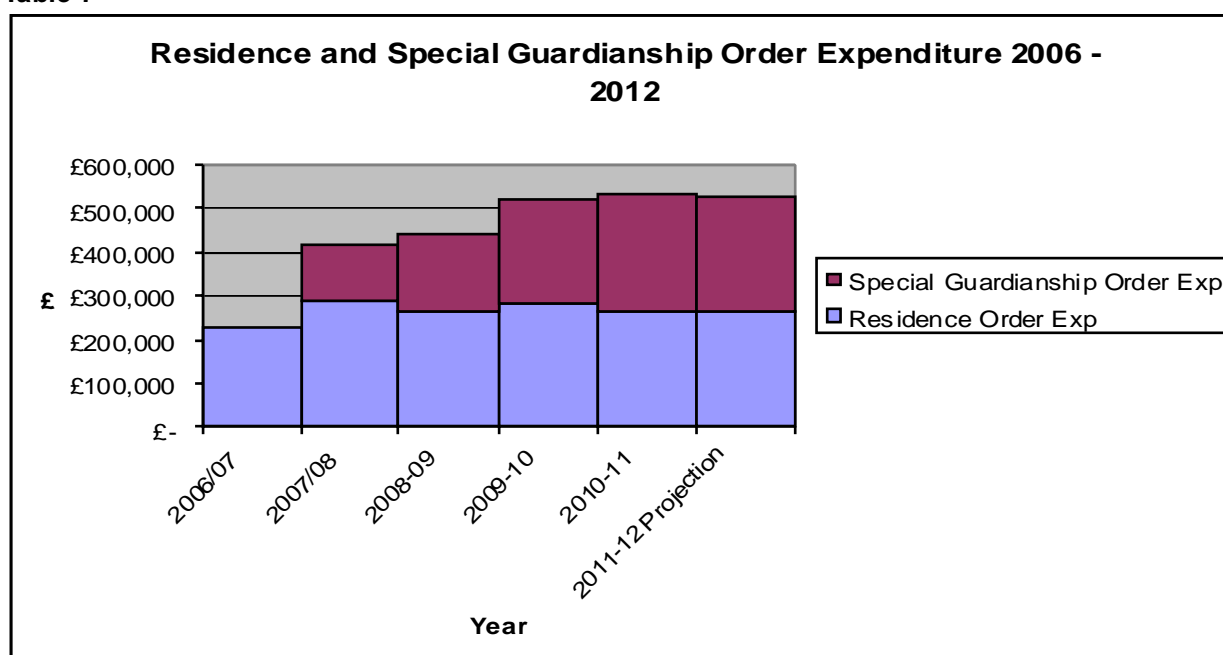
young people to go other than to either supported accommodation in Hartlepool, which is in short supply or to inappropriate provision such as bed and breakfast accommodation. There would also potentially long term significant consequences to such a decision. Children should leave care at an age when they are emotionally, physically and mentally prepared for independence, not through an imposed age restriction. The long term impact of such a decision could result in young people being at increased risk of mental health problems, substance misuse and entry into the criminal justice system. Furthermore, such a decision would leave the Council at significant risk of challenge through Judicial Review due to non compliance with the Care Planning Regulations 2011 which stipulate that children in care should be provided with a suitable placement of their choice. For these reasons, this option was rejected.

Provision of Financial Support for Non Looked After Children

- 3.21 The Council provides financial support to a number of children who live outside of their immediate family and are cared for by family, friends or previous foster carers under the legal orders of Special Guardianship or Residence Order. In the main, these children reside in these arrangements due to circumstances which prevent their parents from caring for them, either due to a risk of harm or ill health. If these kinship arrangements were not in place the children would, in all probability, be looked after by the Council.
- 3.22 Historically support services including financial support have been provided to families caring for children under the auspices of Residence or Special Guardianship Orders. Whilst the payment of financial assistance is discretionary in relation to Residence Orders, the regulations governing Special Guardianship Orders require an assessment of support services including the need for financial support be undertaken where requested. For children living under these kinship arrangements support payments have been made in the children's best interests to promote their health and wellbeing and prevent the need for them to become looked after unnecessarily where their lives would be subject to greater state intervention and involvement. Were the children to become looked after, the local authority would have a statutory responsibility to pay a foster allowance or any placement costs associated with provision from the independent sector.
- 3.23 Through this wider review, a full review has been undertaken of the payments to children placed within these kinship arrangements. All payments have been subject to an annual review which included a review of financial circumstances and ensuring that the child still qualifies for an allowance to be paid. These allowances were not uplifted in 2011/12 and the service ceases to pay an allowance on 31 August following the child's 16th birthday unless s/he remains in full time education.

- 3.24 A revised policy and procedure has been produced for both Residence Orders and Special Guardianship Orders as part of a suite of documents linked to the planning for permanence for children. The policy introduces new support arrangements which include the provision of financial support based on a funding formula which is consistently and robustly applied. The payment of financial support is dependent upon certain conditions which include the completion of an annual assessment of circumstances and a clear decision making route for the provision of financial support. It is anticipated that these new arrangements will manage the provision of financial support to children placed within kinship arrangements within the existing budget and in the longer term, savings will be realised in this area of spend as arrangements previously put in place end and all children are assessed against a consistent framework. In 2011/12 the impact of the new arrangements is starting to be seen as demonstrated by Table 6 below.
- 3.25 As the table demonstrates, there is an increasing demand for the provision of financial assistance under these orders, since the introduction of legislation for Special Guardianship Orders in 2006, the number of children subject to these orders has increased. Within the Court arena, the use of Special Guardianship Orders in child care proceedings as an alternative to orders which would mean a child became looked after is increasing. In making their judgements, the judiciary are increasingly seeking details from the local authority about the availability of financial support and what would be payable to a carer under the various orders. For these reasons, the Special Guardianship and Residence Order funding formulae have been aligned to ensure that decisions are made in the best interests of the child rather than which arrangement attracts the higher payment. In either event, these orders represent value for money when compared with the costs associated with a child becoming looked after.

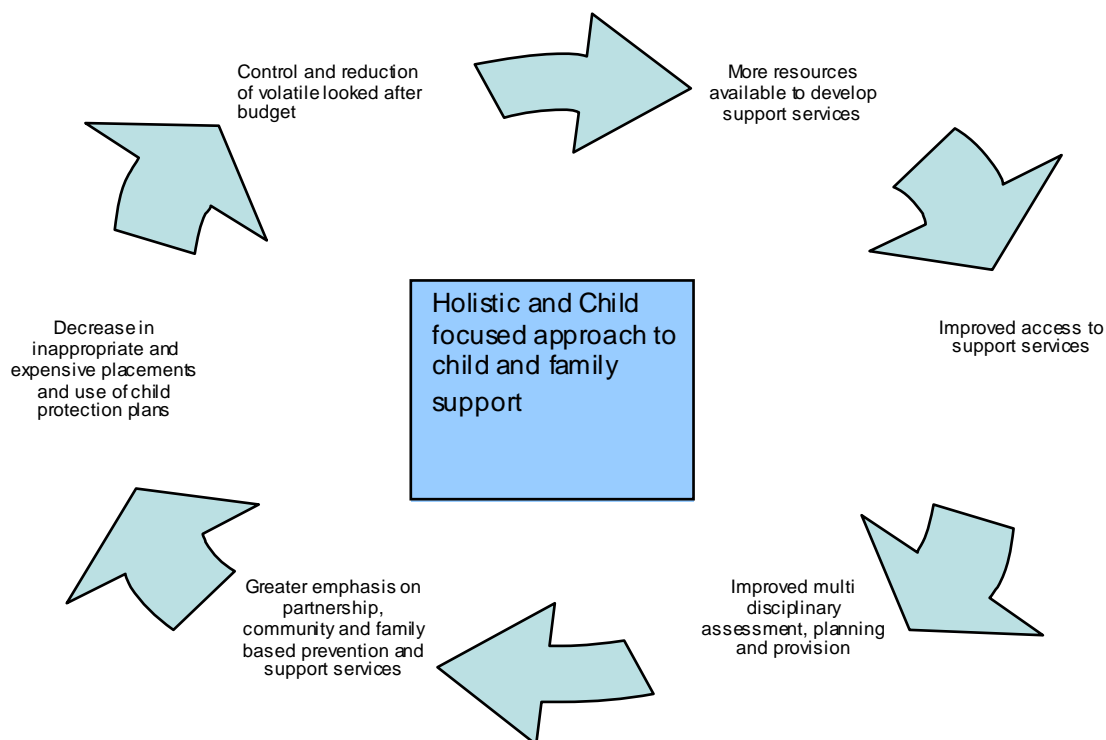
Table 7



Invest to Save – Reducing the Numbers of Children Looked After

- 3.26 As the report highlights, the provision of services to children looked after is a very high cost activity, budgets are volatile as a consequence of unpredictable demand and for real future savings to be achieved, it is necessary for the Council to reduce its numbers of looked after children. The model (Table 8) referred to as the Virtuous Cycle of Children's Services (as opposed to the Vicious Cycle) is one where investment in preventative services, designed to prevent, and thus reduce the numbers of looked after children enables savings to be realised and future funding further invested in preventative work.
- 3.27 Through this review, the service has identified the need to reduce the numbers of children looked after through strengthening the provision of support to children and young people on the edge of care. Most often, these are children and young people aged ten and over who experience a breakdown of family relationships and present challenging behaviour. These children and young people often demand the highest cost placements. Providing early and timely interventions to support the child and his/her family, can prevent the breakdown of family relationships and maintain children and young people within the family home with an intensive package of support. Successful provision of wraparound packages of support for children and young people on the edge of care is cost effective, leads to better outcomes for children and young people as they are maintained safely within their families and ensure that the Council maximises its resources delivering value for money.

Table 8 Virtuous Cycle of Children's Services



- 3.28 Hartlepool Borough Council is currently piloting the development of a Support Foster Care Scheme. This scheme aims to recruit prospective carers who can offer overnight foster care provision to children and young people. The difference with support care is that it offers a series of short term pre-planned placements in order to support families experiencing stress or difficulties. Support foster care aims to work with the whole family and support them through times of difficulty, support foster carers will offer care on a day care or overnight basis as part of a wider package of support and the parents remain the main carer for the child. As part of their role with the family, the support foster carer will work with the child and his/her family offering advice, guidance and assistance to support the family.
- 3.29 Evaluation of support foster care schemes developed in other areas of the country indicate that families find provision of support foster care valuable, it is less threatening to them than statutory services, is based on a strengthening families model and delivers community based support for vulnerable young people and their families. For those at risk of becoming looked after, the provision of support foster care allows some planned short break care to the family and the child or young person which supports family relationships and prevents the need for children to become looked after on a full time basis. Support foster care projects around the country report that the development of a support foster care scheme has been successful in reducing the numbers of children who become looked after.
- 3.30 Parallel to the development of a support foster scheme, and complimentary to it, the service is developing an intensive support team by reconfiguring existing resources to support children and their families on the edge of care. Families often present in crisis requesting that their children are provided with a looked after placement. As an alternative to a child becoming looked after, the intensive support team will deliver immediate, responsive, wraparound packages of support to families seven days per week, several hours per day as needed for a time limited period of time. The aim of this intervention will be to work with the family offering high level support to address areas of difficulty. Where successful, these packages will deliver intensive support initially which will gradually reduce once the family has successfully addressed the issues of concern without the need for a child to become looked after. Support will then continue, on an assessed needs basis for as long as this is required by the family whilst not promoting dependence. Where the provision of an intensive support package is unsuccessful in addressing the issues faced by the family, the work undertaken through the programme will ensure that timely decisions can be made regarding the welfare of a child and lead to decisive interventions to secure a long term plan for the child.
- 3.31 It is anticipated that the development of schemes designed to support children at risk of becoming looked after wherever possible will be effective in preventing children from becoming looked after unnecessarily and consequently reduce the high and volatile costs associated with placements. Some children will always need to become looked after for example, those who are at risk of significant harm. The development of these schemes is not designed for those children, however, a large proportion of looked after

children become looked after as a result of family breakdown. The early identification of families at risk of breakdown and children 'on the edge of care' coupled with the provision of timely support should prevent some children from becoming looked after.

- 3.32 The development of these schemes is currently in its infancy. It is recommended that should these proposals be accepted that a future report is prepared for Cabinet around September 2012 reporting on impact and outcomes of both initiatives. As a result of these developments and the management of current placement cost prices which will not be uplifted in 2012/13, the Department is proposing that the annual inflationary uplift to the residential and independent foster care budget is offered to contribute to the savings target. This amounts to a total of £56,000 on the 2011/12 budget. The service proposes that the current pressures on the residential budget are met through the children looked after reserve in 2012/13 and anticipate that by the end of that year, the developments to support children on the edge of care and prevent them from becoming will be embedded and have successfully reduced the numbers of children looked after.

Children's Social Care Commissioned Services and Team

- 3.33 In order to deliver a full range of children's social care services, services are commissioned from the independent and voluntary sector. A number of these arrangements are historical and this review has examined each commissioned service in terms of effectiveness and the provision of value for money. In the past, the service has commissioned provision which has since been taken over by other services, for example out of school care provision is now delivered by Sure Start and young people's substance misuse and teenage pregnancy which are now both delivered through the early intervention grant.
- 3.34 Other contracts, for example those with the NSPCC and Barnardo's that provide therapeutic services for children or supported lodgings accommodation have previously been commissioned on a block purchase basis. A review of these contracts has established that they do not represent value for money and services in future can be better delivered through a framework agreement and spot purchase arrangement that is managed and monitored by the Head of Business Unit. The service has taken steps to move to this new framework agreement model from 01/04/2012 and is in the process of negotiating with providers. A spot purchase budget allocation has been determined based on usage of therapeutic services over the past year. In addition, a further allocation has been set aside for looked after children from the review of Child and Adolescent Mental Health provision.
- 3.35 The review has identified that a number of services need to be re-commissioned to ensure that the service specification is appropriate to meet current need and demand and is more rigorously monitored in terms of children and young people referred for services, service delivery, impact and outcomes. There are a number of contracts in children's social care which meet statutory requirements for example, the provision of independent visitors

for children looked after and advocacy services for children. These services are currently commissioned on a sub regional basis and Hartlepool is taking a lead role in ensuring that re-commissioned services are appropriate to meet the service need and represent value for money. For other service providers, for example provision of support for young carers, the service will re-commission for this service in 2012/13, the existing budget remains appropriate and will be maintained. For services to be re-commissioned it is proposed that the existing budget should be maintained in 2012/13, therefore the service is proposing that the budget is not uplifted in 2012/13.

- 3.36 The review has challenged other statutory sector providers on their statutory responsibilities, namely the provision of a nurse for looked after children. Since 1998, Hartlepool Borough Council has provided a contribution to the Foundation Trust for the provision of a nurse for looked after children. Parallel to this, North Tees and Hartlepool PCT has also commissioned the provision of a looked after children nurse and as a consequence, the authority has given notice on its intention to cease to fund this role as the PCT commissions this role in full.
- 3.37 As part of the review, the team managed by the Children's Commissioner has also been considered. The team is made up of two Research and Development Officers who undertake pieces of development work as determined by the divisional management meeting, for example, production of revised policies and procedures, analysis of data, deep dive analysis in relation activity within the service and performance and practice issues. This team also provides the role of the Integrated Children's System (ICS) support work leading work on system development from a practice, non technical perspective and maintains the web based practice manual. It is proposed that this team is reduced by 50% going from two workers to one who will have responsibility to fulfil the tasks outlined.
- 3.38 Within the divisional budget, there are some cost centres that do not have commitments against them, they are designed to provide additionality to service delivery where this is identified, an example of this would be the Care Matters funding which previously was allocated through the Area Based Grant and has been used for one off non recurring activity or offset against the placements budget where this has experienced a pressure. This funding stream is now received through the revenue budget. A review of these budgets, which have uncommitted balances has identified that savings can be achieved without having a detrimental impact upon the delivery of services to children.
- 3.39 The total savings achievable from the review of commissioned services as outlined above is £267,000.

Risk and Impact

- 3.40 The review of children's social care commissioning has had a very broad scope covering a wide range of service delivery areas. In particular the budgets associated with the provision of placements for looked after children are extremely volatile and a change in demand for placements can cause significant budget swings. This report outlines the work that has been undertaken within the division to effectively manage these budgets and ensure that the service continues to be needs led but under a framework of value for money and robust management and accountability. It is not proposed that any savings are realised from the budgets that fund placements for children in care and the reasons for this are outlined in the report. It is however proposed that for placements for children in the independent sector, these budgets do not receive an inflationary uplift in 2012/13. The unit cost prices of the placements have been negotiated and providers have indicated they do not intend to apply an annual uplift to the placement fee in 2012/13. In these circumstances the risk is deemed to be manageable and there will be no impact upon those children currently in those placements.
- 3.41 It should be recognised that the service is currently experiencing a pressure and is reliant upon its reserve to meet the projected costs for placements in residential care. Work is being undertaken to seek to develop alternative ways of supporting children and young people to prevent the need for them to become looked after and consequently reduce the demand for placements. This work however is in its infancy in Hartlepool and whilst national reports of impact are encouraging, the service is a long way from realising this locally. Any increase demand for placements will result in an increased budget pressure.
- 3.42 With regard to the services commissioned by children's social care, a very careful review has identified historical arrangements that have either discontinued or are being delivered by another service and explored new ways of commissioning services for children. All the proposals contained within this report ensure that children will still have access to appropriate service that will meet their needs in a timely way. The proposals contained within this report will not have a detrimental impact upon children, young people or families who access services.
- 3.43 The reduction of a Research and Development Officer will reduce the capacity of the service fulfil the roles these officers currently undertake. However, the role can be undertaken by one officer in collaboration with the divisional management team who have management oversight of this work. In these circumstances the needs of the service will continue to be met

Staffing Implications

- 3.44 There are staffing implications arising from the proposals contained in this section of the report with the proposal that the Research and Development Officer posts are reduced from two posts to one leaving one member of staff

at risk of redundancy. Both members of staff affected are graded at Band 13 and are qualified social workers. A full consultation process will be undertaken with staff and trade unions and all alternative posts will be considered as any become vacant for the at risk members of staff. Should suitable alternative employment not be available there are redundancy costs associated with this proposal.

Review of Divisional Management Structure

- 3.45 Due to departmental restructures, the division has grown in size since September 2009 with the Prevention Team, Youth Offending Service and Children's Commissioning all moving into the division. The division currently has responsibility for the following areas of service:
- Safeguarding, Assessment and Support – responsible for field social work teams providing services to children in need including those in need of protection;
 - Resources and Specialist Services – responsible for specialist social work teams providing services to children looked after, children with disabilities and foster carers and adopters;
 - Prevention Service – responsible for providing support to vulnerable children and families through the Team Around the Primary School, Family Intervention Project, Acorn Team and Resource Team to support social work;
 - Youth Offending Service – responsible for the delivery of statutory services to young offenders and range of prevention interventions to deter young people from offending;
 - Safeguarding and Review Unit – responsible for the management of the Independent Reviewing Officers and the children and adults social work Duty Team;
 - Hartlepool Safeguarding Children Board – coordination of the work of Hartlepool Safeguarding Board devising, developing and implementing work plans to meet statutory requirements;
 - Children's Commissioning – responsible for strategic commissioning in Children's Services.
- 3.46 Whilst the pressures of work continue to place demands on the service, in line with other services in the Council, the division has looked at its management structure in order to achieve savings from the staffing budget. At present the Head of Youth Offending Service is a vacant post, the previous post holder having taken up another post in the division. Interim arrangements were in place with an external Acting Head of Service covering the position. This arrangement ended on 23 September 2011.
- 3.47 Hartlepool Youth Offending Service is a small service made up of statutory partners from the Local Authority, Police, Probation Service and Primary Care Trust. The work of the Youth Offending Service is overseen by the Strategic Management Board made up of strategic managers from the partner agencies and other stakeholders. The service management team is currently made up of a Head of Service, a Deputy/Operational Manager and a Prevention and Review Manager.

- 3.48 It is proposed that the Head of Service post is deleted and in the interim this role is fulfilled by the Head of the Integrated Youth Support Service whilst models of service delivery are investigated. The Head of Integrated Youth Support Service has some experience in youth offending work and will be supported by the Assistant Director, Prevention, Safeguarding and Specialist Services who has been heavily involved in the management of the Youth Offending Service due to the need for improvements to be made and the interim Head of Service working on a 3 days per week basis. To support the Head of Service, the Youth Offending Service operational manager is well experienced in her field of expertise and will undertake a greater leadership role in the service; her capacity has been strengthened by the recent appointment to the Principal Practitioner post
- 3.49 In reviewing the Youth Offending Service statutory requirements, the Youth Justice Board document 'Statement of Minimum Requirements for Lawful Delivery of Youth Justice Services' has been reviewed. This document outlines the following requirement of the service manager's role:

The role of the YOT manager is not prescribed within legislation but it is prescribed within the original 1998 interdepartmental guidance on YOTs. While the grade of the post is not prescribed, the guidance highlights the strategic nature of the role and the need to ensure sufficient seniority. Youth offending team managers should not be buried within the structure of any of the partner agencies; it is essential that they are able to engage, as appropriate at a senior and strategic level with all the relevant local agencies and including reporting directly to meetings of the Chief officers steering group.

Therefore the proposed arrangements will meet the national requirements.

- 3.50 The salary of the Head of Service of the Youth Offending Team with on costs is £58,421. The proposed saving to be realised is £25,000 of the 2012/13 budget for this work stream. At this stage a saving of only £25,000 is offered on the basis that the long term arrangements for the service have not been determined and if a sub regional management arrangement is to be entered into, funding may be required to purchase the head of service role from another local authority. Once the long term arrangements have been finalised, additional savings may be identified for future years.

Risk and Impact

- 3.51 As the savings are within prevention, safeguarding and specialist services, the impact will, by definition, be on vulnerable children. The removal of the YOS Head of Service post will have no direct impact upon young people receiving a service as this role will be fulfilled by the Head of Integrated Youth Support Service, supported by the operational manager.

- 3.52 There is an element of risk associated with the removal of the dedicated Head of Youth Offending Service post as the service will be managed by a tier 4 officer who has broader responsibilities. This arrangement will be subject to regular review and monitored by the Strategic Management Board. Over the coming six months, the service will be exploring service delivery models including looking at successful integrated youth services including youth offending across the country. Should this model of service delivery prove unsuccessful retaining some funding within the budget provides the option to explore other models of service delivery.
- 3.53 There are no associated costs in delivering the savings.

Staffing implications

- 3.54 There are no staffing implications to this proposal. The Head of the Youth Offending post is currently vacant and therefore there are no redundancy costs, the proposal is that this post is deleted with alternative management arrangements being put in place.

Review of CAMHS funding and services

- 3.55 Funding specifically for the emotional and mental health needs of children looked after was established in the financial year 2002/03 as a CAMHS Grant to local authorities. The funding is expected to provide additional support for children looked after, over and above the funding of a universal service by the Primary Care Trust. The amount of funding has fluctuated over the last 9 years and for a time formed part of the Area Based Grant, in 2011/12 the funding was moved into the revenue budget. It is anticipated that the funding will reduce year on year over the span of the current spending review and this has been taken into consideration in the preparation of these proposals.
- 3.56 The budget for 2011/12 is £207,786 and the total commitments for the year to date is £141,130 leaving an uncommitted balance of £66,656. In previous years, this balance has been utilised to purchase specialist therapeutic work for children looked after who do not reside within the Hartlepool area and offset against the volatile residential and foster care placements budget. The target saving for this budget is £30,000.
- 3.57 The total staffing commitment for the CAMH service for children looked after in 2011/12 is as follows:

Post	Total Cost
Social Worker (secondment)	£33,726
Assistant Psychologist*	£9,135
Community Nurse for CLA	£45,675
Primary Mental Health Worker	£45,675
Administrator	£6,919
	£141,130

* Notice was issued to TEWV in respect of the Assistant Psychologist post in April 2011 and payment ceased on 30th June 2011.

- 3.58 The Social Worker secondment post is currently being reviewed looking at the caseload of the worker and the needs of the children to whom she provides a service. Consideration is being given as to whether this post may be used more effectively in the children looked after social work teams and the post holder is currently working one day per week in a social work team whilst this review is undertaken.
- 3.59 An inter-authority review of the Tees wide CAMH service has been underway for some time and consequently NHS Tees is now undertaking a formal review of the contract with TEWV for Child and Adolescent Mental Health Services. In parallel to this work, each local authority is also reviewing what it required for children looked after. In Hartlepool an initial meeting with Senior Managers from TEWV took place earlier this year when officers set out a range of concerns about the quality of service and provision of performance management information. Further meetings took place in September and October to review service specification and agree the details of the future provision of CAMHS support for looked after children.
- 3.60 The continued provision of a CAMH service for children looked after is of paramount importance. Children and young people who are looked after are amongst the most vulnerable and disadvantaged in society. They are at increased risk of poor outcomes in terms of mental health, educational attainment, offending and employment. By definition children looked after have already experienced traumatic events in their lives and are therefore more likely to develop mental health problems compared to those living in stable homes. Therefore it is essential that an effective, dedicated outcome focussed and responsive CAMHS service is provided. Through its meetings with senior managers from TEWV, the department is seeking to redesign and reshape local services to ensure that children looked after benefit from a high quality service and have their emotional and mental health needs met which, in turn, promotes placement stability and improved outcomes and life chances.
- 3.61 Whilst acknowledging the critical role of the CAMH service, there is scope within the existing budget (and the projected budget to 2015) to realise a saving of £30,000 without this having a detrimental impact upon the provision of services to children looked after. The service redesign will identify the services required from CAMHS and ensure that funding is also available through a therapeutic services allocation to enable highly specialist services to be purchased for children who live out of area. In recent years this budget has under spent and the under spend used to offset placement costs associated with children placed in residential provision. The budget is projected to under spend this year and commitments through the service redesign will not exceed the allocated cost envelope. Therefore it is recommended that a saving of £30,000 can be achieved from the CAMHS budget.

Risk and Impact

- 3.62 As the savings are within prevention, safeguarding and specialist services, the impact will, by definition, be on vulnerable children. Reducing the funding available to commission Child and Adolescent Mental Health Services for looked after children has been undertaken without any direct impact upon the level of service currently commissioned. Therefore, the support available to children and young people will remain at the same level and will be improved by the redesign and re-commissioning of the service.
- 3.63 There are no identified risks to service delivery arising from this proposal. However, historically any under spend on this budget has been used to offset overspends arising from the highly volatile placements budgets. This funding would no longer be available to support the placements budget the impact of which is detailed separately within this report.

Staffing implications

- 3.64 There are no staffing implications to these proposals. The reduction of the CAMHS funding will not affect staff as there is an uncommitted balance within the allocated budget. There are no associated costs in delivering the savings.

Review of Workforce Development and Training

- 3.65 Historically, children's social care has received ringfenced government funding to support continuing professional development for social workers and social care officers. In the year 2011/12 there are two budgets in relation to workforce development in Children's Services as detailed in the table below:

Budget Code	Description	Budget
22365	Central training budget	£117,224
17200	Children's social care	£48,645
Total		£165,869

- 3.66 These two budgets have been used to support workforce development in children's social care. In 2006, funding was transferred from the social care training budget into the children's central training budget to support qualification based training for staff in children's social care. This included training and development such as secondments to undertake the degree in social work, completion of NVQs and social workers participating in the post qualifying training and development accredited by Teesside University.
- 3.67 There is also an income stream linked to children's social care. As part of the Degree in Social Work training, social workers are required to undertake three practice based placements, the last two placements taking place over 50 days and 80 days respectively. Each placement offered by Hartlepool Borough Council generates an income which goes into the departmental central training budget.

- 3.68 For the past several years, Children's Services has seconded one member of staff per year to undertake the three year degree in social work and has funded the course costs, travel, subsistence and secondment costs. A cost exercise of this scheme was undertaken based on an average salary of £22,602, it has been calculated that over the three year qualifying period, the cost to the local authority per placement is £26,998. This has been a costly but very effective 'grow your own' scheme when there has been a shortage of qualifying social workers for vacant posts. Currently there are two members of staff seconded to the degree who will complete their training in June 2012 and 2013 respectively. This year, due to changes in the workforce market with a high number of social work graduates seeking local authority posts and the predicted likelihood of this continuing, the decision has been taken to discontinue the secondment arrangements as the business case to support it no longer justifies the cost.
- 3.69 There have been significant changes to the workforce development arrangements in children's social care in recent years with a move to a coordinated package of training which is delivered through the blended learning model. This has been a cost effective workforce development programme for social workers and social care officers which is cohesive and within one annual plan delivers the vast majority of continuing professional development to staff within the division. This has reduced the need to purchase separate training courses delivered by different providers and resulted in the provision being more effective, efficient and economical.
- 3.70 The service has reviewed its use of venue for training events and maximised the resources of the whole department to reduce the reliance on external venues generating further efficiencies. Furthermore the service has reviewed its Newly Qualified Social Worker programme and brought this provision within in house resources.
- 3.71 Representatives from Hartlepool Workforce Development Team are working collaboratively with their colleagues across Tees Valley to look at how children's workforce development can be delivered more efficiently across the sub region through joint commissioning and delivery. It is anticipated the outcome of this work will be increased collaborative working, monitoring of sustainability of courses delivered and the joint commissioning of external trainers to maximise the available capacity and share costs.
- 3.72 It is therefore proposed that a saving of £15,000 is realised from the departmental training budget through the funding released by the decision to discontinue the secondment of social workers to the Degree in Social Work and other efficiency measures.

Risk and Impact

- 3.73 Discontinuing the secondment of staff to the Degree in Social Work will not have a detrimental impact upon the services delivered to children and their families. This year, when recruiting to vacant posts, the service received 44

applications and shortlisted and interviewed 22 individuals. Candidates were of a high calibre and appointments were made to vacant posts. The social work degree courses delivered by the Universities are fully subscribed and this would indicate that there will continue to be sufficient supply of qualified social workers in coming years. The service will continue to deliver a comprehensive workforce development plan for staff within the division that will meet the requirements of the service. The division has made changes that will increase efficiency and maximise available resources.

3.74 Staffing implications

The savings proposed will be achieved through changes to working practices and no staff are at risk as a result of the proposals contained in this report.

- 3.75 It should be recognised however that this decision has had an impact upon staff working in Children's Services, in particular, those seeking support to gain a professional qualification as the opportunity for secondment is no longer available to them. The workforce development team is exploring other options that will support staff seeking professional development without the associated high cost and where this can be achieved, enable staff to pursue their career goals.

- 3.76 There are no associated costs in delivering the savings.

Phase 2 review of the Youth Offending Service

- 3.77 In 2010/11 a Phase 1 Review was undertaken of the Youth Offending Service (YOS). The aim of this review was to achieve savings from the local authority contribution to the partnership YOS budget and focused on management and case management arrangements. At the time the review was undertaken, the Youth Justice Board had given no indication of the likely grant settlement for local authorities and therefore the areas of the service funded by this grant were not included in the Phase 1 Review. Between May and September 2011 the Phase 2 Review of the service was completed and the report of findings and recommendations was presented to and accepted by the YOS Strategic Management Board on 18th September 2011. The Phase 2 review has considered Youth Offending support services including Intervention Support, Reparation, Restorative Justice, Education/training services and Referral Panel Co-ordination.
- 3.78 The review considered in depth the profile and changing demands made upon the Youth Offending Service. There has been a decrease in the numbers of children who are receiving statutory services however, the nature of the work undertaken has become more complex as officers deal with a client group which is lower in number but whose risk and vulnerability needs are greater and require a very sound assessment, offence focussed intervention and regular reviews.
- 3.79 Youth Offending Service Partnership funding settlements are anticipated to continue to be challenging for the foreseeable future given the current political

and economic climate. At this time, the two largest contributors to the Youth Offending Service budget are the Youth Justice Board and the Local Authority. As well as realising savings from the local authority contribution, the Youth Justice Board formula for the allocation of grant funding is also under review and expected to change for 2012/13. A Youth Justice Board consultation is underway nationally exploring four different formulae for consideration. Against each of these funding formulae, Hartlepool YOS come out with a net loss to their grant budget of between 5% and 28%. Therefore the Phase 2 review makes significant recommendations for consideration to meet the savings required in both the revenue and grant funding streams.

- 3.80 The review considered the roles and responsibilities of all aspects of the service within the scope, including both pay and non pay budgets. As Youth Offending Case Managers have lower case loads and access to group work and improved business support from administrative staff, the role of Intensive Supervision and Support and Integrated Resettlement and Support staff in terms of supervision and support directly to Case Managers is diminishing. The support staff are undertaking reparation and group work to support the role of the case manager and the review found that the balance of workload for these staff has changed. These officers are now required to work more collaboratively across the service and while some work has diminished other areas have grown particularly in respect of reparation activities. Taking this into consideration, the review recommended that the work of these staff has diminished to such an extent that 1 less worker is required.
- 3.81 In reviewing services commissioned by the YOS, the review examined the contract with the Children's Society for the provision of restorative justice and victim work. The review proposed three options for consideration by the Board:
- Option 1 – Review specification and continue the current contract with the Children Society and extended for a further 12 months from April 2012 at a cost to the Youth Offending Service of £60k.
 - Option 2 – Review service specification and retender the service once the contract ends on 31/03/12 with a lower contract value of circa £40k which reflects the reduction in numbers of young people offending and number of offences since 2007/08 of 48%.
 - Option 3 – Provide the service in-house which would require the appointment of 1 full time equivalent post at a cost of circa £33k.

The Board favoured option 2 as the provision of the service from a voluntary sector provider brings a sense of impartiality and independence to victim work and the contract has added value delivered by the provider.

- 3.82 Taking into consideration the savings that will need to be realised as a result of the reduction in both local authority and grant funding, the review recommended that pay and non pay savings need to be made in 2012-2013 as follows:

Pay savings

Reduce Interventions Worker post from 4 to 3	£38,000
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Not fill Vacant Youth Offending Service Officer post	£42,000
<u>Non Pay savings</u>	
Reduce cost of Restorative Justice Victim work	£20,000
<u>Total</u>	£100,000

- 3.83 It is proposed that £15,000 is realised from the review towards savings against the revenue budget. The balance arising from the proposals above will be held until such time as the grant settlement is announced to ensure that the service is in a good position to meet any financial pressures that may arise from a poor settlement.

Risk and Impact

- 3.84 The future financial picture of the YOS is uncertain and inherent in this are risks both to service delivery and service users. The profile of children and young people who require a service has changed, there are now lower than ever numbers of children and young people in statutory services, however, those who are have high level and complex needs. As a consequence, the capacity and make up of the service needs to reflect this and resources need to be targeted to where they are most effective. The Phase 2 review has given consideration to where the service needs to target its resources and where there is capacity within the service to make changes which will not have a detrimental impact upon service users. The recommendations made by the review are designed to prepare the service to meet the challenge presented by future financial pressures and ensuring the service is able to continue to deliver services effectively and risks are managed.

Staffing implications

- 3.85 There are staffing implication to the proposals for the reduction in the Youth Offending Service with the recommendation that the intervention support team is reduced by one member of staff going from four to three. Discussions with Human Resources have identified that due to the nature of the role of intervention support workers and the prevention workers, who do a same or similar role; these two groups of staff will form the basis of a consultation pool of eight staff with a view to one post being removed. All of these officers are graded between Bands 7 to 9. A full consultation process will be undertaken with staff and trade unions and all alternative posts will be considered as any become vacant for the at risk members of staff. Should suitable alternative employment not be available there are redundancy costs associated with this proposal.
- 3.86 Table 9 below summarises the proposed savings outlined in this report to realise the divisional target of £408,000.

Table 9

BUDGET CODE	DESCRIPTION	PROPOSED SAVINGS
17211/17215	0% inflationary uplift on placements in independent sector placements	£56,000

Subtotal		£56,000
17213	0% inflationary uplift on services commissioned by children's social care	£7,000
17213	Review of services commissioned by children's social care	£85,500
17274 17418	Reduction of non committed budget to support divisional activity	£14,500
17373	Young People's Substance Misuse Service now EIG	£20,000
12652	Reduce structure by one Band 13 Review and Development Officer	£47,000
17475	Cease Teenage Pregnancy contribution, now EIG	£60,000
17290	Discontinue contribution to CLA nurse, funded by PCT	£23,000
17336	Reduction of Care Matter non committed budget	£10,000
Subtotal		£267,000
12700	Consolidation of management team and reducing by one Head of Service	£25,000
17226	Reduction of uncommitted balance in CAMHS Grant	£30,000
22365	Discontinue secondment to social work degree	£10,000
17200	Efficiencies from social care training provision	£5,000
12700	Phase 2 Review of Youth Offending Service	£15,000
Total		£408,000

4. KEY RISKS

- 4.1 A Diversity Impact Assessment has been undertaken and is attached as **APPENDIX 2**.

5. FEEDBACK FROM TRIPARTITE MEETING

- 5.1 The Tri partite meeting considered the report on 16th November.
- 5.2 The meeting considered the report and noted the identified schemes which delivered savings of £408,000 from the Prevention, Safeguarding and Specialist Services division of Child and Adult Services Department. Members recognised that a large proportion of the proposed savings were to

be achieved by reviewing and renegotiating placements for looked after children within the independent fostering and residential sector and reviewing and renegotiate contracts in children's social care to ensure that only essential services were commissioned which were either statutory or demonstrated improved outcomes for children.

- 5.3 There was no adverse comments raised regarding the proposed savings and the meeting indicated their agreement to endorse the recommendations contained within the report which Cabinet would be asked to approve.

6. RESPONSE FROM CHILDREN'S SERVICES SCRUTINY FORUM

- 6.1 Children's Services Scrutiny Forum considered the report at their meeting on 6th September and 1 November 2011 a report of their comments / suggestions is attached at **APPENDIX 3** of this report.

7. RECOMMENDATIONS

- 7.1 For Cabinet to approve the proposed savings from the Prevention, Safeguarding and Specialist Services division of Child and Adult Services.

8. REASONS FOR RECOMMENDATIONS

- 8.1 The Business Transformation Programme 2 is planned to deliver total savings of £5.3m towards the £6.6m budget deficit for 2012/13. This report details contribution of Prevention, Safeguarding and Specialist Services towards the required savings. It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT Programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the authority to balance next year's budgets.

9. BACKGROUND PAPERS

- 9.1 None

10. CONTACT OFFICER

- 20.1 Sally Robinson, Assistant Director, Safeguarding and Targeted Services
sally.robinson@hartlepool.gov.uk

5.3 Appendix 1

A SIGNIFICANT OTHER					
First 4 w eeks of placement	First Costing Provided by Provider	Cost per w eek		Negotiated Cost	
				Cost per w eek	
	Standard Charge	£2,450		£2,150	
	Enhanced 1:1	£1,848		925	
	Weekly Charge Total:	£4,298	x 4 w eeks	£3,075	x 4 w eeks
	Total	£17,192		£12,300	
Week 5-8	Standard Charge	£2,150		£2,150	
	Enhanced 1:1	£1,848		625	
	Weekly Charge Total:	£3,998	x 4 w eeks	£2,775	x 4 w eeks
	Total	£15,992		£11,100	
By Week 9-12	Standard Charge	£2,150		£2,150	
	Enhanced 1:1	1,386		£312	
	Weekly Charge Total:	£3,536	x 4 w eeks	£2,462	x 4 w eeks
	Total	£14,144		£9,848	
By Week 13-16	Standard Charge	£2,150		£2,150	
	Enhanced 1:1	£924		0	
	Weekly Charge Total:	£3,074	x 4 w eeks	£2,150	x 4 w eeks
	Total	£12,296		£8,600	
By Week 16	Standard Charge	£2,150		£2,150	
	Enhanced 1:1	£462		0	
	Weekly Charge Total:	£2,612	x 4 w eeks	£2,150	x 4 w eeks
	Total	£10,448		£8,600	
By Week 20	Standard Charge	£2,150		£2,150	
	Total	£2,150		£2,150	
Cost up to week 20	Total	<u>£72,222</u>		<u>£52,598</u>	
	Saving		<u>£19,624</u>		

Impact Assessment Form

Department	Division	Section	Owner/Officer
Child and Adult Services	Prevention, Safeguarding and Specialist Services	Prevention, Safeguarding and Specialist Services	Sally Robinson
Function/Service	Prevention, Safeguarding and Specialist Services division of Child and Adult Services		
Information Available	<p>Children looked after by the local authority are amongst the most vulnerable children in the town. The Government White Paper 'Care Matters' 2008 highlighted the vulnerability of looked after children and the fact that they are at risk of significantly poorer outcomes than those of their peers who are not looked after. The driver for children's social care over the past three years has been to improve outcomes for looked after children and narrow the gap between their outcomes and those of their peers who are not in the care system.</p> <p>As at 30 September 2011 there were 918 children receiving a service from children's social care, of whom, 192 are looked after children and 94 are subject to a child protection plan. Within the Youth Offending Service, there are 60 young people receiving a statutory service.</p> <p>The number of looked after children is increasing and there has been a 13% increase since September 2010. For the majority of children, their needs are met within the resources of the Council through the fostering service which provides a range of foster care placements to meet the needs of children looked after by the Council. However, some children require specialist placements which are commissioned from the private and voluntary sector through either independent fostering agencies or providers of residential care. These requirements are scrutinised through the department's 'Commissioned Placements Panel' which is made up of senior managers from social care, education and health. The Panel will consider the individual circumstances of each child and where their needs can be best met making recommendations including the procurement of a placement from the independent sector.</p> <p>The proposals within the review focus on managing the provider market more effectively and efficiently and ensuring the Council achieves value for money. The report provides evidence of how the Council has maximised its existing resources and improved service delivery as a result for vulnerable children. It further</p>		

proposes development of new services to support children on the edge of care. This is in line with legislation and the right of the child to a private family life. The proposals affect all looked after children who by definition are a vulnerable group and seeks to achieve savings whilst maintaining the quality of service delivery and ensuring the long term focus on needs led provision.

Proposed changes to the provision of child and adolescent mental health service for looked after children arise from the need to review and re model provision that supports the emotional and mental health needs of this vulnerable group. Historically, the service has been clinic based and followed a medical model, which whilst appropriate for some, has not been appropriate to deliver lower level preventative services to children looked after. The service review has now redesigned provision with access to specialist support and therapeutic intervention available from the child and adolescent mental health service and additional capacity to support the social work teams in their daily practice with children through the co-location of a primary mental health worker within the service. This will improve access to services for children looked after. The proposed changes have been discussed with children and young people who access services through the Children in Care Council.

Through the review service restructures are being proposed which rationalise the management structure within the division and reducing the support team within the Youth Offending Service. Due to the decrease in the number of first time entrants to the criminal justice system and the reducing numbers of young people subject to statutory orders, this proposal will not have a detrimental impact upon the delivery of services to this vulnerable group of young people. There remains sufficient capacity within the service to deliver a needs led and quality service. No changes are being made to the prevention team within the youth offending service ensuring a clear focus on early intervention and diversion from offending.

The review has given full consideration to national research and initiatives in relation to the delivery of services to children and young people. None of the proposed changes will affect access to services for equality groups. Vulnerable children are, by definition, an equality group and the review seeks to improve access to and the quality of services provided to children. Throughout the review period, the proposals have been considered by a working group including an Independent

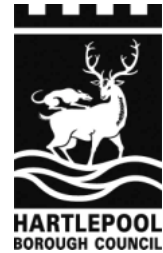
	Reviewing Officer who has fulfilled the role of 'Customer Champion' to ensure that the needs and rights of children and young people have remained the paramount consideration in the development of these proposals. There are implications for staff within the review of services but these do not adversely affect any specific equality group and the Council's redundancy and redeployment policies are being applied. Staff consultation is underway with those affected by the proposed changes.	
Relevance <i>Identify which strands are relevant to the area you are reviewing or changing</i>	Age	✓
	Disability	✓
	Gender Re-assignment	✓
	Race	✓
	Religion	✓
	Sex	✓
	Sexual Orientation	✓
	Marriage & Civil Partnership	✓
Pregnancy & Maternity	✓	
Information Gaps	No gaps in information identified. The review has been undertaken over a six month period allowing sufficient time for all of the relevant information to be taken into consideration.	
What is the Impact	The proposed changes support the three aims of the Equality Act to ensure services provided are appropriate to the needs of children and young people.	
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.		
N/A		
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.		
The proposed changes seek to improve the quality of services for vulnerable children and young people and promote equal access.		
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.		
Services for vulnerable children and young people are a specialist provision, promoting their needs and improving outcomes lead to improved community cohesion.		

5.3 APPENDIX 2

Addressing the impact	1. No Major Change		
	2. Adjust/Change		
	3. Continue as is		
	4. Stop/Remove		
Action identified	Responsible Officer	By When	How will this be evaluated?
Review the re-modelled CAMHS service to ensure the changes promote improved outcomes for children	Jane Young	30/06/12	Service review including feedback from children, young people and carers.
Review the impact of the development of services for children on the edge of care	John Robinson	30/09/11	Service review including feedback from children, young people and their families.
Date sent to Equality Rep for publishing		22/11/11	

CABINET

5 December 2011



SUBJECT: SAFEGUARDING AND SPECIALIST SERVICES –
CHILDREN'S SERVICES SCRUTINY FORUM
COMMENTS / SUGGESTIONS FOR
CONSIDERATION AS PART OF THE 2012/13
BUDGET PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with Overview and Scrutiny comments / suggestions in relation to specific projects / service area proposals, selected for consideration as part of the 2012/13 budget setting process.

2. BACKGROUND INFORMATION

- 2.1 On the 24 June 2011, the Overview and Scrutiny Work Programme for 2011/12 was approved. In setting the Work Programme, the importance of Member involvement in the budget setting process at a far earlier stage than has previously occurred was recognised.
- 2.2 As a means of providing early / ongoing involvement, and ensuring the effective incorporation of Scrutiny comments / suggestions, in to the budget setting process a number of specific projects / service areas were identified for Scrutiny consideration during the course of 2011/12.
- 2.3 As part of this process, presentations in relation to specific areas of Safeguarding and Specialist Services were considered by the Children's Services Scrutiny Forum on the 6 September 2011 and 1 November 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in Section 3 of this report.
- 2.4 Cabinet will at today's meeting be receiving a detailed report in relation to this topic and, in considering the proposals put forward, is asked to take into consideration the Children's Services Scrutiny Forum's comments / suggestions.

5.3 APPENDIX 3

3. COMMENTS AND SUGGESTIONS

- 3.1 At the meeting held on the 6 September 2011 and 1 November 2011, the following comments / suggestions were made by the Children's Services Scrutiny Forum in relation to Safeguarding and Specialist Services:-
- (a) That the proposed £15,000 saving in relation to the Child Adolescent Mental Health Service be supported;
 - (b) Members highlighted the importance of preventative and early intervention services to reduce the number of looked after children and demand on intensive services. Members were strongly of the opinion that preventative measures / solutions are essential and that support should be given to these services wherever possible;
 - (c) In relation to the support foster care model, Members raised concerns about the pilot scheme and the negative impact that this may have on the child being regularly removed from the home creating an unstable environment. Members were of the opinion that it is better to place the support in the child's home. Members requested that a mapping exercise be undertaken to ensure that outcomes from this type of intervention are best for the child and family, taking into account national examples along with best value;
 - (d) Members emphasised the need for the Looked After Children Nurse position to be retained once the PCT ceases to exist. Members reiterated the importance of this being relayed to new Clinical Commissioning Group and recommended this be considered and/or endorsed by Shadow Health and Wellbeing Board; and
 - (e) It was suggested that the option of a secondment from the third sector to undertake the Head of Service role for youth offending be explored.

4. RECOMMENDATION

- 4.1 That Cabinet consider the Children's Services Scrutiny Forum's comments / suggestions during consideration of proposals in relation to CAMHS.

Contact:-

Laura Stones– Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
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5.3 APPENDIX 3

BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Children's Services Scrutiny Forum Consideration of 2012 / 13 Budget Items – CAMHS – Scoping Report presented to the Children's Services Scrutiny Forum on 19 July 2011
- (ii) Presentation by the Assistant Director of Prevention, Safeguarding and Specialist Services entitled 'Savings 2012 / 13 – Safeguarding and Specialist Services' delivered to the Children Services Scrutiny Forum on 6 September 2011
- (iii) Minutes of the Children's Services Scrutiny Forum held on 19 July 2011 and 6 September 2011

CABINET REPORT

5 December 2011



Report of: Director of Child and Adult Services

Subject: COMMUNITY SERVICES REVIEW 2012/13

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of the proposed savings for 2012/13 in Community Services and seek approval to the range of service delivery changes required. The savings target for Community Services to be delivered from 1st April 2012 is £298,000 - £134,000 of which relates to the existing Year 3 Business Transformation Review within Cultural Services with the balance being the additional corporate savings targets required.

2. SUMMARY OF CONTENTS

The report provides the background to the current range of Community Services and identifies which areas of service are targeted to meet the required savings targets. The over-riding objective has been to minimise impact on the delivery of front line services to the community. The report also highlights the severe risks that are emerging in a number of service areas which are outside the scope of this review, but nevertheless will impact on both staffing and current service standards; this is due to the exposure to external funding sources which are changing at national level. The outlined service savings can be accommodated with limited staffing impact at this time.

3. RELEVANCE TO CABINET

The report details one of the reviews which forms part of the 2012/13 Savings Programme, and is therefore relevant for a Cabinet decision.

4. TYPE OF DECISION

Key Decision, Test 1 applies. Forward Plan Ref: - CAS97/11

5. DECISION MAKING ROUTE

Cabinet on 5 December 2011.

6. DECISION(S) REQUIRED

Cabinet are asked to agree the proposals for the achievement of the £298,000 savings which are summarised in Section 6 (Financial Consideration) of the main report.

Report of: Director of Child and Adult Services

Subject: COMMUNITY SERVICES REVIEW 2012/13

1. PURPOSE OF THE REPORT

- 1.1 To inform Cabinet of the proposed savings for 2012/13 in Community Services and seek approval to the range of service delivery changes required. The savings target for Community Services to be delivered from 1st April 2012 is £298,000 - £134,000 of which relates to the existing Year 3 Business Transformation Review within Cultural Services with the balance being the additional corporate savings targets required.

2. BACKGROUND

- 2.1 Community Services incorporates a wide array of cultural, recreational and community support services which range from Museums and Galleries, Events, Theatre, Arts, Sports and Recreation Centres, Libraries, Community Centres, Adult Education and Tees Archaeology most of which operate from bespoke property and undertake significant outreach activity. One separate area of Community Services with its own target relates to the Community Pool Grants Review which amounts to £49,000 and is accounted for as a separate Cabinet submission incorporated within the wider financial support to the Voluntary Sector. This is not therefore referred to within this report although the administration and monitoring is undertaken as part of the integrated management of services.
- 2.2 The year 2 Business Transformation Reviews, 2010/11 focussed on Tees Archaeology, Sport and Recreation and Library and Community resources. These areas made significant budget reductions which incorporated some reductions in service which were held over, using temporary funding, into 2011/12. The current Community Asset Transfer approvals are expected to come into effect by January 2012, therefore implementation of last year's reviews continue to be current in respect to implementation and community impact. The service areas now under consideration for approval are designed to minimise the front line service impact but will constrain the ability of the services to react to new initiatives with a reduced capacity.
- 2.3 The savings target within this report amounts to £298,000. However in addition to this impact, the services are currently financially supported from a number of outside agencies which have their own constraints leading to additional reductions in the current level of service provision, namely:

Renaissance Museum funding – the current scheme which benefits Hartlepool and its Tees Valley partners to £389,000 in 2011/12 will cease on the 31st March 2012. At the time of writing this report we are expecting an announcement of a transitional payment for 2012/13 prior to a new funding opportunity, the 'Strategic Support Fund' becoming live for 2013/14. The impact of the loss of Renaissance funding which we have benefitted from for 8 years is the loss of 12 fte posts. This will hopefully be lessened by the provision of the transitional funding yet to be announced and expected to be valid for existing Renaissance hub members for up to one year. The costs of such redundancies are incorporated within the national funding allocation.

Arts Council – art development grant – this is currently valued at £36,000 and ceases on the 31st March 2012, this will have an impact on project delivery although alternative funding support has emerged on a project by project basis to support current initiatives – an example being the *Arts Hartlepool Shop* in Middleton Grange which has been sponsored by the Shopping Centre management as a contributor to enlivening shopping malls showing significant voids. Some new Arts Council grant funds are being investigated and applications being submitted for new initiatives in partnership with Cleveland College of Art and Design.

Tees Archaeology – despite making significant reductions in the cost of service to partners and downsizing to core activity, including 2.5 fte redundancies in 2010/11, certain partner authorities are threatening withdrawal from the service. This makes a Tees wide service on a per capita funding delivery increasingly difficult to provide. Officers are mindful that there can be no cross boundary subsidy and at the time of writing alternative cost models are being developed. This could, however, lead to further redundancies in this section and a greater reliance on earned income with the risks that this brings in a volatile market outside of this proposal.

Earned income - Many of the community services are reliant on considerable earned income from admissions, ticketing and fees and charges. These are automatically raised in line with inflation which adds pressure to the ability to deliver current targets in a very difficult trading climate. Many of our service areas are holding up well, they are reasonably priced in a competitive market but we are detecting a down turn in regularity of use and reduced spend. There is a limit to the identification of new income generating possibilities, with a steady maintenance of successful marketing we need to increase footfall rather than an increase in pricing.

Brierton Sports Centre – The Brierton Sports Centre is a joint schools / community sports facility opened in 2003 following a major Sports Lottery backed project which included the Borough Council's Community Services Department and Brierton School. A lot has happened since 2003 which has led to the current position of the Brierton site being deemed surplus to educational needs after the 23rd Dec 2011 as Dyke House School return to their newly developed site. The sports centre was and remains a critical element within the Borough's Indoor Sports Strategy and the wider provision of sports playing pitches and is being incorporated under the management of the Sport and

Recreation section once the site returns to council control. To enable a large part of the former school site to be released for development, the sports centre needs to be reconfigured to meet the challenge which will come from Sport England, a statutory consultee, and also the need to maintain the existing level of community sports provision within Hartlepool. Suffice to say that in relation to this review, a financial pressure has been included in the Medium Term Financial Review (MTFR) to assist in the running costs of the centre from April 2012 onwards.

As indicated above, there are some opportunities emerging for revenue funding bids to be developed but these will take time to progress, due to specific criteria and timetables, and to access such opportunities we need the staff capacity to develop them.

3. SUMMARY OF THE COMMUNITY SERVICES REVIEW

- 3.1 The over riding principle adopted in undertaking this review has been the aim to protect the maximum number of front line services currently provided. Where they have been reduced, it is your Officer's professional judgement that the remaining level of service will have a minimal detrimental impact on the community served within Hartlepool. The whole area of Community Services is one which is largely non statutory and it is recognised that this brings an inherent threat and perceived weakness when considering such services against the statutory areas. It is believed that whilst this may be so, society should seek to maintain a balance in the quality of life that is provided for the benefit of all its citizens. This includes the provision of such services which benefit our general wellbeing in ways that cannot be underestimated should such services not actually be provided or become unavailable. The contribution to the Health and Wellbeing Agenda needs measuring and dealing with social isolation issues affecting the most vulnerable in our community. The provision of many of the services described in this report, not only have a bearing on the quality of life within Hartlepool, but also have an economic impact in respect to the attractiveness of the town for those who seek to reside, work or visit. The Cultural Strategy for Hartlepool captures this sentiment:-...***"To create a cultural identity for Hartlepool which attracts people to Hartlepool and makes them proud to live and work here"***.
- 3.2 However, it is recognised that we are also living in times of immense change and review. Community Services is not immune, indeed there is considerable thought and opportunity developing for alternative measures for service delivery. These relate in particular to the potential creation of a Cultural Trust. Such changes require consideration of all the benefits and potential pitfalls - Should it be a Hartlepool based Trust or should it be a wider arrangement? In addition there are other developments which are creating options for wider service amalgamations or lead partners in services such as Libraries, particularly with web based library management systems. Such developments take time to explore, require careful analysis and investigation and then time to implement if deemed appropriate. It is with this background of activity that the Community Services Review is presented, almost as an interim arrangement in

the expectation that much wider changes will emerge with particular emphasis on 2013/14.

- 3.3 The current review has identified a series of reductions in costs and areas of increased income to maintain current front line services. These are broadly detailed as follows:

Cultural Services – Significant reductions have been made in this area as part of the previous budget savings targets, and although this area of operation had not had a service review – nevertheless significant changes have already been made and the proposals outlined are aimed at advancing cross sectional working to maximise efficiencies whilst aiming to maintain the current front line services which are specialist and bespoke in nature. The section operates the Town Hall Theatre, Strategic Events, Borough Hall programming, Museum of Hartlepool, Hartlepool Maritime Experience, Hartlepool Art Gallery and outreach activity in museums education, permanent and temporary exhibitions, arts development and collections management.

Members will recall the desire to maintain the biannual maritime festival and the retention of the annual fireworks display, the latter however, to be provided wholly from sponsorship, without a budget – It is pleasing to note that this has been achieved and the 2011 Seaton Fireworks display will be the first of a three year sponsorship agreement by Niramax Ltd.

The challenge of securing over £134,000 of review savings within this area has been identified through the following proposed measures:

- Strategic management post reduction through amalgamation of the Library and Community resources with Cultural Services. This combines two service areas with many common synergies and will retain specialist individual posts at the next tier of service. (1 post reduction)
- There is further scope for increased cross sectional working as additional staff groups are brought together with wider operational functions. This is building on the current annualised hours contracts and seasonal variation in the cultural events team – these staff already multi function across events, theatre and duty management which greatly assists in efficient management of areas of seasonal or variable working patterns. The current experience of operation has therefore been built upon and further savings can be identified by reconfiguring all staff into a ‘cultural services officer/assistant’ structure. This is also identifying changes in working practice within the front of house staff and seeking greater flexibility within appropriate Band gradings. (4 post reduction)
- Additional reliance on sponsorship and new earned income (part achieved already).
- Reviewed marketing with more reliance on social media and less on print and advertising.
- Collections management material costs budgets reduced as renaissance investment benefits are realised.
- Non-pay budget reductions as staffing reduce and service efficiencies are implemented.

- It is anticipated that the reduction in staff posts will be achieved via voluntary redundancy and redeployment wherever possible.

The combined budget reductions amount to £194,000.

Library and Community resources – The Central Library is now supported by a reduced network of strategically placed branch libraries which are core to their community. Two are within associated community facilities, Owton Manor and the Headland, whilst two are sole council service facilities in their community – Throston and Seaton Carew. Throston is currently undergoing change to better accommodate community use and there is scope for this at Seaton Library too, subject to any development of community facilities within the Seaton Park as a part of the Seaton Development plan.

The review of current services has focussed on the additional financial savings that can be achieved by an amalgamation of two strategic manager posts and the bringing together of two sections, Libraries and Cultural Services. This is referred to above in Cultural Services. This can be supported by additional savings emerging from the efficiencies being achieved by having a team of community assistants providing a pool for community centre management. This has the additional benefit of bringing additional staffing cover into the Masefield Road Centre which has been a difficult and under resourced asset to manage since 2010 when it expanded as a community asset.

The combined budget reductions amount to £53,000.

Sports and Recreation – Following last year's SDO which saw significant budget reductions and savings the provision of sport and recreation is now almost wholly front line delivery, both in the management of facilities and in active outreach such as the GP referral programme which help to promote extensive usage of the physical assets, whether these be Mill House Leisure Centre, Headland Sports Hall, Grayfields Centre, Carlton Outdoor Education Centre or Summerhill. In addition I have referred to the pressures that are emerging in relation to the Brierton Centre. Sports facilities are particularly costly to maintain, however they also benefit from being significant income generators. The recent investment into Mill House has enabled the centre to be more resilient and welcoming. The realignment of programming has also been achieved without negative reaction from regular users, which is pleasing and we now have approximately a third of primary schools using the dedicated primary swim time slots. We do have additional capacity and welcome interest to positively promote capacity to generate income.

A considerable amount of work is undertaken to source external funding to benefit services and local communities. Two thirds of the cost of Mill House Leisure Centre improvements and 80% of the recent co-location scheme at Rossmere came as a result of this work. The partnership working in areas of public health and tackling anti social behaviour via sporting initiatives are often overlooked or unrecognised as key elements of delivery in a wider context.

The review of current services has focussed primarily on:

- Non-pay budget reductions at Mill House Leisure Centre and the Headland Sports Hall.
- non pay reduction in Sport and Health in the Community; this includes a small reduction at Summerhill which is beginning to reap the benefits of integrated working with outdoor activities, the latter being an income generator for the service.

Your officers are mindful of the need to undertake the wider management responsibilities of the Brierton Centre and the challenges and opportunities that this will bring. It is anticipated that once this commences then further assimilations and efficiencies may be forthcoming, however this is very difficult to identify at this early stage.

The combined budget reductions amount to £51,000.

Adult Education – Adult Education is a wholly externally funded service from the Skills and Funding Agency (SFA) and the service operates in partnership with others across town. In 2010/11 the service had over 3,400 students achieving a success rate of over 82% in course achievements and operated from over 40 venues across town. Student enrolments for 2011/12 are currently showing a 25% increase which is excellent news and demonstrates the popularity and niche operation that Adult Education provides in re-engaging mature students into the education and skills ladder. Being externally funded, the Adult Education service does not therefore have a specific savings target contribution to make, however the participation of community outreach courses is a significant contributor to the income targets of our own venues and many voluntary sector venues. The service is not without its challenges however, the SFA is expected to implement a minimum contract value (MCV) for 2012/13 and any service contract under £1m is currently at risk, discussions are currently under way with peer group deliverers, namely Darlington and possibly one other Tees Valley service to determine the potential for a collaborative approach to secure future contracts. The service is not without financial risk in that a high percentage of its SFA funding is by payment on results, this relates to securing student enrolments, maintaining a low 'drop out' rate and in certain course areas, ensuring that the students pass their course qualifications.

Tees Archaeology – Tees Archaeology has been significantly reduced in 2011/12 to its core minimum service which focuses directly upon maintenance of the Historic Environment record (HER), planning advice to local authority partners and the storage and curation of the archaeological collections and records. Whilst no specific further reductions in service were contemplated, Hartlepool as lead authority for this joint service is now challenged to identify additional ways of operating this service as two of the four partner authorities are seeking significant reductions, and indeed potential withdrawal from this service. Management structures and service provision is currently being negotiated but we are acutely aware that this may require additional redundancies of staffing and a much reduced service which will affect medium term sustainability. The provision of specialist archaeological advice has been a requirement of the planning process for many years and has been recently strengthened as part of Planning Policy Statement 5, Planning for the Historic

Environment (PPS5) The ongoing discussions relate specifically to securing a future for the archaeological service to those who recognise this requirement and need and the avoidance of any subsidy to any partner, or former partner who currently deem such advice is unnecessary in its current form. This area of service is therefore not expected to provide savings to Hartlepool in the current service review but it is critical that no additional costs are forthcoming.

4. OPTIONS ANALYSIS

- 4.1 The alternative options considered within the Community Services Review are increasingly unpalatable and would lead to additional staff redundancies and further loss of services. The impact on individual sections of the community would be greater and the financial impact would also have potential additional consequences when other considerations are accounted for. For example:-
- 4.2 Any closure of a front line service in cultural services e.g. the Town Hall Theatre, the Hartlepool Art Gallery, Borough Buildings or the Museum of Hartlepool – these are all either relatively new facilities or recently refurbished with significant grant expenditure from a variety of sources, this would trigger claw back of capital funding liabilities which at this stage are sought to be avoided. The current objective is to maximise these assets and increase footfall and earned income from a variety of sources to minimise revenue costs.
- 4.3 The current level of strategic events is very limited, the budgets that are retained are able to be utilised to vary the relevant outcome – i.e. the Maritime Festival budgets and event is used in an enlightened manner to provide a changing event in line with the focus for any particular year, the budget also provides the base budget with which to secure additional sponsorship and grant applications which rarely if ever provide more than 50% of core costs. Members chose to reject this option when submitted last year and it has not been re-submitted.
- 4.4 The town is not particularly blessed with a wide range of alternative venues for community use – it is accepted that if a new functions hall and theatre complex were to be built we would not create two, however our current facilities actually provide for two very different audiences. The Town hall Theatre is a genuine community theatre providing a professional performance space to the community, whereas the Borough Hall is integrated within a larger community hub complex and is the setting for nearly all major events, concerts and social events within the town.
- 4.5 The alternatives within Sport and Recreation are equally limited with any alternative almost certainly requiring the potential closure of a site of operation – all of which have grant claw back impact, hence the current proposals for the adoption of the Brierton Sports Centre. Sports sites require subsidy but do earn considerable income levels thus any closure proposals would have an exponential effect on the redundancy numbers of staff employed who have a high percentage of their revenue costs covered by such income levels. Outreach activity assists in the generation of footfall and business development

and in itself earns income or attracts grant support for running costs. Despite the development of private facilities in recent years (over which no control or influence is exerted), or the development of new facilities within College developments (at the Hartlepool 6th Form or the HCFE), these are generally curriculum focussed with some additional community use. Such use greatly helps in maintaining the capacity to meet minimum sporting facility levels within Hartlepool.

- 4.6 Additional savings from front line service provision in libraries are not possible without a further reduction in services to the public. The current libraries provide services as part of integrated community facilities or as the sole remaining provider of HBC community service in their localities. The mobile and home libraries provide services to outlying areas, to older people and people with special needs. Within the Council's statutory duties under the Public Libraries and Museums Act careful assessment and consultation regarding impact of any reduction in these services are required. As substantial reductions to front line public library provision were undertaken to achieve the 2011/12 savings, it is the view of officers that further consultation on additional reductions would not be appropriate at this stage. For this reason it is considered that the current efficiency proposals submitted are the most appropriate as they reduce the funding from back room budgets, and do not reduce front line delivery.
- 4.7 There are no alternative considerations in hand for Adult Education and Tees Archaeology other than the investigations ongoing in both areas which have been outlined above. The over-riding concern with both services is to avoid any increased costs falling on Hartlepool Borough Council and to better consider the scope for income generation. There may be potential to increase trading income from Tees Archaeology and the preservation of substantial Adult Education contracts which although cost neutral assists in economic turnover and venue support.
- 4.8 The wider considerations of Trust status for all Cultural Services, which could include Adult Education and Tees Archaeology in addition to all Sports and Recreation, Culture, Libraries and Community Centres is the one area that would bring alternative opportunities for some savings. However this requires careful analysis as the undoubted savings to be achieved in respect to NNDR and VAT benefits can be outweighed by the cost of set up and the impact on central services, which to make real savings must be incorporated within the calculations as an intent from the outset. There is also the matter of 'which services?' to be considered for potential Trust outsourcing. This could be a wider basket of services and should not be restricted purely to the existing area of remit determined by Community Services Division. Critical to the development of a Trust is the time required to establish it, hence this is seen as a future efficiency, potentially for 2013/14, not one for 2012/13.

5. FINANCIAL IMPLICATIONS

- 5.1 It is accepted that any failure to achieve the identified savings within Community Services as part of the wider Business Transformational Programme will only mean the need to make unplanned cuts and redundancies elsewhere in the Authority.
- 5.2 It is fully recognised that it is not only necessary for Managers to identify sufficient savings to meet these targets but also to ensure that these are deemed to be sustainable in the longer term. Members can be reassured that the savings outlined in this submission are able to be achieved and assist in bringing some short term stability to the front line services whilst the next phase of procurement development is considered and assessed.

6. FINANCIAL CONSIDERATIONS

The proposals deliver the following proposed savings:-

Service	Proposed Savings
Cultural Services	£194,000*
Libraries and Community resources	£53,000*
Sport and Recreation	£51,000
* 50:50 split of 1 senior management post saving allocated	
Total Proposed Savings	£298,000

7. KEY RISKS

7.1 Impact on Service Users

A Diversity Impact Assessment has been undertaken and attached as **Appendix 1**.

7.2 Impact on Staff

The impact on staff has been informally discussed with the trade union representatives and this will be formally consulted upon following CMT in line with the outlined timetable. At the current time it is anticipated that 5 posts will be affected which relates to approx 4.5 fte staff, however there are anticipated vacancies emerging which may assist in minimising the affect. What cannot be avoided is the additional impact on those staff whose funding is terminating from external sources. Discussions with Human Resources have identified those pools of staff that will be at risk. A full consultation process will be undertaken with staff and trade unions and all alternative posts will be considered as any become vacant for the 'at risk' members of staff. Should

suitable alternative employment not be available there are redundancy costs associated with this proposal.

7.3 Any Other Key Risks

A significant risk in service downsizing is the capacity to deliver, there are still large areas of service to maintain as the support staff are reduced, this could ultimately run the risk of diminishing quality and the inability to actively pursue income opportunities, from grants as well as innovation.

Reduced management reduces the pool of expertise in specific service areas and regional and national networking opportunities which bring national benefit to local level.

8. COMMENTS FROM SCRUTINY REVIEW

- 8.1 A departmental presentation in relation to 'Cultural and Community Services' was considered by the Adult and Community Scrutiny Forum on the 24th October 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in **Appendix 2** of this report.
- 8.2 In addition the Scrutiny Co-ordinating Committee Working party is investigating the Museums and Art Collections with a view to making recommendations on future use and opportunities for income generation. It is not anticipated that the outcome of this working party review will make recommendations that could have short term affect on the outcome of the current Community Services review. That is not to say that longer term impact will not emerge.

9. COMMENTS FROM TRI-PARTITE MEETING

- 9.1 The Tri partite meeting considered the report on 16th November 2011.
- 9.2 The meeting considered the report and noted the identified schemes which delivered savings of £298,000.
- 9.3 It was noted that the aim of the review had been to protect the maximum number of front line services currently provided and it was felt that the reductions would have a minimal detrimental impact of the community served within Hartlepool.
- 9.4 It was also highlighted, in addition to the savings target, that the service was financially supported from a number of external agencies which had their own constraints leading to additional reductions in the current level of service provision.

- 9.5 Several questions were asked, but no adverse comments were raised regarding the proposed savings, the meeting indicated their agreement to endorse the recommendations contained within the report which Cabinet would be asked to approve.

10. RECOMMENDATIONS

- 10.1 Cabinet are asked to agree the proposals for the achievement of the £298,000 savings which are summarised in Section 6 (Financial Considerations).

Impact Assessment Form

Department	Division	Section	Owner/Officer
Child and Adult Services	Community Services	Community Services	John Mennear
Function/Service	Community Services		
Information Available	<p>It has been a common theme amongst all community services to work towards attracting increasing attendances from non-traditional audiences to sport, culture and library facilities and activities. It is anticipated that the proposed review of community services will not impact on front line service provision so should not affect our targeted audiences. However, it should be noted that changes/reductions in the Renaissance Funding and Arts Council arts development grant, will potentially impact on our ability to specifically target these groups. An Impact Assessment will be completed when the decision about this funding is confirmed.</p> <p>The information we have about users of our services suggests that the section has been successful in attracting people to the services. In particular, project work has been success in bringing in groups from across the town who do not traditionally make use of community services.</p> <p>The Ipsos MORI Hartlepool Household Survey Results 2010 found that 78% of those surveyed reported being satisfied with the museums and art galleries. 93% of those surveyed who use the libraries were satisfied with their quality. 69% of those surveyed were satisfied with the sports facilities in the area.</p> <p>Evidence from the 2010/2011 Local Area Agreement (LAA) performance indicators suggests that adult participation in sport and active recreation has remained at fairly constant levels. However, female participation in the 35-55 age group and participation by the over 55's has increased significantly and exceeds the national average.</p> <p>Sport and recreation services provide activities to vulnerable adults including those with a learning and/or physical disability. For the quarter July to September 2011, there were 1,482 attendances at events such as the Sportability Club, Boccia, New Age Curling and the disability football league.</p> <p>Sports Development offer targeted activities including the GP Referral Scheme, Street League and Women Begin To programmes. This work will continue.</p>		

The Department's Scrutiny Forum Investigation into 'Access to Recreation Facilities for Vulnerable/Older People' explored the factors which might prevent access to facilities / activities and concluded that whilst facilities were generally accessible, further updating was required. It also concluded that more needed to be done to raise awareness of the availability of services and activities. Work has been done to improve access at Mill House Leisure Centre and raise awareness of the facilities available.

The Annual Leisure Centre user surveys allow us to monitor things such as catchment areas for users, age etc. Responses showed us that not all of our facilities were truly inclusive. We found that people local to Mill House Leisure Centre were not making use of the facilities. This led to the introduction of the Leisure Card with concessions for older people and people on benefits.

Minority ethnic membership of Mill House Leisure Centre and Headland Sports Hall remain fairly consistent averaging at 150 a month at Mill House and 16 at the Headlands.

However, there has been some demand for Asian women swimming sessions at Mill House Leisure Centre. We cannot meet this demand due to the layout of the building and the need to provide a women only environment.

Engagement activities will continue. The ongoing support of Brierton Sports Centre will expand opportunities for the local community.

Engagement in museum outreach by under-represented groups has been very positive with over 1,000 residents from under-represented groups taking part in museum activities over the period 2010/2011.

Arts activities and events are popular. An event held in February 2011 targeted Looked After Children and their families. The event attracted over 100 people including children and young people.

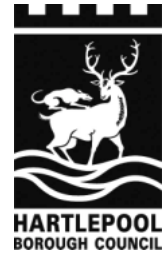
It is estimated that over 3,000 people attended a 'Year to the Olympics' celebration at Summerhill in July 2011. Whilst no formal data was collected at the event, anecdotally it is reported that there was a good mix of women and men, young and old, people with learning disabilities and a small number of people with physical disabilities.

	<p>The Come Dance With Me project culminated in an event at the Borough Hall in May 2011. The project attracted 442 participants, 100 of who were new users to the service. 85 of the participants were aged over 60.</p> <p>Projects will be developed that continue to attract new audiences. A Diamond Festival will be taking place in 2012 as part of the Queen's Jubilee Celebrations. The event will take place over 5 days. Focus of the event for the first 2 days will be at the Maritime Experience. The 3rd day will include a 50s film festival in the Town Hall Theatre. On the 4th day the 'Rink' dancehall will be recreated in Borough Hall. The event will culminate in a 'Last Night at the Proms', a 'Grease' theme night aimed at younger people.</p> <p>Over the course of the event a dance project will take place aimed at involving more than 100 people from across the town in different dance activities.</p> <p>Adult Education has been very successful in attracting students to the courses it provides. The relocation of Adult Education to premises on Tower Street has had a very positive impact, the service is now in a prominent central location and situated with other education providers and near the Job Centre Plus. This has led to a 25% increase in enrolments.</p>																																				
Relevance <i>Identify which strands are relevant to the area you are reviewing or changing</i>	<table border="1"> <tr> <td>Age</td><td>J</td></tr> <tr> <td></td><td></td></tr> <tr> <td>Disability</td><td>J</td></tr> <tr> <td></td><td></td></tr> <tr> <td>Gender Re-assignment</td><td></td></tr> <tr> <td></td><td></td></tr> <tr> <td>Race</td><td>J</td></tr> <tr> <td></td><td></td></tr> <tr> <td>Religion</td><td></td></tr> <tr> <td></td><td></td></tr> <tr> <td>Sex</td><td>J</td></tr> <tr> <td></td><td></td></tr> <tr> <td>Sexual Orientation</td><td></td></tr> <tr> <td></td><td></td></tr> <tr> <td>Marriage & Civil Partnership</td><td></td></tr> <tr> <td></td><td></td></tr> <tr> <td>Pregnancy & Maternity</td><td></td></tr> <tr> <td></td><td></td></tr> </table>	Age	J			Disability	J			Gender Re-assignment				Race	J			Religion				Sex	J			Sexual Orientation				Marriage & Civil Partnership				Pregnancy & Maternity			
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Sexual Orientation																																					
Marriage & Civil Partnership																																					
Pregnancy & Maternity																																					
Information Gaps	<p>In terms of the review of community services, one of the proposals particularly in relation to cultural services is the review of marketing with an increased reliance on social media and less on advertising and print.</p>																																				

	<p>The use of social media in the council is at a relatively early stage and its impact is being evaluated. Whilst there is growing evidence that older people are making use of social media, print material will continue to be provided and targeted at key information hubs such as the library and locations where access to the technology is limited.</p> <p>It is also anticipated that cross working in the section will lead to raised awareness of events and activities which can be promoted by staff in other community service location.</p>		
What is the Impact			
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.			
N/A			
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.			
If current service provision is maintained then activities aimed at attracting groups and individuals less likely to access these services can be continued.			
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.			
If current service provision is maintained then increasing access to community services from a broad range of people can foster good relations between people.			
Addressing the impact	1. No Major Change		
	2. Adjust/Change		
	3. Continue as is		
	4. Stop/Remove		
Action identified	Responsible Officer	By When	How will this be evaluated?
Monitor use of social media	Claire Munroe	Ongoing	Through recording the number of 'likes' of the page
Evaluate impact of social media	Claire Munroe	Ongoing	Currently being developed by the Corporate social media group.
Date sent to Equality Rep for publishing		00/00/00	

CABINET

5 December 2011



SUBJECT: CULTURAL AND COMMUNITY SERVICES
EFFICIENCIES – ADULT AND COMMUNITY
SERVICES SCRUTINY FORUM COMMENTS /
SUGGESTIONS FOR CONSIDERATION AS PART
OF THE 2012/13 BUDGET PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with Overview and Scrutiny comments / suggestions in relation to specific projects / service area proposals, selected for consideration as part of the 2012/13 budget setting process.

2. BACKGROUND INFORMATION

- 2.1 On the 24 June 2011, the Overview and Scrutiny Work Programme for 2011/12 was approved. In setting the Work Programme, the importance of Member involvement in the budget setting process at a far earlier stage than has previously occurred was recognised.
- 2.2 As a means of providing early / ongoing involvement, and ensuring the effective incorporation of Scrutiny comments / suggestions, in to the budget setting process a number of specific projects / service areas were identified for Scrutiny consideration during the course of 2011/12.
- 2.3 As part of this process, a presentation in relation to the Cultural and Community Services efficiencies was considered by the Adult and Community Scrutiny Forum on the 24 October 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in Section 3 of this report.
- 2.4 Cabinet will at today's meeting be receiving a detailed report in relation to this topic and, in considering the proposals put forward, is asked to take into consideration the Adult and Community Services Scrutiny Forum's comments / suggestions.

5.4 APPENDIX 2

3. COMMENTS AND SUGGESTIONS

- 3.1 At the meeting held on the 24 October 2011, the following comments / suggestions were made by the Adult and Community Services Scrutiny Forum in relation to the Cultural and Community Services efficiencies :-
- (a) That the proposed savings in relation to the Cultural and Community Services efficiencies be supported. Members acknowledged the hard work that had gone into identifying savings of this level.
 - (b) In relation to Carlton Outdoor Education Centre, Members acknowledged the ongoing pressures but were of the opinion that the centre was vital to the young people of Hartlepool, as many children had not been outside of Hartlepool and this centre offered that opportunity along with the chance for young people to build up their self esteem.
 - (c) Some concern was expressed regarding the subsidy required from the Council to manage Brierton Sports Centre given this would no longer be utilised by Dyke House School. It was anticipated that new users and income streams would be identified once it reverted to community use only.
 - (d) Members emphasised the need for continued collaborative working with GP practices, especially in relation to the advertising of sport and recreational activities / services.
 - (e) Members were of the view that exploration of trading companies for the delivery of the archaeology service was an option that should be pursued.

4. RECOMMENDATION

- 4.1 That Cabinet consider the Adult and Community Services Scrutiny Forum's comments / suggestions during consideration of proposals in relation to the Cultural and Community Services Efficiencies.

Contact :-

Laura Stones– Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: 01429 523087
Email: laura.stones@hartlepool.gov.uk

BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Adult and Community Services Scrutiny Forum consideration of 2012/13 Budget Items – Cultural and Community Services Efficiencies – Scoping Report' delivered to the Adult and Community Services Scrutiny Forum on 12 September 2011.
- (ii) Report of the Scrutiny Support Officer entitled 'Budget Consultation – Cultural and Community Services Efficiencies – Covering Report' delivered to the Adult and Community Services Scrutiny Forum on 24 October 2011.
- (iii) Presentation of the Assistant Director, Community Services entitled 'Community Services Review' delivered to the Adult and Community Services Scrutiny Forum on 24 October 2011.
- (iv) Minutes of the Adult and Community Services Scrutiny Forum on 24 October 2011.

CABINET REPORT

5 December 2011



Report of: Director of Child and Adult Services

Subject: BUSINESS TRANSFORMATION PROGRAMME
2012/13 – REVIEW OF DENOMINATIONAL
TRANSPORT PROVISION AND POST-16
PROVISION

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of the savings required for the Children's Services Planning and Development area.

2. SUMMARY OF CONTENTS

This report deals with measures to be taken to achieve a savings target of £160,000 mainly by removing existing free transport provision to students attending a secondary denominational school. Other savings will be delivered through routing efficiencies to support this overall target together with the reduction of some post-16 transport funding.

3. RELEVANCE TO CABINET

The report provides details of the review which forms part of the 2012/13 savings programme and is therefore relevant for a Cabinet decision. If approved, the decision will enable formal consultation where relevant to take place on this report's proposals.

4. TYPE OF DECISION

Key Decision. Test 1 applies. Forward Plan Reference CAS110/11.

5. DECISION MAKING ROUTE

Cabinet on 5 December 2011.

6. DECISION(S) REQUIRED

Cabinet are asked to agree the proposals for the achievement of £160,000 savings which are summarised in the main report.

Report of: Director of Child and Adult Services

Subject: BUSINESS TRANSFORMATION PROGRAMME
2012/13 – REVIEW OF DENOMINATIONAL
TRANSPORT PROVISION AND POST-16
PROVISION

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of the savings required for the Children's Services Planning and Development area. The savings target for Children's Services to be delivered from 1 April 2012 is £1.1m. Children's Services Planning and Development area needs to deliver a savings target of £275,000. This is within a Child and Adult Services departmental savings target of £2.743m. This report deals with a proposal to achieve £160,000 of the overall targets by removing free transport provision to students attending a secondary denominational school (English Martyrs) together with other savings delivered through routing efficiencies.

2. BACKGROUND

Routing Efficiencies

- 2.1 In order to support the savings target, the Council's Integrated Transport Unit has been reviewing the provision for all home to school transport routes. The outcome identifies an efficiency worth £20,000 by bringing a range of routes in-house rather than continue to use external operators. The review has formed part of the Integrated Yellow Bus Strategy and does not affect the provision of services to students. A further £14,000 can be removed from the budget in respect of provision for casual workers which is no longer required.

Denominational Provision

- 2.2 Section 509 of the Education Act 1996 places a duty on Councils in fulfilling their duties in relation to travel, to have regard to the wish of the parent for their child to attend a school on the grounds of the parents' religion or belief. Arrangements for transport therefore under this Section are discretionary and need not be implemented or can be discontinued.
- 2.3 The denominational review looks at removing free transport to faith schools except where there is a legal requirement which must be met. At present, under the current Home to School Transport Policy, the Council provides

free transport to pupils who attend their nearest suitable school that is further than the statutory walking distance:

- Pupils under the age of 11 who live more than 2 miles from school;
- Pupils over the age of 11 who live more than 3 miles from school.

- 2.4 A 2 mile limit is applied to those pupils who are from low income families. Pupils attending a school on the grounds of religion and belief will be provided with home to school transport if they attend the nearest school of their parents' practicing faith using the statutory walking distances detailed above for eligibility purposes.
- 2.5 At present, 382 pupils at English Martyrs School are provided with free denominational travel to and from the school, with 44 of those pupils being from low income families and would continue to receive free travel under this proposal. The costs are in excess of £148,000, equating to an average daily cost of £2.05 per pupil. A route analysis is attached to this report as **APPENDIX 1**. If the proposal were to be implemented, the estimated annual savings are in the region of £125,000.
- 2.6 Councils have to consult on significant changes to their policies, particularly if entitlement to transport is being withdrawn. Guidance on best practice for these issues indicates that any consultation period should be at least 28 days during term time. A longer period could be considered depending on the extent and nature of the changes being proposed. All interested parties will be fully consulted, including students, parents, the Roman Catholic Diocese, the school and the wider community. Consultations on this savings proposal could include an option for a charging arrangement to parents/carers in order to see the continuation of existing provision.
- 2.7 A brief summary illustrating the impact of these proposals is attached to this report as **APPENDIX 2** and demonstrates how existing provision carries on without change in the majority of school provision whilst explaining how parents/carers are assessed for the free provision.

Post-16 Transport Provision

- 2.8 Following a report to the Children's Services Portfolio Holder in April 2011, the Council has applied an exceptional rule to the current Post-16 Transport Policy in order to accommodate significant changes to existing funding arrangements. The rule confirms arrangements for transport through college funding in the future and procurement of the provision through the Council's Integrated Transport Unit with the Council taking the opportunity to consult further on long-term arrangements across the town.
- 2.9 Students who are unsuccessful with their applications to the college will be expected to obtain written confirmation of this and in such cases may qualify for assistance under the Council's revised travel scheme. Although the consultation process is ongoing, early stages of the process have confirmed the ability to remove the £9,000 budget with no impact on student provision.

3. OPTIONS ANALYSIS

3.1 There are three elements making up the savings target of £160,000 described in this report:

- the routing efficiencies have arisen from an assessment of the most effective utilisation of yellow buses which form a key part of the Integrated Yellow Bus Strategy and this option delivers the greatest levels of efficiencies by utilising in-house provision and realising £20,000 of savings thereby;
- the Council's statutory schools transport provision is maintained taking into account its requirement to meet distance criteria and low income family requirements. The remaining option in this area is to propose changes to its non-statutory current provision, namely the transport arrangements for English Martyrs' pupils. No other non-statutory arrangements are in place for which options can be developed.
- the Council has already examined its options on post-16 provision and the removal of a £9,000 budget is in direct response to the application of the Exceptional Rule agreed.

4. FINANCIAL IMPLICATIONS

4.1 Failure to take the savings identified in this report as part of the programme will only mean the need to make unplanned cuts and redundancies elsewhere across the Council.

4.2 All the proposals outlined can be implemented with effect from April 2012 and are sustainable without adverse impact on the provision of Council services in the areas covered.

5. FINANCIAL CONSIDERATIONS

5.1 The proposals deliver the following level of savings:

Service	Proposed Savings
Routing efficiencies	£34,000
Denominational provision	£125,000
Post-16 transport	£9,000
Total Proposed Savings	£168,000

6. KEY RISKS

6.1 The table below summarises key risks associated with delivery of the savings:

Project	Risks	Notes
Review of denominational transport provision	<ul style="list-style-type: none"> • Perceived travel risks or unfairness • Objections from Dioceses and Parents • Shift in pupil numbers away from English Martyrs 	<ul style="list-style-type: none"> • Current provision is discretionary and expensive. • Low income families will continue to receive free transport. • Alternative means through buy back or public transport provision. • Most other local authorities reviewing denominational provision.

7. IMPACT ON SERVICE USERS

7.1 A Diversity Impact Assessment has been undertaken and is attached as **APPENDIX 3**.

8. CHILDREN'S SERVICES SCRUTINY FORUM

8.1 Consideration around the removal of denominational transport provision was taken to meetings of the Forum on 19 July 2011 and 6 September 2011 and received no formal objections. See **APPENDIX 4**.

9. COMMENTS FROM TRI-PARTITE MEETING

9.1 The meeting considered the proposals in this report and noted the proposed savings target of £160,000.

9.2 The meeting noted that the review had focused on areas of provision which were not statutorily required i.e. denominational transport. Members recognised that free transport would continue for low income families where the faith school is between 2 and 15 miles from the pupil's home address. It was highlighted that the existing free transport provision applied to only one faith school. Members felt that a consistent approach should be in place for all schools.

- 9.3 There were no adverse comments raised regarding the proposed savings and the meeting indicated their agreement to endorse the recommendations contained within the report which Cabinet would be asked to approve.

10. CONCLUSIONS

- 10.1 The proposals which have been outlined in this report have been focused on bringing about efficiencies to existing operations of the Council and the continuing need to carry out statutory functions in the area of school transport provision.
- 10.2 The report delivers proposals that slightly exceed the savings target and are sustainable and take note of future pupil projections across the town.

11. RECOMMENDATIONS

- 11.1 Cabinet are asked to agree the proposals for the achievement of the £160,000 savings which are summarised in this report, including the completion of a consultation exercise on the proposal to cease denominational transport provision.

12. BACKGROUND PAPERS

- 12.1 Integrated Yellow Bus Strategy
Education Act 1996 Section 509
Post-16 Transport Policy

13. CONTACT OFFICER

- 13.1 Peter McIntosh
School Transformation, Planning and Development Officer
Child and Adult Services

5.5 APPENDIX 1

HOME TO SCHOOL TRANSPORT PROVISION 2011 / 2012

English Martyrs School

Transport Provider	School	Price per day	Apr - Aug 11	Sept 11 - Mar 12	Vehicle type	Passenger numbers
Richardson's	English Martyrs	£99.00	£ 6,237.00	£ 12,573.00	53 seater	52
Tees Valley	English Martyrs	£128.00	£ 8,064.00	£ 16,256.00	84 seater	73
Tees Valley	English Martyrs	£128.00	£ 8,064.00	£ 16,256.00	72 seater	64
Tees Valley	English Martyrs	tickets	£ 18,352.00			
Rainbow	English Martyrs	£138.90	£ 9,028.50			
ITU	English Martyrs	£91.99		£ 17,476.26	67 seater	56
ITU	English Martyrs	£91.99		£ 17,476.26	67 seater	67
ITU	English Martyrs	£91.99		£ 17,476.26	67 seater	65
Stagecoach	English Martyrs	tickets	£ 520.00	£ 1,062.50		5
			£50,265.50	£98,576.28		382

Total annual cost **£148,841.78**

5.5 Appendix 2

TRANSPORT POLICY PROCESS AND PROPOSED CHANGES

Eligibility	Process	Travel Options	Issues	Proposed Change
Primary school age pupils living more than 2 miles from the nearest suitable school (irrelevant of income status)	Parents complete application form. Safe walking route criteria is applied to determine entitlement.	Child is allocated a seat on a dedicated school bus; or allocated a bus pass for public transport provision; or allocated a seat in a taxi. In some circumstances parents can apply for refund of travel costs if it is appropriate for them to transport the child		No change
Secondary School pupils living more than 3 miles from their nearest suitable school	Parents complete application form. Safe walking route criteria is applied to determine entitlement.	Child is allocated a seat on a dedicated school bus; or allocated a bus pass for public transport provision; or allocated a seat in a taxi. In some circumstances parents can apply for refund of travel costs if it is appropriate for them to transport the child	Transport Policy states that the nearest suitable school will be considered, therefore if parental preference is not to the nearest school but a school more than 3 miles from the home, the application will be declined i.e. pupil attends Fens Primary and lives at headland. Linked Secondary School will be Manor; nearest Secondary School will be St Hilds. If parents select linked school Transport Policy would determine this is not the nearest suitable school	No change
Secondary School pupils living more than 2 miles from their nearest suitable school on free school meals or meeting the low income criteria*	Parents complete application form. Safe walking route criteria is applied to determine entitlement.	Child is allocated a seat on a dedicated school bus; or allocated a bus pass for public transport provision; or allocated a seat in a taxi. In some circumstances parents can apply for	Transport Policy states that a pupil attending one of their nearest three schools will be eligible for free transport if that school is more than two miles from their home	No change

5.5 Appendix 2

		refund of travel costs if it is appropriate for them to transport the child		
Denominational Schools – Pupils will be provided with free transport if they attend the nearest approved school of their parents practising faith**	Parents complete application form. Safe walking route criteria is applied to determine entitlement. At present the distance criteria is applied to all pupils attending denominational schools	Child is allocated a seat on a dedicated school bus; or allocated a bus pass for public transport provision; or allocated a seat in a taxi. In some circumstances parents can apply for refund of travel costs if it is appropriate for them to transport the child	Although the Distance criteria is applied, as English Martyrs is the only Secondary Catholic School in the town it is considered the nearest suitable School	The Policy is revised to reflect the criteria applied to all other secondary school applications

* Children entitled to free school meals or whose parents are in receipt of their maximum level of working tax credits

** Pupils meeting the low income criteria attending a school on the grounds of religion and belief will be entitled to free transport to the nearest suitable school within a distance of 2 – 15 miles

Impact Assessment Form

Department	Division	Section	Owner/Officer
Child and Adult Services	Children's Services	Planning and Development	Peter McIntosh
Function/Service	Review of denominational transport provision and possible cessation of concession other than 'eligible' children		
Information Available	<p>The policy change proposed would result in the removal of current discretionary transport provision in relation to English Martyrs' Secondary school, a Faith based establishment.</p> <p>Currently, children baptised into a relevant Faith and attending their nearest appropriate Voluntary Aided Church school are entitled to receive free home to school travel support. Children aged 11 to 16 from low income families are entitled to travel support to their nearest suitable school preferred on grounds of religion or belief, where the distance from their home address to the school is more than 2 miles, but not more than 15 miles from that school. This service is provided even though there may be other, nearer schools.</p> <p>The Council is only required by law to provide the current free home to school travel support to Faith schools for those children from low income families who satisfy the distance criteria above. However, like many other Local Authorities, the Council has for many years offered this provision to all children attending Faith schools eligible under the distance criteria.</p> <p>The Council intends to remove the discretionary concession and only provide home to school travel to denominational schools for statutory 'eligible' children. Discussions with the school has not resulted in the school offering financial support to continue the provision in its current form.</p> <p>At the present time, 382 children and young people receive free home to school travel support on buses from a number of different providers. The removal of the discretionary provision will impact on 338 children.</p>		
Relevance	Age		J
<i>Identify which strands are relevant to the area you are reviewing or</i>	Disability		
	Gender Re-assignment		
	Race		

5.5 APPENDIX 3

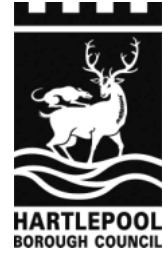
changing				
	Religion			✓
	Sex			
	Sexual Orientation			
	Marriage & Civil Partnership			
	Pregnancy & Maternity			
Information Gaps	Opinions of children, young people and parents.			
What is the Impact	The Equality Act 2010, Schedule 3, Part 2 provides an exemption to discrimination on the grounds of religion or belief in relation to transport to and from school.			
	<p>The Local Authority remains under a general duty to have regard to the wish of a parent for their child to be provided with education at a particular establishment on the grounds of the parents’ religion or belief. Other than the statutory duty towards secondary school pupils who are from low income families, there is no duty to provide free transport to denominational schools for children generally.</p> <p>As previously outlined, 382 children and young people who attend English Martyrs’ Secondary School receive free home to school travel support. The removal of the discretionary provision will impact on 338 children who currently attend the school and future attendees.</p>			
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.				
N/A				
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don’t.				
N/A				
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.				
N/A				
Addressing the impact	1. No Major Change			
	2. Adjust/Change			
	3. Continue as is			
	4. Stop/Remove			
Action identified	Responsible Officer	By When	How will this be evaluated?	
Consultation will be carried out with schools,	Peter McIntosh/Paul Robson	March 2012	People will be asked whether they think free travel should be stopped for all	

5.5 APPENDIX 3

colleges, student groups, Transport Champions Group, Neighbourhood Forums, Head Teachers, and other relevant agencies.			<p>children or just new applicants. Parents will also be asked if they are prepared to pay travel costs themselves.</p> <p>The results will be included in a report to Cabinet and will also impact on future provision.</p>
Date sent to Equality Rep for publishing		00/00/00	

CABINET

5 December 2011



SUBJECT: HOME TO SCHOOL TRANSPORT BUDGET PROPOSALS – CHILDREN'S SERVICES SCRUTINY FORUM COMMENTS / SUGGESTIONS FOR CONSIDERATION AS PART OF THE 2012/13 BUDGET PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with Overview and Scrutiny comments / suggestions in relation to specific projects / service area proposals, selected for consideration as part of the 2012/13 budget setting process.

2. BACKGROUND INFORMATION

- 2.1 On the 24 June 2011, the Overview and Scrutiny Work Programme for 2011/12 was approved. In setting the Work Programme, the importance of Member involvement in the budget setting process at a far earlier stage than has previously occurred was recognised.
- 2.2 As a means of providing early / ongoing involvement, and ensuring the effective incorporation of Scrutiny comments / suggestions, in to the budget setting process a number of specific projects / service areas were identified for Scrutiny consideration during the course of 2011/12.
- 2.3 As part of this process, a presentation in relation to Home to School Transport was considered by the Children's Services Scrutiny Forum on the 19 July 2011 and additional information on the 6 September 2011. Following consideration of the information provided (including potential proposals for the way forward) a series of comments / suggestions were formulated and are detailed in Section 3 of this report.
- 2.4 Cabinet will at today's meeting be receiving a detailed report in relation to this topic and, in considering the proposals put forward, is asked to take into consideration the Children's Services Scrutiny Forum's comments / suggestions.

3. COMMENTS AND SUGGESTIONS

- 3.1 At the meeting held on the 19 July 2011 and 6 September 2011, the following comments / suggestions were made by the Children's Services Scrutiny Forum in relation to Home to School Transport:-
- (a) Members supported the initial consultation proposals;
 - (b) Members raised concerns at the level of transport costs associated with children and young people with special needs, as this equates to 50%, which is higher than the national average. If the level of escort assistance was to be reduced and the independence of young people increased, Members requested that this was carried out in an appropriate manner with all the appropriate reviews and safeguards put in place;
 - (c) Members highlighted the need for parents to have plenty of notice of any changes to the home to school transport services; and
 - (d) Members raised concerns over the reduction of the denominational transport service and requested that alternative proposals be explored for the children / young people accessing this service.

4. RECOMMENDATION

- 4.1 That Cabinet consider the Children's Services Scrutiny Forum's comments / suggestions during consideration of proposals in relation to Home to School Transport.

Contact:- Laura Stones– Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: 01429 523087
Email: laura.stones@hartlepool.gov.uk

BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Children's Services Scrutiny Forum Consideration of 2012 / 13 Budget Items – Home to School Transport – Scoping Report presented to the Children's Services Scrutiny Forum on 19 July 2011

- (ii) Presentation by the Assistant Director of Performance and Achievement entitled 'Home to School Transport' delivered to the Children Services Scrutiny Forum on 19 July 2011
- (iii) Report of the Scrutiny Support Officer entitled 'Budget Consultation – Additional Information on the Home to School Transport Budget Item – Covering Report' Presented to the Children's Services Scrutiny Forum on 6 September 2011
- (iv) Minutes of the Children's Services Scrutiny Forum held on 19 July 2011 and 6 September 2011

CABINET REPORT

5 December 2011



Report of: Director of Child and Adult Services

Subject: BUSINESS TRANSFORMATION PROGRAMME
2012/13 – SAVINGS IN SUPPORT SERVICES,
CHILD AND ADULT SERVICES

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of the savings required for the Children's Services Planning and Development area.

2. SUMMARY OF CONTENTS

This report deals with measures to be taken to achieve a savings target of £115,000. The measures concentrate on efficiencies around performance management licencing arrangements, alternative school survey frequencies and the removal of a Senior Manager's post in the Development Team.

3. RELEVANCE TO CABINET

The report provides details of the reviews which form part of the 2012/13 savings programme and is therefore relevant for a Cabinet decision. If approved, the decision will enable formal consultations, where relevant, to take place on this report's proposals.

4. TYPE OF DECISION

Key decision test (i) applies, forward plan reference number CAS109/11.

5. DECISION MAKING ROUTE

Cabinet 5th December 2011.

6. DECISION(S) REQUIRED

Cabinet are asked to agree the proposals for the achievement of £115,000 savings which are summarised in section 4 of the main report.

Report of: Director of Child and Adult Services

Subject: BUSINESS TRANSFORMATION PROGRAMME
2012/13 – SAVINGS IN SUPPORT SERVICES,
CHILD AND ADULT SERVICES

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of the savings required for the Children's Services Planning and Development area. The savings target for Children's Services to be delivered from 1 April 2012 is £1.1million. Children's Services Planning and Development area needs to deliver a savings target of £275,000. This is within a Child and Adult Services Departmental savings target of £2.743million. This report deals with proposals to achieve £115,000 of the overall targets by bringing about efficiencies around performance management licensing arrangements, the introduction of alternative school survey frequencies and the removal of a Senior Manager's post in the Development Team.

2. BACKGROUND

2.1 Performance Management Licences

At present the department provides funding in excess of £250,000 to cover a variety of licences and agreements that are in place to support a wide range of software packages and systems across the whole department.

Each individual item has been carefully scrutinised to ensure that there is a robust case in place to continue with contracts and/or licences. In a number of areas, savings will be possible through either licence cancellations or alternative system utilisation. In the next few months, staff will vacate Station Lane premises allowing for the cancellation of an expensive WAN line.

The following items are confirmed as being no longer required from April 2012 and arrangements for their cancellation are ready to be put in place in readiness for that date:

- NCC Licence/ESCROW Agreement (Annual Fees)

A recommendation has been made corporately that ESCROW agreements were no longer necessary. ESCROW agreements are basically a copy of the code for a system so that if a software supplier goes out of business, the Council could continue to maintain the system in-house or through another

supplier. To maintain a system through these means would be very difficult and costly. On balance it is not an option delivering a realistic alternative and should be discontinued.

- Liquid Logic ID Manager

This is a data cleansing tool which was to be used to clean the Protocol social care data and was required as part of the SingleView product which would have linked the social care system to other systems within the department. SingleView has now been cancelled which in turn reduces the need for ID Manager. There was no business case proven to continue with ID Manager.

- WAN Line Rental

This is the Internet line to the offices on Station Lane. The building is to be closed and sold off shortly and the connection will no longer be required.

The collective savings for these items is in the region of £39,000. There are no staffing or service implications resulting from the delivery of these measures.

2.2 Review central administration and development support across the department

The Child and Adult Services Department's administrative and workforce development teams evolved into their current structure as the two former departments came together in 2009. More recent savings exercises have left the balance of these functions in a hybrid state and a fuller review of these functions is required in order to create a more effective and efficient staffing support structure and this needs undertaking in the near future. This is a major undertaking and very preliminary work has begun in readiness for a more thorough piece of work to be carried out in the early part of 2012. The work will be a cross department project and will make proposals in readiness for considerations around the 2013/14 budget setting processes.

In the interim, it is possible to achieve savings in the order of £60,000 through a cross departmental review of the Development provision. This saving will be achieved by the removal of a Band 15 Senior Manager's post. In making the saving, careful consideration has been given to the need to develop a highly skilled workforce in both Children's and Adult Services. There is a need for all staff to undertake continuing professional development and to keep abreast of changes to legislation and national guidance in order to establish an effective integrated workforce. Wherever possible, there will be no reduction to front line workforce development services. However it is important to review the current structure to make the necessary financial savings with the overall context of the departmental budget. In addition, as the size of the Child and Adult Services workforce reduces, the size and structure of the workforce development team needs to

be reviewed accordingly in order to be responsive to the ever changing requirements of the Child and Adult Services Department.

2.3 Review arrangements in relation to school surveys

The Council currently undertakes annually, a full condition survey on all Hartlepool school buildings in line with nationally published Department for Education (DfE) asset management guidance. The condition surveys sift work into various categories of condition varying from urgent and immediate to medium and longer term needs. Schools are provided with a copy of the survey results and both they and the Child and Adult Services Department use the details produced to help shape the capital programme for schools.

The proposal is to modify the frequency of the surveys with more emphasis on updating previous results and has come out of numerous consultations between officers of the Child and Adult and Regeneration and Neighbourhood Services Departments.

New national arrangements are to be introduced over the coming months and arise from the outcomes of the James Review and subsequent consultations. The proposal under review will achieve annual savings of £25,000 and will still be more comprehensive than the emerging recommendations from the DfE although these are not yet finalised. The new arrangements will be aimed at concentrating on the most appropriate frequency and style of survey to be undertaken over the required five year assessment period working within the reduced budget structure. New arrangements will continue to keep school premises in a safe and secure condition and will inform governing bodies of future demands to be placed on their revenue and capital budgets.

All schools are currently surveyed, regardless of their status or denomination. These new arrangements will continue to be delivered to all schools in Hartlepool.

3. FINANCIAL IMPLICATIONS

- 3.1 Failure to take the savings identified in this report as part of the programme will only mean the need to make unplanned cuts and redundancies elsewhere across the Council.
- 3.2 All the proposals outlined can be implemented with effect from April 2012 and are sustainable without adverse impact on the provision of Council Services in the areas covered.

4. FINANCIAL CONSIDERATIONS

- 4.1 The proposals deliver the following level of savings:

Service	Proposed Savings
Performance Management (Licences)	£39,000
Senior Manager (Development)	£60,000
School Surveys (Condition)	£25,000
Total Proposed Savings	£124,000

5. KEY RISKS

The table below summarises key risks associated with delivery of the savings.

Project	Risks	Notes
Review Performance Management Licences	No identified risks	
Review central admin and development structures	Minimal as teams will adjust to modified workloads	Teams affected by change will be managed carefully as they adjust to some work realignment
Review frequency and content of school surveys	Urgent or high priority works not recorded	Visits by surveyors to continue. Focus to be maintained on recording of priority items through updating inspections.

6. IMPACT ON SERVICE USERS

A Diversity Impact Assessment has been undertaken and is attached as **Appendix 1**.

7. COMMENTS FROM TRI-PARTITE MEETING

The Tri-Partite meeting considered the report on 16th November 2011.

The meeting considered the report and noted the identified schemes which delivered savings of £115,000.

The meeting noted that the majority of the savings would be achieved by reducing the frequency of condition surveys on all school buildings and by reducing the number of licences and agreements which were in place to support a wide range of software packages and systems across the Child and Adult Services Department.

There were no adverse comments raised regarding the proposed savings and the meeting indicated their agreement to endorse the recommendations contained within the report which Cabinet would be asked to approve.

8. CONCLUSIONS

The proposals which have been outlined in this report are focused on bringing about greater efficiencies in the three areas of work covered without affecting workloads or service delivery. Staffing impact is minimal and all proposals are deliverable and sustainable from April 2012. The report delivers savings proposals that slightly exceed the stated target figure of £115,000.

9. RECOMMENDATIONS

Cabinet are asked to agree the proposals for the achievement of £115,000 savings which are summarised in section 4 of this report.

10. CONTACT OFFICER

Peter McIntosh, Planning and Development, Child and Adult Services Department, telephone 284103, email peter.mcintosh@hartlepool.gov.uk

11. BACKGROUND PAPERS

None.

Impact Assessment Form

Department	Division	Section	Owner/Officer
Child and Adult Services	Planning and Development	Performance and Review Development Management Information	Peter McIntosh
Function/ Service	<p>Review of arrangements in relation to school surveys</p> <p>Review of central administration and development support across the department.</p> <p>Review of performance management arrangements.</p>		
Information Available	<p>School Surveys Schools currently receive full condition surveys annually. It is proposed that the frequency of the surveys are reduced but inspections and data updating will ensure that high standards in surveying are maintained.</p> <p>Review of central administration and development support across the department. It is proposed to reduce one senior management post. It is anticipated that this reduction will not impact on functionality.</p> <p>Review of performance management arrangements The proposed reduction in software licences will not impact on functionality as an internal audit has identified that they are no longer required.</p>		
Relevance	Age		
Identify which strands are relevant to the area you are reviewing or changing			
	Disability		
	Gender Re-assignment		
	Race		
	Religion		
	Sex		
	Sexual Orientation		
	Marriage & Civil Partnership		
	Pregnancy & Maternity		

Information Gaps	None.		
What is the Impact	Review of arrangements in relation to school surveys None - current standards will be maintained with no impact on front-line service delivery.		
	Review of central administration and development support across the department. None with current proposal. However, any future review of the development section including workforce development would be the subject of a separate impact assessment to evaluate any impacts on service delivery.		
	Review of performance management arrangements. None		
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.			
N/A			
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.			
N/A			
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.			
N/A			
Addressing the impact	1. No Major Change		
	2. Adjust/Change		
	3. Continue as is		
	4. Stop/Remove		
Action identified	Responsible Officer	By When	How will this be evaluated?
Complete impact assessment at time of review of development arrangements	Peter McIntosh	As required	Impact Assessment completed.
Date sent to Equality Rep for publishing		00/00/00	

CABINET REPORT

5th December 2011



Report of: Assistant Chief Executive

Subject: CHIEF EXECUTIVES DEPARTMENT –
CORPORATE STRATEGY DIVISION SAVINGS
PROPOSALS

SUMMARY

1. PURPOSE OF REPORT

The purpose of the report is to identify the proposals for delivering the savings for the Corporate Strategy Division of the Chief Executives Department as part of the budget for 2012/13.

2. SUMMARY OF CONTENTS

The report outlines the savings proposals for the division to achieve the target set of £220,000.

The proposals in the report identify the savings to be made, the risks associated with these and the considerations which have been taken into account in developing them.

The proposals provide a balance, within certain constraints, of reductions in non staffing costs, generating income and staffing reductions. Where possible the opportunity has been taken from posts that have become vacant over the course of the year to minimise the impact on staff.

3. RELEVANCE TO CABINET

The report details the proposed savings from the Corporate Strategy Division which form part of the Budget considerations for 2012/13

4. TYPE OF DECISION

Key Decision Test 1 applies Forward Plan Reference CE48/11

5. DECISION MAKING ROUTE

Cabinet 5th December 2011

6. DECISION(S) REQUIRED

For Cabinet to approve the proposed savings from the Corporate Strategy Division of the Chief Executives Department.

Report of: Assistant Chief Executive

Subject: CHIEF EXECUTIVES DEPARTMENT –
CORPORATE STRATEGY DIVISION SAVINGS
PROPOSALS

1.0 PURPOSE OF REPORT

- 1.1 The purpose of the report is to identify the proposals for delivering the savings for the Corporate Strategy Division of the Chief Executives Department as part of the budget for 2012/13.

2.0 BACKGROUND

- 2.1 The overall budget of the Division is now £1.5m, it was reduced by £253K for the 2011/12 budget (a combination of reductions and limited increases in income). As part of the overall programme of savings the Division is tasked with reducing the budget by £220K for the 2012/13 budget round. Essentially this equates to approximately a 25% reduction over the last 2 years.
- 2.2 The Division includes the following functions and teams :
- Performance and Consultation
 - Partnerships
 - Scrutiny
 - Democratic Services
 - Corporate ICT
 - Public Relations
 - Secretarial Support
- 2.3 It is important to note that in part any decisions and / or proposals in respect of this division, it being a support function are very clearly determined by the needs of the rest of the authority and decision of elected members in respect of the governance framework for the authority which elements of this division support directly.
- 2.4 It is also worth noting as part of the considerations that the budget of the department is approximately 91% staffing costs with the balance made up of running costs and income (which is the smallest proportion of the budget).
- 2.5 There are a number of things to consider in respect of the potential savings not least of which is the level of savings taken in previous years. This however is an consideration for all parts of the authority and in determining outline proposals consideration has been given to :

- The need to consider and determine proposals which take into account where expenditure can be reduced further.
- Proposals which can provide, to a degree, income which can be sustained in the medium term understanding that this, and the resources attributable to this will require review should this income cease or fall
- That income generation requires resource to generate and there is a limit to capacity if core services to the council are to be maintained in these areas
- That the decision to undertake the outsourcing exercise for ICT and Revenues and Benefits has significantly impaired the ability to generate savings from the base contract as these are expected to be delivered through any retendering which is subject to a separate decision by Cabinet.
- Avoiding cost shunting to other parts of the authority through charging for activities which have previously been funded through the core service cost.
- The fact that there is limited scope to make any savings without affecting staffing levels
- That a number of the changes included will require a refocusing of teams and areas of activity to be ceased and the support and agreement of members in respect of the overall governance arrangements for the authority which require support.
- The need to ensure that whatever services remain are capable of providing the necessary support to the organisation, albeit in a different or reduced manner.

3.0 SAVINGS PROPOSALS

3.1 The Savings proposals for the division have been considered in the light of those savings which do not affect staffing first with consideration then being given to the options and considerations available in respect of functions and staffing levels. As part of the management process over the last year the opportunity has been taken to hold posts which have become vacant in the division to assess the extent to which the proposals for savings may make use of these and therefore avoid compulsory redundancies. This is the case for two posts in the division which have become vacant over the last 4 months.

3.2 Not directly affecting staffing

3.2.1 There are a number of potential savings proposals which will not directly affect staffing levels and are related to the running costs of the division and teams within it and are a combination of training, contributions to external agencies and areas such as room hire, conference budgets etc. Whilst these do not directly affect staffing there is an ultimate limit to maintaining an effective and trained workforce and balancing this against the need to retain key functions and resources to deliver these.

- Savings Identified = £38.5K

3.3 Not directly affecting staffing – Income

3.3.1 There are limited options for delivering income for the division, the ability to actively sell services to external bodies was identified as part of the budget round last year and there have been some notable successes – Public Relations and the sale of space in Viewpoint to Middleton Grange Shopping Centre being two notable ones but in terms of overall value in the context of budget cuts these are unfortunately not significant or able to bridge the deficit. They also bring with them, in the light of the fact that these services are primarily in existence to deliver services to the authority, issues of capacity to ensure that internal requirements can be met and the external client provided with a satisfactory level of service to maintain their custom.

3.3.2 There is limited income already factored into the budget in respect of servicing certain school appeals and this is reviewed each year as part of the corporate Service Level Agreement (SLA) with schools and beyond this as has been stated there is limited scope. It should also be noted that there is a degree of caution needed in externally derived income to ensure that there is no conflict or interest between the authority and its role and any prospective clients.

• Income Identified = £17K

3.3.3 As an ongoing part of the issues raised in both Cabinet and through other avenues this is an area which is under constant review.

NB the income and cost base of Hartbeat have also been reviewed as part of this exercise. Advertising income is currently holding despite the economic climate, the print and distribution costs have been reviewed this year as part of the requirements of the budget settlement and reduced and factored into the budget for 2011/12. The net budget for Hartbeat is now zero (down from approximately £60K when it was very first launched and £32K when it was relaunched as a separate magazine). All of these savings have been taken as part of previous budget rounds.

3.4 Functional and Staffing Changes

3.4.1 It is difficult to determine clear proposals for elements of Corporate Strategy without having a full understanding of the views of elected members in respect of a number of the functional areas however proposals have been developed based on current understanding and for consideration.

3.4.2 There are a number of issues to consider in respect of this and the changes proposed have been outlined below

3.4.3 Scrutiny and Democratic Services

3.4.3.1 The considerations around Scrutiny and Democratic Services are directly linked to the considerations of members in respect of meetings held and the number and configuration of all Committees and Forums in the light of the budget position of the Council and the change in the number of Elected Members from 48 to 33 in May 2012.

- 3.4.3.2 The number of meetings (both formal and of “working groups”) that have been required to be serviced by Democratic Services has increased over the last 3 – 4 years. The number of minuted meetings and school appeals has increased from 348 in the 2002/3 municipal year to an anticipated (at this stage) 500 in the 2011/12 municipal year (although there is the potential for this to increase if previous patterns are followed). At the same time the resources in the democratic services team have been reduced by two Full-time Equivalents (FTE’s) over this period. The change has been managed, not without some difficulty, by a number of changes in working practices and processes and procedures. This does not alter the fact that a 50% increase in workload has been managed with a 30% reduced staffing complement over this period. In addition reductions have been made to printing and stationary costs of the function by reductions in print runs, circulation levels for agendas and papers.
- 3.4.3.3 It should also be noted that the additional requirements around Health and Wellbeing Boards and the democratic services function means that the statutorily required workload is, at best going to remain constant and at worst will expand further.
- 3.4.3.4 The number of scrutiny meetings over the course of any given municipal year is expected to be around 90 (although this can vary dependant upon referrals, work programming and call ins). The scrutiny team has increased in size over the last 5 years from 2 FTEs when it was initially created to 4 FTEs in recent years and the number of forums has been revised in the light of a variety of requirements, some of them external requirements and or pressures which the authority is expected to respond to.
- 3.4.3.5 The paper which has been considered by Cabinet in respect of support to Members on 7th November 2011 provided options for recommendations by Cabinet in respect of the number of Committees overall but also with reference to the number of scrutiny forums and the management of the number of meetings.
- 3.4.3.6 There is an argument that the overall reduction of resources across the organisation should result in a commensurate reduction in workload and therefore resources across these areas. As can be seen there has been a reduction in the resource base of Democratic Services yet the number of meetings which members expect to be serviced continues to increase. In addition the overall resource base, and officer base of the authority has reduced overall but there has been no commensurate reduction in the scrutiny function. Serious consideration should be given to reducing the resource base within scrutiny as part of the budget proposals. To implement this effectively and to still provide a quality support to scrutiny there will need to be a commensurate reduction in the number of scrutiny forums and/ or the work planning or programming for these forums.
- 3.4.3.7 For the purposes of these proposals, and dependant upon the above and support from members it is proposed that the scrutiny team is reduced by one post

- Saving identified = £33.8K (ind on costs)

3.4.4 Corporate ICT

3.4.4.1 The Corporate ICT team is responsible for supporting departments in the utilisation and development of ICT solutions to meet their business needs. This is an area of ongoing and continual development as the use of ICT, both in delivering services and to support departments in the achievement of other related savings continues to expand. The retendering of the ICT contract provides, as has been stated earlier, the opportunity for savings for the authority which have not been accounted for in these proposals, this is a separate element of the savings programme but one which impacts upon this team as it reduces the ability to deliver ongoing savings outside of this process from the base contract. This is in addition to those savings delivered through the creation of the team, the budget reductions for the 2011/12 budget and the infrastructure costs avoided (£200K) and the renegotiation of the contractual obligation for an annual increase of RPI + 1% (approx £150K avoided expense).

3.4.4.2 Whilst all of these are notable the changes as they affect the authority mean that the resource base in this team should be reduced and it is considered, whilst difficult, that this should be in respect of structural changes which will require a revision of working practices and will require revised support to departments but in the light of the ongoing rationalisation of the application infrastructure this should be manageable.

3.4.4.3 The savings in this area also reflect a vacant post which has been held vacant, the proposals to reduce the team by two posts (one vacant)

- Saving identified = £57.5K

3.4.4.4 A reduction in the staffing resources across this team will result in a need to further redefine the support available to departments across the authority and at a time when the authority will potentially be implementing a new ICT solution (should the retendering exercise be progressed) bring increasing pressure in an area which, outside these proposals, is essentially leading on the implementation of a significant portion of the budget savings required for the authority.

NB – for information – there is the potential should the ICT retendering be successful and of both a sufficiently low price and quality that the authority may further benefit as the contract documentation has been structured in such a way as to enable other authorities to “piggyback” the procurement. This may result in either “gain share” or the delivery being through Hartlepool BC as the lead, both will bring benefits to the authority but there is a danger that by over reducing the team we have a limited ability to capitalise on this.

3.4.5 Performance and Partnerships

3.4.5.1 The Performance and Partnerships teams are two separate teams which work closely together with the Partnerships team brought into Corporate strategy to facilitate this and closer working as part of earlier reorganisations. There have been significant reductions in these teams over the last year two years including the deletion of a Chief Officer post and one Senior Manager.

3.4.5.2 The alignment of the two teams in the same division in conjunction with the review which has been undertaken of the Local Strategic Partnership (LSP), recently agreed by Cabinet, the reconfiguration of the arrangements for Viewpoint and implemented and ongoing changes in respect of the changing nature of external audit and inspection regime, revisions to the corporate complaints arrangements and risk management (both agreed by the Portfolio holder) and changes and developments in respect of the reporting requirements and resources for performance management all provide a number of opportunities in the light of the budget requirements. These changes need to be set in the context of what is becoming a changing role for these teams as they currently stand and some recent work which has been undertaken on a corporate basis in respect of issues such as the funding of the voluntary sector. There is an ongoing consideration of the extent to which reducing resources diminishes the capacity of the authority at a departmental and corporate level to undertake the research and support of departments in these areas.

3.4.5.3 There is a consideration in respect of these function to maintain a degree of capacity and a refocusing of the work of these teams however with an ongoing review of the manner in which the partnership arrangements are organised and managed and the internal arrangements for performance management, risk and consultation there is the option to further review this and to reduce the resource base, but this will result in a review of the functional base and the cessation of a number of activities which will need to be determined.

3.4.5.4 The proposal is to bring together the Performance and Partnerships team (currently separately managed) into one team and to delete these two manager posts to be replaced by one redefined post, to delete a vacant post in the partnerships team and redefine the role of one other post in the team:

• Savings Identified	=	£73.5K
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3.5.5.5 In addition, and whilst it would diminish overall capacity the logic for bringing the two teams together as part of the Corporate Strategy Division can be extended to bring the two teams together as one. The report which Cabinet has agreed in respect of the previous LSP and now the Strategic Partners Group, in conjunction with associated theme groups, revisions to the risk and complaints arrangements and performance reporting, in conjunction with reduced external audit and inspection requirements does lead to an ability to reduce resources, not without some difficulty and it should be noted that there is a risk to this should any nationally determined and externally driven requirements be reinstated.

3.5.5.6 There is also a need, to support the rest of the authority to aim to move to a change in shift and focus of the team. Such a change will require the support of the portfolio holder (such as previously agreed changes in respect of risk and complaints) and an ability to clearly determine in respect of policy and research those areas of priority and requirement rather than “likes”.

4.0 Summary of Savings

4.1 A summary of the savings identified above is as follows :

	£K	
Non staffing	38.5	Non staff related running costs
Income	17	Income generated
Scrutiny and Democratic Services	33.8	Reduction of one post
Corporate ICT	57.5	Reduction of 2 posts (1 vacant)
Performance and Partnerships	73.5	Reduction of 2 posts (1 vacant)
Total	220.3	

The Business Transformation Programme 2 is planned to deliver total savings of £5.3m towards the £6.6m budget deficit for 2012/13. It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT Programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the authority to balance next year's budgets.

5.0 Other Considerations

- 5.1 In the development of the proposals identified above consideration has been given to a number of options that are included in outline in this report to provide those considering them a view of the potential alternatives and the considerations around them.
- 5.2 The proposals included in the report about are deliverable and with some refocusing of the teams and members support can be implemented.
- 5.3 Work has been ongoing to determine sustainable options for bringing income into the division. The key considerations in respect of this are the need to ensure that the income is sustainable, that we do not undermine the support to be provided to the authority and that we are clear about the point in respect of any income generation that we reach a resource “tipping point” (where we

need to bring in additional staff that we don't have the resource to cover at that stage). There are ongoing discussions with

- the Fire Authority in the delivery of services, although they are moving to a commissioned model of delivery and we will be required to compete for this work.
- Partners in respect of contributions to the running of the towns partnership functions

5.4 In addition the recent report considered by Cabinet on the support to Elected Members and the composition and make up of committees and scrutiny forum has the potential to impact on the proposals included within this report and have in part been predicated on there being a reduction.

5.5 There is a common theme to elements of the work undertaken by the scrutiny and performance and partnerships teams primarily in the context of the element of policy investigation and the potential alignment re policy work and research. There is however the potential for there to be a number of conflicts in respect of any such bringing together and there is a need on the part of the authority in the current arrangements that there can be some form of distinction drawn (in part) between those resources directly supporting scrutiny through their workplans and scrutiny investigations.

5.6 Bringing together Democratic Services and Scrutiny functions, whilst externally there may be a perception that there are significant similarities between these two teams and that there would be benefit to bringing them together (as they are in some other authorities) the strengths in the current arrangements for both of these teams in Hartlepool is that they have been established to focus toward the strengths required for each to be successful rather than a view of the combined potential. At this stage it is felt there is limited benefit to bringing them together.

6.0 Risk Considerations

6.1 There are a number of risks implicit in the delivery of any package of savings and it is important to recognize these as part of any decision making. A summary of the risks considered as part of the proposals has been identified below:

6.1.1 The scale and nature of the savings required, in conjunction with those savings which have been required in recent years provides additional risk to authority in respect of the delivery of a range of the services encompassed within the division. These include risks in respect of ensuring that there is adequate support to the authority to deal with new and emerging corporate issues, in respect of matters such as Open Public Services, Localism Bill, any changes to performance and reporting regimes and decision making and governance arrangements in conjunction with the fact that the division provides support to front line officers in respect of their utilisation and the development of ICT.

- 6.1.2 There is a risk that members do not agree some or all of the proposals included within the report or that there is an inability to ensure a reduction in workload commensurate with the reduction in resources. A failure to agree any reduction in workload which is comparable to resource availability will result in undue pressure on officers which will not be sustainable.
- 6.1.3 There is a risk that income identified for the division is not sustainable and results in a delayed pressure which will require addressing in future years. Considerable effort has been expended to test and challenge these income estimates to ensure that they are sustainable and deliverable within the current resource base.
- 6.1.4 The proposals included in the report are subject to consultation with affected staff including those who are at risk from the proposals. This consultation process will need to be concluded and there is a need to ensure that through the redeployment arrangements in place for the authority that those members of staff at risk are assisted to find alternative employment if this is possible. Should suitable alternative employment not be available then there are redundancy costs associated with this proposal.

7.0 Impact Assessment

- 7.1 An impact assessment has been completed and is attached as **Appendix A**.

8.0 Feedback From Scrutiny

- 8.1 During consideration of the proposals identified, Members in the Scrutiny meeting of 11th November 2012 made the following comments:-
- Members queried staffing levels in the Corporate ICT section (currently 14 with a proposed reduction to 12). Members were advised that:
 - This is a centralised ICT function, created three years ago by pulling staff from around the authority to provide infrastructure / user support/ system development and frontline application support (i.e. how effectively we use applications), with budgets transferred from departments with staff and no other income available from grants / subsidies;
 - It was clarified that the section is completely separate to Northgate and last year saw a staffing reduction of one (from 15 to 14) in last years round of budget savings. It was also noted that Northgate are responsible for services / technical support and the movement of equipment, etc.
 - Whilst the number of desktops had been negotiated down, this did not reduce the number of applications which need support through CICT. However, Members were assured that efforts were being made to constantly reduce the number of applications, which would enable ICT resources to be further reduced.
 - Members sought clarification of the activities undertaken through the Partnerships section, given the changes to the LSP. Members were advised that:

- Staffing levels in this section had been reduced last year to 2.4, following the removal of the post Head of Performance and Partnerships (representing a budget reduction of £100,000);
- In achieving this years saving, one of the proposals was to delete two band 14 Team Leader posts in the Performance / Consultation and Partnerships sections, allowing the creation of a Performance & Partnership Manager (band 14) and the amalgamation of both Teams under one Team Leader.
- It was also noted that vacant posts had been held open, where possible, to help avoid compulsory redundancies and on this basis, it was being proposed that the post currently vacant in the Partnerships section be deleted.
- Members questioned the proposed reduction in Scrutiny Support Officers and concern was expressed in relation to the impact of a number of factors:
- No decision had yet been taken by the authority in terms of the future structure of the Scrutiny function. As such, it would be very difficult to correctly assess the level of staffing required to adequately support Scrutiny arrangements.
- No decision had yet taken been taken by the Mayor in relation to the size of Cabinet. Members were strongly of the view that, given Scrutiny's key role in holding the Executive to account, a reduction in the Scrutiny staffing establishment would be impossible until this decision had been taken. The Assistant Chief Executive was asked to make this position clear to the Mayor;
- It was highlighted that when considering the implications of reduced Member numbers, as a result of the Boundary Commission review, a reduction in Members did not necessarily equate to a reduction in the level of work for Scrutiny Support Officers and others who also support the Councils democratic arrangements.

9.0 Feedback from Tripartite meeting

- 9.1 The Tri partite meeting considered the report on 16th November.
- 9.2 The meeting considered the report and noted the proposed savings of £220,000. It was also noted that the Divisions budget was 91% staffing costs.
- 9.3 Options for income generation were discussed, with notable successes highlighted; however in terms of the required budget savings they were not significant or able to bridge the deficit.
- 9.4 It was also stated that it was difficult to determine clear proposals in respect of the Division, with the Division being a support function which is determined by the needs of the rest of the Authority and decisions of Elected Members in respect of the governance framework for the Authority which elements of the Division support directly. Members felt strongly that a consistent approach was undertaken for all of the services facing budget reductions which includes those services which directly supported Elected Members and the Democratic Process,

- 9.5 A number of questions were asked, but no adverse comments were raised regarding the proposed savings, and the meeting, indicated their agreement to endorse the recommendations contained within the report which Cabinet would be asked to approve.

10.0 Conclusions

- 10.1 The savings proposals identified deliver the required level of savings (£220K) though this is not without a reduction in the overall capacity of the division and will require the cessation or scaling back of a range of activity.
- 10.2 Through holding posts vacant an attempt has been made to minimise the impact of potential redundancy though as a result of the level of savings required it has not been possible to remove this completely.
- 10.3 The proposals in the report are deliverable but in a number of areas are contingent on decisions of members and the support required.

11.0 RECOMMENDATIONS

- 11.1 For Cabinet to approve the proposed savings from the Corporate Strategy Division of the Chief Executives Department.

12.0 BACKGROUND PAPERS

There are no background papers to this report

13.0 CONTACT OFFICER

Andrew Atkin, Assistant Chief Executive, andrew.atkin@hartlepool.gov.uk,
(01429) 523003

Impact Assessment Form

Appendix A

Department	Division	Section	Owner/Officer			
Chief Executives	Corporate Strategy	Corporate Strategy	Andrew Atkin			
Function/Service	Restructure and reduction of full time equivalent posts in the Corporate Strategy division of Chief Executives Department. The restructure is a requirement of the Budgetary reductions within the Council.					
Information Available	Job descriptions of affected posts, Job evaluation data relating to affected posts, Workforce statistics/ profile					
Relevance	Age /					
Identify which strands are relevant to the area you are reviewing or changing	Disability /					
	Gender Re-assignment /					
	Race /					
	Religion /					
	Sex /					
	Sexual Orientation /					
	Marriage & Civil Partnership /					
	Pregnancy & Maternity /					
Information Gaps	The consultation process in respect of the proposed changes has started but not concluded at this point. Information provided as part of the consultation, and to be considered at its conclusion which may need to be taken into account as part of considering impact.					
What is the Impact	The changes proposed as part of the budget process will result in a need to undertake a combination of considerations which will include the cessation of certain activities, the scaling back of others within the affected teams and the reallocation of workloads and responsibilities.					
Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.						
<i>Clearly state the impact:</i> As part of the consideration of the proposals the appropriate HR process (including consultation with staff) are being applied. In addition all other relevant HR policies (including those relating to protection and redeployment) will be adhered to should this be necessary.						
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.						
<i>Clearly state the impact</i> N/A						
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.						
<i>Clearly state the impact</i> N/A						
Addressing the impact	1. No Major Change					
	2. Adjust/Change					
	3. Continue as is					
	4. Stop/Remove					
Action identified	Responsible Officer	By When	How will this be evaluated?			
Ensure all appropriate HR policies are followed at all stages of consultation and implementation.	AA	As appropriate and in line with decision making timescales.	Through regular and ongoing dialogue with affected individuals.			
Date sent to Equality Rep for publishing			00/00/00			

CABINET REPORT

5 December 2011



Report of: Chief Customer & Workforce Services Officer

Subject: EXTENDED CUSTOMER & SUPPORT SERVICES
REVIEW

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline proposed savings for 2012/13 from the Customer & Support Services Section of Chief Executive's Department.

2. SUMMARY OF CONTENTS

- 2.1 The report outlines the savings to be achieved in the Customer & Support Services Section of the Chief Executive's Department. The target saving identified for the section is £146,000.
- 2.2 The proposals outlined within this report have been developed through a review of the following areas:
- Hartlepool Connect
 - Chief Executive's Support Services
 - Registration & Nationality Service
 - Diversity
- 2.3 The report provides details of the findings of the reviews, the issues under consideration, options considered but disregarded and the risk and impact of the proposals upon service delivery and service users. Where the proposals have an impact upon staff, the staffing implications are highlighted within the report.

3. RELEVANCE TO CABINET

- 3.1 The report details the proposed savings from Customer & Support Services towards the Council's 2012/13 Savings Programme and requires a Cabinet decision.

4. TYPE OF DECISION

Key Decision, Test 1 applies Forward Plan Reference CE47/11

5. DECISION MAKING ROUTE

Cabinet on 5 December 2011

6. DECISION(S) REQUIRED

For Cabinet to approve the proposed savings from the Customer & Support Services Section of the Chief Executive's Department.

Report of: Chief Customer & Workforce Services Officer

Subject: EXTENDED CUSTOMER & SUPPORT SERVICES REVIEW

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline proposed savings for 2012/13 from the Customer & Support Services Section of Chief Executive's Department.

2. BACKGROUND

- 2.1 The Customer Service SDO review was originally scheduled to be undertaken during 2012-13 but was brought forward to this year following the Comprehensive Spending Review. The scope of the review covers all areas within the Customer and Support Services section and has a target saving of £146,000. The section is made up of the following teams.
- 2.2 **CEX Support Services** was created in April 2011, following the Council-wide Admin Service Review. Each department across the authority has a centralised Support Services function. Last year, the CEX Admin review achieved its savings target of £60,000 by centralising support functions across the department. Key activities provided by the team include ordering goods and services, budget support, internal and external post, scanning and document management together with project and workforce support. A detailed review of all tasks and activities is currently being carried out.
- 2.3 **Hartlepool Connect** is a non-statutory front-line corporate customer service function, providing Hartlepool residents and businesses with access to a wide range of Council services including Housing Benefits, Refuse & Recycling, Parking Services, Highways and Environmental Services. Hartlepool Connect's Service Integration and Improvement Programme is on-going with other high-volume, front-line customer services scheduled for transfer during 2011-12. Projects currently being undertaken include Corporate Room Bookings, Blue Badge Reform, National Tell Us Once, Public Protection (pest control and noise nuisance), Housing Disrepair, Social Care Duty Team Reception and Registrars. The service achieved a savings target of £24,000 as part of the 2011/12 budget setting process.
- 2.4 **Registration & Nationality Service** is a front-line service, providing both statutory and non-statutory functions. Core business activities include registering births and deaths, taking notice of marriage, conducting ceremonies, maintaining registers, producing certificates from archived registers and the Nationality Checking Service. The service achieved a saving of £28,300 by moving to the Civic Centre from its Raby Road premises in March 2011.

2.5 **Diversity** service is strategically managed by the Customer and Support Services Manager. The Chief Customer and Workforce Services Officer, supported by the strategic manager, is responsible for ensuring the Council meets the duties set out within the Equality Act 2010. The Act consolidates previous discrimination legislation and contains new measures to strengthen protection against discrimination. As part of the 2011/12 budget setting process, the Council's dedicated diversity support team was deleted from the organisation's structures achieving a saving of £40,000.

2.6 **Links with other Projects**

2.6.1 This service review links with the following projects:-

- **ICT, Revenues and Benefits Procurement** – a number of staff from Hartlepool Connect and CEX Support Services are included in the scope of this project.
- **Corporate Postal Services Review** – this review is investigating methods of dealing with both incoming and outgoing mail. The review team are also working with the Corporate ICT section on their mail fulfilment project that is exploring savings opportunities through ensuring that paper communications are handled, generated and delivered in the most cost-effective manner.
- **Customer Service & CEX Support Services Implementation Programme** – includes delivering on the Hartlepool Connect Service Integration and Improvement Programme and developing more efficient processes across Support Services. The team is working closely with Corporate ICT to address the potential for channel shifting in customer communication both into and out of the Council, the methods of providing and delivering services to the customer and the extension of options for both internal and external customer self-service.
- **Registration and Nationality Service Review** – originally scheduled for 2012-13 but brought forward to 2011-12. Whole service area is being reviewed particularly in relation to the high volume customer contact that can transfer to Hartlepool Connect, fees and charges and non-statutory services.

2.6.2 The outcome of the above projects may influence elements of this review.

3. REVIEW PROCESS

3.1 The review team has considered available benchmarking information, explored opportunities to implement new technology and considered how service delivery can be reshaped across the section, department and Council. The work that has been undertaken as part of the Hartlepool and Darlington partnership working project has identified opportunities for closer working in a number of areas across Customer and Support Services but this needs further investigation prior to any joint working being proposed.

3.2 The whole team has been engaged in the reviews and staff suggestions received. In order to ensure that the savings target could be realised, any posts that were vacant or have become vacant during course of the review, have not been filled on a permanent basis and in most cases have been left unfilled to provide evidence as to whether a post can be deleted.

3.3 CEX Support Services

3.3.1 The admin teams from across the department were relocated to Level 2 of the Civic Centre at the beginning of December 2010 though, initially, staff continued to support the work area that they transferred from. Based on the activities carried out, it was agreed that 3 teams, each with a team leader, would be set up namely Business Improvement and Finance, Postal Services and Admin and Workforce Support. A high level task review was undertaken with similar activities being transferred to the most appropriate team. One of the team leader posts was vacant when the Support Team was created and a temporary appointment was made to that post for a period of 6-8 months from December 2010. This was to ensure that there was capacity to review all tasks and activities in the initial months that the teams were brought together.

3.3.2 Existing supervisory staff were included in the transfer with 2 of the team leader posts being at Band 9 and one at Band 10.

3.3.3 The CEX Dept Admin Review took place after the other departments had centralised their admin functions meaning that lessons learned from their implementation aided the set up of the CEX department support team.

3.3.4 The current business processes and staffing across the section are being reviewed with a target outcome of further centralising functions to achieve economies of scale and cashable efficiencies. CEX Support Services aims and objectives are

1. To provide a professional, highly skilled and effective support services function for all interactions across the department.
2. To provide ongoing cost efficiencies to the Council by streamlining services and standardising best practice.
3. To embed the Business Transformation objectives into day to day operations.
4. To make best use of resources – ie people, technology and buildings, and to provide value for money.

5. To introduce a performance management culture across the function, by providing service managers with regular management information, and ensuring targets and key performance indicators are met.
6. To introduce a staff development scheme providing opportunities for employees and to aid effective succession planning.

3.3.5 A number of corporate projects are currently being undertaken such as postal services and EDRMS. These projects are ongoing over the next 12-18 months and have individual project plans. They should allow further efficiencies to be realised as improved processes are implemented and/or developed.

3.4 **Hartlepool Connect**

3.4.1 Hartlepool Connect was established in 2004, as part of the Council's centralisation agenda and handled over 420,000 customer transactions during 2010/11. Hartlepool Connect aims and objectives are:-

1. To provide a professional, customer focused, centralised contact centre for the majority of inbound interactions for all departments within the Council and its relevant partners.
2. To provide cost efficiencies to the Council by streamlining services with the use of technology, subject to resources, appropriate sign posting to services and providing 'simple' services at first contact.
3. To introduce a performance management culture within the contact centre, providing regular management information to managers and ensuring targets and key performance indicators are met.
4. To promote the contact centre to Hartlepool citizens as the point of contact for the local authority and integrate with partners where appropriate.
5. To improve the customer experience and satisfaction levels regarding interaction with the Council.

3.4.2 Hartlepool Connect is a measurable service that continually seeks to improve upon service standards and performance. Performance and transaction data for this service area is included within its Annual Report. Hartlepool Connect was accredited with the Government's Customer Service Excellence standard in October 2009, and following reassessment in October 2010 has received compliance plus status from the Cabinet Office. To ensure Hartlepool Connect provides a more efficient or improved service than departments can provide themselves, national and local benchmarking data is considered.

3.4.3 A Service Integration and Improvement Programme was developed in 2008 following a data collection exercise as part of NI 14 Avoidable Contact performance reporting. The exercise identified potential services areas that could transfer to Hartlepool Connect during the period 2008 to 2011. The programme took account of services with high volume customer contact and/or high to medium failure demand. When the SDO review programme commenced in 2009 the roll-in programme was amended so that customer contact processes could be considered as part of each SDO review. The current programme is attached at Appendix 1 and is reviewed and updated each year.

- 3.4.4 Efficiencies are realised as part of the service transfer process meaning that there is limited capacity to achieve further savings though work is continuing on channel shifting customers to cheaper channels such as telephone, email and self-service. Other than technology costs, the majority of the budget relates to staffing. Reports from relevant technology are used to develop staff rotas that take account of peaks in service demand across each day, week, month, quarter etc. The systems are developed in-house, partly in conjunction with NIS, to ensure that best use is made of available technology.
- 3.4.5 To ensure Hartlepool Connect provides services at the standards expected by departmental managers across all service areas, the customer service team leaders co-ordinate activities in 'real-time' so that the right number of staff are available for the volume of customers and that turnaround times are not excessive. The current management structure is effectively managing the day to day performance as well as undertaking regular reviews to ensure that the quality of service provided to customers does not fall. The team leaders also actively review service areas and scripting to ensure that the team are able to respond to enquiries as efficiently and effectively as possible by improving and streamlining processes.

3.5 **Registration and Nationality Service**

- 3.5.1 A review of the Registration and Nationality Service has been considered in 3 parts as detailed below.
- 3.5.2 **Relocation and Admin review**
As part of the wider CEX Support Services review, the Registration and Nationality Service support staff transfer was delayed to coincide with the relocation of the Register Office to the Civic Centre. Whilst the service was situated in a separate location, an office management role was required to co-ordinate activities and tasks. Moving the Registration and Nationality Service support team to the Civic Centre and CEX Support Services has identified that most of the office management activities undertaken at Band 8 are no longer required as the staff management elements transferred with the team to one of the existing Support Services team leaders. The Registration Officer, who undertakes the office management role, currently works 2 days per week undertaking the remaining tasks, such as collation and monitoring of performance indicators, providing management information and project work. These types of activity are also carried out by the 2 Support Services teams and this work can be absorbed by those teams.
- 3.5.3 **Initial customer contact transfer to Hartlepool Connect**
Following the move to the Civic Centre, all customer contact activities were reviewed to consider what elements, if any, could transfer to Hartlepool Connect. All initial contacts to make appointments and/or request copy certificates has now transferred to Hartlepool Connect. As is the usual practice, the resource required to deliver this element of customer contact was calculated and one member of the Registrars support team has transferred to the customer service centre. Whilst this did not realise any cashable efficiencies, resilience and

capacity have improved as the whole Hartlepool Connect team are now able to make appointments or process requests for certificates.

3.5.4 Full review of remaining service area

The service was included in the Hartlepool Connect Service Integration and Improvement Programme following the NI14 Avoidable Contact review that identified that this area has high volume customer contact. The service is identified for transfer during 2011-12. Prior to any service transferring to Hartlepool Connect, a full review of all tasks and activities needs to be undertaken. This project has commenced but has not progressed to the anticipated level because of the long-term absence of the service manager. Performance information in relation to customer contacts is now being monitored using the corporate booking system and Hartlepool Connect's queue management and customer relationship management systems. National PIs indicate that Hartlepool operates at a high level in relation to dealing with customers in a timely manner.

3.5.5 There are a number of alternative operational models in operation across the north-east region and nationally. A number of local authorities have transferred the customer contact element of the service to their customer service centres. There is potential to transfer most of the regular customer contact to Hartlepool Connect, which would achieve cashable efficiencies but further work is needed to identify resource requirements and review the activities that would remain in the Registration and Nationality Service to ensure that service standards are not adversely affected.

3.5.6 A full review of the fee structure is required to ensure that all services are being delivered in the most cost effective way particularly in relation to non-statutory services.

3.5.7 The Registrar General's Office (GRO) undertakes a review every 2-3 years. The review is an opportunity to look at good practice, review the methods of service delivery, check technical competency and identify any areas of weakness. A review was undertaken from 1-3 November this year. GRO has produced a draft report and the summary of findings says that –

“Overall, we consider the transformation process to have been positive and conducive to future service development.”

The report identified a number of strengths and good practice in the areas reviewed including effective strategic and operational management, very good performance against key performance indicators and a service delivery model that integrates the registration service and utilises corporate resource and expertise.

3.6 Diversity

3.6.1 The Equality Act is the most significant piece of equality legislation to be introduced for many years. It is there to strengthen protection, advance equality and simplify the law. The Equality Act brings together and significantly adds to

and strengthens a number of previous existing pieces of legislation, including race and disability. One of the key changes is that it extends the protected characteristics to encompass:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

- 3.6.2 The aim of the service is to facilitate how the Council meets the duties set out within the Equality Act 2010 by embedding equality and diversity into day to day service delivery and employment. The Government has reduced the amount of bureaucracy required of public bodies in relation to equality matters meaning that managers are expected to ensure that their service area meets the requirements of the Act.
- 3.6.3 To reflect these changes, the Diversity budget was significantly reduced for 2011-12 to £13,000. The budget is allocated to non-staffing activities mainly being used to fund translation services and to provide external professional support, as necessary, to implement the new legislation across the whole Council.
- 3.6.4 British Sign Language translation services are provided as part of a joint contract with Darlington BC via qualified interpreters. This service was enhanced during 2010-11 when grant funding was provided to pilot the use of video interpreting services for hearing impaired customers. The pilot ran for 12 months and whilst the equipment was welcomed by the deaf community, the system was only used on a handful of occasions. If this pilot was to have continued the approximate costs would be in the region of £3,000 per annum. The limited use of the equipment meant that it was not cost-effective to continue with this service and the equipment was removed in July 2011. A number of staff in Hartlepool Connect have undertaken the basic awareness sign language course with 2 members of the team qualified with a BSL Level 1 certificate. Hearing impaired customers are offered pre-arranged one to one interpretation services via the joint contract with Darlington BC.

3.7 Customer and Support Services Management

- 3.7.1 The Customer & Support Services management team is made up of the Customer & Support Services Manager, a strategic manager position, supported by the Contact Centre Manager, Registration Services Manager and Development & Performance Officer as detailed in Appendix 2.

- 3.7.2 The Contact Centre Manager has responsibility for Hartlepool Connect and CEX Support Services functions including management of 4 large teams made up of 54 members of staff overall. The manager is responsible for co-ordinating the activities of both teams to ensure that optimum performance is achieved. Other responsibilities include development and delivery of the Hartlepool Connect Service Integration and Improvement programme and monitoring the teams' performance. In relation to services provided on behalf of other sections and departments, the Contact Centre Manager is responsible for ensuring that performance information is available to client service managers and for proposing changes that will create efficiencies or improved service delivery.
- 3.7.3 The Registration Services Operational Manager (RSOM) is an operational manager responsible for the Register Office activities and Nationality Checking Service. The Nationality Checking Service is provided on behalf of the Office of Immigration Control. The RSOM is responsible for 2 fte staff and is also formally appointed as the Superintendent Register, which is a statutory position required by the Registrar General.
- 3.7.4 An existing customer services Development & Performance Officer undertakes a wide ranging technical/specialist role. Key elements of this role are to reflect changes in technology, implement service changes, develop customer care skills, etc, for 54 members of permanent and cover staff. Activities include business analysis in relation to services transferring to Hartlepool Connect, developing relevant systems to enable staff to deliver a wide variety of service requests, production of management information and collation of performance statistics across the whole section and more widely both nationally and across the Tees Valley. This role has no responsibility for staff though staff training is delivered as part of the job. Training is developed and delivered both within the department and more widely across the Council and, in particular, the corporate customer service course.
- 3.7.5 Project work aimed at achieving efficiencies is undertaken by each member of the management team.
- 3.7.6 The review has identified that some activities previously undertaken by one team have transferred to another team in particular across the Registration team, Hartlepool Connect and CEX Support Services. Opportunities also exist to transfer further customer activities currently undertaken by staff within teams to Hartlepool Connect to realise efficiencies. These changes mean that it may be possible to combine activities and reduce these 3 posts into 2 posts. A full review of all roles would be required to consider where specific responsibilities and activities would best fit.

4. RECOMMENDED SAVINGS

4.1 CEX Support Services – £83,000

- 4.1.1 The temporary team leader post was reviewed in May 2011 and a decision made to split the Admin and Postal Services activities across

the other 2 teams with effect from July 2011. The admin activities and staff transferred to the Business Improvement and Finance team and the postal services activities to the Workforce Support team. These 2 teams are working well and it is proposed to delete one team leader post at Band 9 equating to a saving of £29,000. When setting up CEX Support Services, it was agreed that the Band 10 Team Leader post would be reviewed as it is an anomaly within the Support Services functions. That review is being undertaken in conjunction with the JE team and early indications are that this post should be regraded to Band 9. This will produce a further saving of £4,000. One member of staff will be affected by this regrading and standard protection in line with the SSA will apply costing £4197 pa x 3 years. The protection amount will be funded from existing resources.

£33,000

Risk to Savings Delivery – Low

- 4.1.2 Centralising the finance related activities across the Chief Executive's department has allowed economies of scale to be realised and it is therefore proposed that one post at Band 7 can be deleted resulting in a saving of £23,000. One post at this grade is currently vacant.

£23,000

Risk to Savings Delivery – Low (already achieved)

- 4.1.3 Support provided to managers/officers across the department in relation to checking and updating annual leave and flexi sheets and printing emails, agendas and meeting papers has ceased making it is possible to achieve a saving by decreasing the staffing provision at Band 6. A member of the team has requested and is now working reduced time equivalent to 0.4 fte hours, creating a saving of £9,000.

£9,000

Risk to Savings Delivery – Low (already achieved)

- 4.1.4 In order to ensure that apprentices reach the required standard to pass their NVQ, support is needed from team leaders and managers. With reduced management capacity, it is proposed that the 2 remaining vacant apprenticeship posts are not filled this year. When the 4 remaining HBC apprentices complete their scheme next year, assuming that the partnership with HCFE is successful, additional apprentices could be offered placements as the costs are less than the existing Council scheme. In light of new partnership arrangements with HCFE a reduction in the apprenticeship budget by £18000 can be achieved whilst we would continue to support 6 apprentices.

£18,000

Risk to Savings Delivery – Low (already achieved)

4.2 Hartlepool Connect – £13,000

- 4.2.1 Hartlepool Connect as the customer service centre for the Council uses technology to deliver its services. The technology is utilised within the contact centre and also by service areas to provide job sheets and record outcomes of service requests that can be used by Hartlepool Connect staff to update customer enquiries. The technology was upgraded in April 2010 and, as part of that project, scripting knowledge and skills were transferred from the software provider to the Development and Performance Officer and NIS staff. This knowledge has been used to develop service provision and implement a number of service transfers and upgrades to existing services. Whilst some of the more complex activities will still need to be delivered by the software provider, the technology development budget can be reduced by £10,000 as the skills are now available from the in-house team.

£10,000Risk to Savings Delivery – Low

- 4.2.2 The uniform provision for Hartlepool Connect staff is not fundamental to successful service delivery. The team have proposed that rather than reducing a staffing budget, their preference is to reduce or remove the non-staffing budget relating to uniform provision. They are willing to follow a standard dress code that continues to portray a professional image. The costs of uniforms can then be saved from the budget provision making a saving of £3,000.

£3,000Risk to Savings Delivery – Low**4.3 Registration & Nationality Service – £12,000**

- 4.3.1 The admin review of the Registrars service highlighted that there are limited activities required by the Registration Officer graded at Band 8. These activities can be transferred to CEX Support Services team thereby realising a saving of £10,000. One member of staff would be a risk of redundancy though they are currently working past normal retirement age. This arrangement expires at the end of March 2012. The costs of redundancy are approximately £3,400.

£10,000Risk to Savings Delivery – Medium

- 4.3.2 In line with 4.2.2 above, the uniform provision for the Registration and Nationality Service is not fundamental to successful service delivery. It is proposed that the team will adopt the Hartlepool Connect practice and follow a standard dress code to continue to portray a professional image meaning that the costs of uniforms can be saved from the budget provision making a saving of £2,000.

£2,000

Risk to Savings Delivery – Low

4.4 Diversity – £3,000

- 4.4.1 During the grant-funded pilot project in relation to the sign video equipment, £3000 was earmarked as a commitment from the Diversity budget to cover the costs of the equipment if it was fully utilised by the deaf community. This amount would be required to cover the costs of the monthly service provision for the service. As this service is no longer being provided, the commitment can be released as a £3,000 saving.

£3,000

Risk to Savings Delivery – Low

4.5 Customer & Support Services Management – £36,000

- 4.5.1 The review of each service area has resulted in some activities being transferred from one team to another and some activities ceasing or being undertaken in more efficient ways. This reallocation of roles and reduction in some activities means that it may be possible to combine the 3 management roles of Contact Centre Manager (Band 13), Registration Services Manager (Band 12) and Development & Performance Officer (Band 11) into 2 posts. To identify the approximate level of saving that may be possible Band 12 has been used as the median point. A reduction at Band 12 would result in a saving of £41,728 however some of this saving may need to be retained to take account of any potential regrading costs that arise because of the reallocation of duties across the remaining 2 posts. A pay band increase on either of the remaining posts would equate to an additional cost of approximately £5,000 resulting in a net saving of around £36,728. One post holder would be at risk of redundancy with maximum costs in the region of £20,000 if there was no suitable redeployment opportunity for the displaced manager.

£36,000

Risk to Savings Delivery – Medium

4.6 Customer and Support Services Savings Proposals

Proposal	Saving £
CEX Support Services	83,000
Hartlepool Connect	13,000
Registration and Nationality Service	12,000
Diversity	3,000
Customer Services (Management)	36,000
Customer and Support Services Total	£148,000

4.7 An equality impact assessment is attached at Appendix 3.

5. OTHER OPTIONS CONSIDERED

5.1 CEX Support Services

- 5.1.1 CEX Support Services is predominantly a back office service utilised by all divisions across the CEX department. The service also provides back office support to the Council's customer services function. If this service was not available, technical/strategic officers would be required to undertake administrative tasks and activities.
- 5.1.2 The ongoing review of the support service function has already identified areas where support will cease. The task and activity review will continue and corporate projects across the 3 departments will realise further efficiencies. There would be an impact on services if this function is removed by 'shunting' work carried out by the central teams. However, work is continuing to find more efficient ways of undertaking activities or stopping them altogether.
- 5.1.3 Further efficiencies could be achieved by closer working across the 3 departmental support service sections. Whilst the 3 managers of these services are working together on some corporate projects and activities, there may be more opportunities to create economies of scale and more efficient working practices by each team specialising in a particular area of activity. This has been discounted at present as it is too early in the process. We need to consolidate within departments first and then find optimum ways of 'sharing'.
- 5.1.4 There is a proposal to delete 2 apprentice posts as detailed at item 4.1.4. Consideration was given to removing all apprentice jobs though this was discounted in order to provide opportunities for young people to gain experience, qualifications and develop in their working lives.
- 5.1.5 Scanning information provided by customers on the front line has been proposed and is supported by the Corporate ICT team in relation to the EDRMS project. Once implemented, staffing efficiencies will be achievable as current

photocopied documents will not require scanning. This project will be progressed once scanning equipment is installed and operational.

5.2 Hartlepool Connect

- 5.2.1 The ICT, Revenues and Benefits Procurement exercise may impact upon existing staffing levels and contractual arrangements. If the customer service element is outsourced then Hartlepool Connect may lose a percentage of its workforce. On that basis, it would not be prudent to review staffing levels further until the outcome of the procurement exercise is known. Real-time assessment and transfer of the Revenues & Benefits telephone service was considered but discounted at this stage until the tender exercise is complete.
- 5.2.2. Internal training for all Hartlepool Connect staff could be provided by the Development and Performance Officer which would remove/reduce the requirement for a training budget. This was discounted as it would limit the possibility of staff gaining an externally accredited qualification.
- 5.2.3 Software is now available to automate switchboard calls. Further information is required to quantify the number of calls that could be automated to consider whether there is a business case for this project. Early indications identify that staffing efficiencies could be achieved by implementing this system if more than 60% of calls could be handled automatically.
- 5.2.4 As the CRM system is capable of being developed further, we could pursue an income generation stream by offering our services to Housing Hartlepool, HVDA and others once Council services have been prioritised for transfer. This could be in relation to use of CRM technology and/or provision of services.
- 5.2.5 Most customer service centres are local to their area in order that they can take account of local issues. We could consolidate services by implementing an extended roll-in programme that includes transferring all calls and face to face enquiries to Hartlepool Connect. Further consideration can then be given to the possibility of delivering services in community premises such as libraries, schools etc.
- 5.2.6 Channel shifting customers to cheaper channels such as mobile phones and self-service will reduce calls that need to be dealt with in 'real time'. Corporate ICT are currently investigating text messaging services to reduce the number of letters/reminders issued. We are currently considering the methods of collecting and storing mobile phone numbers and email addresses. Further investigation is needed into possible use by Hartlepool Connect before efficiencies can be realised.
- 5.2.7 Any further savings would impact on:-
1. longer waiting times with less staff at peak times/periods
 2. changes to key processes involved
 3. changes to staffing structures

- 4. changes to operating costs including staffing
- 5. Benchmarking to identify best practice and alternative delivery methods

5.3 Registration & Nationality Service

- 5.3.1 Benchmarking with other local authorities has identified that alternative delivery methods are currently under investigation across the region and nationally. Visits have been undertaken to Northumberland, Darlington and Stockton where different models are in operation. There are opportunities to collaborate with other local authorities in relation to the statutory services that are provided though further work is required prior to a business case being produced.
- 5.3.2 Work is ongoing in relation to the proposed transfer of specialist registration activities to Hartlepool Connect. This will achieve efficiencies by reducing the number of specialist officers within the Registration Service.
- 5.3.3 The service also delivers a number of non-statutory services including nationality checking, naming ceremonies, and renewal of vows. These service areas are being fully reviewed to ensure that there is a business case to continue delivering all or some of them as an income generation stream.

6. FEEDBACK FROM TRIPARTITE MEETING

- 6.1 The Tri partite meeting considered the report on 16 November 2011.
- 6.2 The meeting considered the report at length and noted the proposed savings of £148,000. Some concern was expressed at the proposed £3,000 reduction in uniform provision for Hartlepool Connect Staff and £2,000 in respect of the Registration and Nationality Service Staff. The teams had proposed that they follow a standard dress code to continue to portray a professional image meaning that the costs of uniform could be saved from the budget provision. Members requested that further discussions with staff take place regarding ceasing the uniform provision and moving to a standard dress code.
- 6.3 Following the meeting, the Customer & Support Services Manager discussed this provision with the staff that are currently provided with uniforms. The staff confirmed that when the savings review was discussed at a team meeting held earlier this year they agreed that they would be willing to follow a standard dress code in order to save the uniform budget rather than making a saving from the staffing budget. Uniforms are provided every 18 months to 2 years and staff have recently been provided with replacement articles. Prior to any formal discussions taking place, staff have proposed that they continue to wear black skirts, trousers and jackets with white shirts, blouses and tops. The Council will continue to provide scarves, ties and badges.
- 6.4 Several further questions were asked, but no adverse comments regarding the proposed savings were raised, the meeting indicated their agreement to endorse

the recommendations contained within the report which Cabinet would be asked to approve.

7. RESPONSE FROM SCRUTINY CO-ORDINATING COMMITTEE

7.1 Scrutiny Co-ordinating Committee considered the report at their meeting on 11 November 2011. During consideration of the proposals identified, Members made the following comments:-

- i) An outline of the proposals are set out in the report above;
- ii) Members raised the issue of the Council's agreement with the College for the recruitment of apprentices from those signed onto their courses and were advised of its affect in:
 - i) Reducing costs (allowing the number of placements to be increased);
 - ii) Increasing opportunities
 - iii) Enabling the continued delivery of the scheme across the council given the lack of in- house resources now available following the 50% reduction in the Organisational Development Team (who had previously provided all support re recruitment and management of apprentices).
- iii) Members were concerned regarding the debarring of those not on college courses from becoming apprentices and were advised that under previous arrangements young people had been required to satisfy the Council's own qualification requirements. As such, the situation was no different, in that the college requires young people to have set qualifications to qualify for courses. Whilst Members noted this, they remained concerned about the lack of access for those who were not academically minded and requested that the Regeneration and Economic Development and Skills / Children's Services / Adult's and Public Health Services Portfolio Holders be asked what are they doing collectively to ensure a clear pathway of access to job opportunities (including apprenticeships) for all young people in Hartlepool. The Committee requested a written response. It was also suggested that other avenues should be explored for the provision of modern apprenticeships to the local authority, including the Adult Education Service and a number of external providers.

8. RECOMMENDATIONS

8.1 For Cabinet to approve the proposed savings from the Customer & Support Services Section of the Chief Executive's Department.

9. REASONS FOR RECOMMENDATIONS

The Business Transformation Programme 2 is planned to deliver total savings of £5.3m towards the £6.6m budget deficit for 2012/13. This report details

contribution of Customer & Support Services towards the required savings. It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT Programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the authority to balance next year's budgets.

10. BACKGROUND PAPERS

None

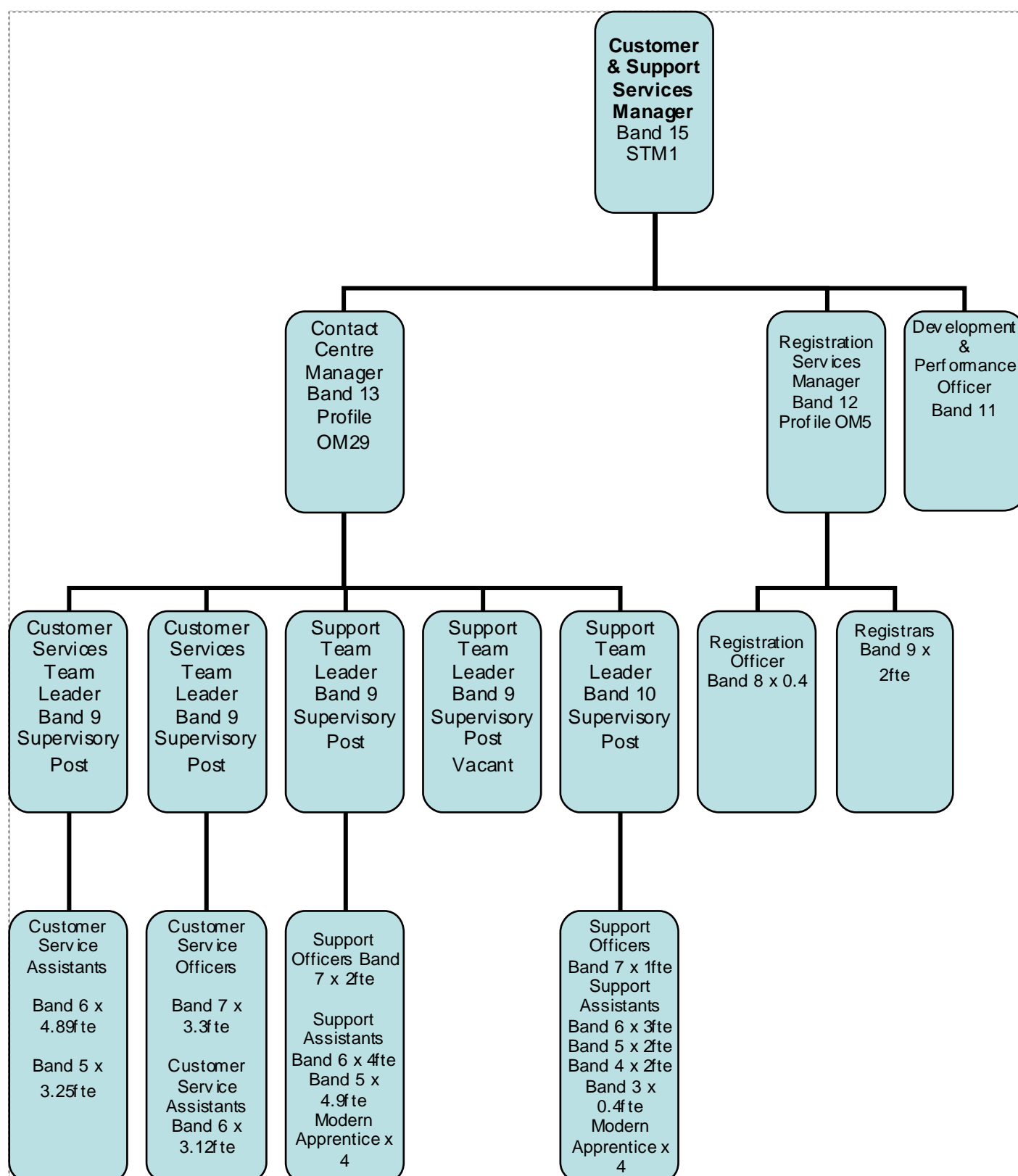
11. CONTACT OFFICER

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Hartlepool Connect
Service Integration & Improvement

Item No	Actions	Milestone	Status
1	Develop and roll out corporate Change of Address service	July 2011	Complete
2	Service desk scanning at source (R&B)	Dec 2011	Ongoing
3	Parking Services telephony renewals	July 2011	Complete
4	Implement phase 1 of Room Booking system (replace Integrated Resources)	June 2011	Delayed – software issues
5	Upgrade Qmatic software and investigate CRM integration	Oct 2011	Complete
6	Develop and implement phase 2 of Room Bookings (roll out to other rooms)	Sep 2011	Delayed – software issues
7	Review and integrate Registrars Service	Dec 2011	Ongoing
8	Environmental Waste bookings migration to corporate system	Mar 2012	Ongoing
9	Environmental Waste route optimisation project	Mar 2012	Ongoing
10	Review and integrate Public Protection Service	Mar 2012	Ongoing
11	Blue Badge Reform	Mar 2012	Ongoing
12	Review and integrate Allotment Service	Mar 2012	Ongoing
13	Review and integrate ITU Customer Service Element	Mar 2012	Ongoing
14	CRB / Resource Link migration	Dec 2011	Ongoing
15	Post – scanning at source	Dec 2011	Ongoing

Appendix 2



Appendix 3

Impact Assessment Form

Team restructure – deletion of and reduction in full-time equivalent posts

Department	Division	Section	Owner/Officer
Chief Executive	Customer & Workforce Services	Customer & Support Services	Christine Armstrong
Function/Service	Restructure and reduction of ftes in Customer & Support Services Management Team, reduction in number of fte staff within Support Services. The restructure is needed to meet the target saving identified for the section's service review.		
Information Available	Workforce statistics/profile, job descriptions of affected posts, job evaluation information, National regional workforce statistics, Hartlepool Fact-file statistics , regional comparative data.		
Relevance <i>Identify which strands are relevant to the area you are reviewing or changing</i>	Age		
	Age is a relevant factor in relation to this staffing restructure as the age profile across the team is 18-68 years		X
	Disability		
	Gender Re-assignment		
	Race		
	Religion		
	Sex		
	Current profile of the team is 10.9% male/89.1% female		X
	Sexual Orientation		
	Marriage & Civil Partnership		
	Pregnancy & Maternity		
Information Gaps	The consultation process has not yet started. Need to ensure corporate procedures are followed in line with the periods for consultation and communication with staff. Work with HR and Unions to ensure equality strands are considered.		
What is the Impact	<p>The majority of workload from the management post will be distributed amongst the remaining members of that team. The reduction in posts and hours within Support Service is a result of more efficient processes being implemented and the remaining tasks have been distributed across the Support Service teams.</p> <p>The profile of affected staff is not significantly different from the overall profile of the service area. It is likely that voluntary/compulsory redundancy may result in higher numbers of older and disabled employees leaving the Authority. Depending upon which member of the management team is unsuccessful in gaining a post, the proposed changes would result in a minor change to the team's gender profile.</p> <p>The proposal will not have any noticeable effect on service delivery</p> <p>No adverse equality impact identified.</p>		

Aim 1: Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.			
Corporate HR policy's will be adhered to and the corporate Redundancy Selection Criteria will be followed to ensure a fair and equal process is adopted			
Aim 2: Advance Equality of opportunity, between people who share protected characteristics and those who don't.			
n/a			
Aim 3: Foster good relations between people who share a protected characteristic and those who do not share it.			
n/a			
Addressing the impact	1. No Major Change - The proposal is robust there is no potential for discrimination or adverse impact. All opportunities to promote equality have been utilised through the adoption of corporate HR policy's		
	2. Adjust/Change – n/a		
	3. Continue as is – n/a		
	4. Stop/Remove – n/a		
Action identified	Responsible Officer	By When	How will this be evaluated?
Ensure support is provided to employees at risk of redundancy	Christine Armstrong	Immediately following Cabinet decision	On a 1-1 basis with individuals
Date sent to Equality Rep for publishing		24 November 2011	
Date Published (equality rep to enter date)		24 November 2011	

CABINET REPORT

5 December 2011



Report of: Acting Chief Executive

Subject: PUBLIC HEALTH IN HARTLEPOOL: FUTURE
OPTIONS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this paper is to inform Cabinet of the potential role and function of public health across Hartlepool. The paper will propose a future direction of public health in the light of the Public Health White Paper 'Healthy People Healthy Lives' November 2010. This will include a transition plan for the transferring of responsibility for public health from Hartlepool Primary Care Trust (PCT) to Hartlepool Council.

2. SUMMARY OF CONTENTS

- 2.1 To remind Cabinet of the role and function of public health and to propose options regarding the role of the Director of Public Health. The paper will also illustrate opportunities for joint working across Tees Valley and potentially across the North East.

3. RELEVANCE TO CABINET

- 3.1 The local authority will, by 2013, be responsible for public health and this is part of the transition process.

4. TYPE OF DECISION

- 4.1 Non-key. For information.

5. DECISION MAKING ROUTE

- 5.1 Cabinet on 5 December 2011.

6. DECISION(S) REQUIRED

- 6.1 It is recommended that Cabinet request a transitions team of officers is established including finance, contracting, human resources and public health staff, to work with the Primary Care Trust to understand the implications for Hartlepool Local Authority of public health transition. This will include considering existing contracts and service level agreements for public health services and implications for the Local Authority.
- 6.2 It is recommended that in the light of the options appraisal undertaken across Tees Valley Councils in section 4.2, that Cabinet offer a view regarding the removal of the Assistant Director of Health Improvement post in favour of the creation of a Hartlepool Director of Public Health post.
- 6.3 It is recommended that Cabinet note that there is an expectation in the Command Paper 2011 for Public Health, that the Director of Public Health is a member of Corporate Management Team and public health is a corporate function accountable to the Chief Executive.
- 6.4 If 6.2 and 6.3 are agreed, it is recommended the process for recruiting a Director of Public Health is commenced. It is recommended that Cabinet note that this is until 2013 an NHS recruitment process and so will be led by NHS Hartlepool. Consequently there are human resource issues to be discussed with NHS Hartlepool regarding the removal of the Assistant Director of Health Improvement post from both organisations management arrangements. It is recommended this process begins early as past experience shows that recruiting a Director of Public Health can be a time consuming process given the involvement of external bodies e.g. Faculty of Public Health.
- 6.5 It is recommended that Cabinet agrees to receive a comprehensive transition plan for public health by middle of January 2012 prior to submission to the Regional Director of Public Health for approval.

Report of: Acting Chief Executive

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2. WHAT IS PUBLIC HEALTH? ROLE AND FUNCTION

- 2.1 The Faculty of Public Health are the body who ensure professional standards in public health practice and advocates three key domains of public health practice:

Health Improvement

- Inequalities
- Education
- Housing
- Employment
- Family/community
- Lifestyles
- Surveillance and monitoring of specific diseases and risk factors

Improving services

- Clinical effectiveness
- Efficiency
- Service planning
- Audit and evaluation
- Clinical governance
- Equity

Health Protection

- Infectious diseases
- Chemicals and poisons
- Radiation
- emergency response
- Environmental health hazards

2.2 The nine key areas for public health practice are:

- Surveillance and assessment of the population's health and wellbeing;
- Assessing the evidence of effectiveness of health and healthcare interventions, programmes and services;
- Policy and strategy development and implementation;
- Strategic leadership and collaborative working for health;
- Health Improvement;
- Health Protection;
- Health and Social Service Quality;
- Public Health Intelligence;
- Academic Public Health.

2.3 Across Hartlepool and in partnership with other PCTs across Tees and the North East, there are existing structures, processes, capacity and resources to deliver the nine key areas of practice covering the three domains.

2.6 The remainder of this paper will propose a model for leading and delivering on public health post 2013.

3. WHAT WILL PUBLIC HEALTH IN THE LOCAL AUTHORITY MEAN?

3.1 Policy context

The White Paper '**Equity & Excellence**' presaged major changes in the arrangements for the delivery of public health functions in England and the Government's intended changes were further developed in the Public health Consultation Paper '**Healthy Lives, Healthy People: our strategy for Public Health in England**' (November 2010).

Key proposed changes are:

- PCTs and SHAs are to be abolished by April 2013;
- Responsibility for strategic planning and commissioning of NHS services is proposed to transfer to the NHS Commissioning Board (NHSCB) and Clinical Commissioning Group (CCG);
- Responsibility for health improvement and health protection is to be retained by the Secretary of State to be discharged through Public Health England (PHE). (This may include commissioning of some public health services through the NHSCB);
- Local Authorities (LAs) are to be given a statutory duty and a ring-fenced budget to improve and protect the health of their populations;
- Local Authorities are to establish statutory Health and Wellbeing Boards (HWBs) responsible for Joint Strategic Needs Assessments (JSNA) and high-level Strategic Plans for Health and Wellbeing.

3.2 Public Health Outcomes

The White Paper proposes a new public health outcomes framework. It will set out a high-level vision and outcomes, along with a number of possible indicators across five domains, reflecting the breadth of Public Health England's mission

- Domain 1 – Health protection and resilience: protecting people from major health emergencies and serious harm to health;
- Domain 2 – Tackling the wider determinants of ill health: addressing factors that affect health and wellbeing;
- Domain 3 – Health improvement: positively promoting the adoption of 'healthy' lifestyles;
- Domain 4 – Prevention of ill health: reducing the number of people living with preventable ill health; and
- Domain 5 – Healthy life expectancy and preventable mortality: preventing people from dying prematurely.

3.3 Public health functions transferring from PCT to local authorities

Mandated functions

The Health and Social Care Bill allows the Secretary of State to prescribe that certain services should be commissioned or provided by local authorities, and certain steps taken. *Healthy Lives, Healthy People: update and way forward 2011* set out why and how the Government intends to use these powers. We said:

“Wherever possible, we wish to transfer responsibility and power to the local level, allowing local services to be shaped to meet local needs. But there are some circumstances where a greater degree of uniformity is required. With this in mind, the Health and Social Care Bill allows the Secretary of State to prescribe that certain services should be commissioned or provided by local authorities, and certain steps taken. We consulted on which services should be prescribed in this way. Our decisions have been guided by the following principles. We will require local authorities to deliver or commission particular services where:

- *services need to be provided in a universal fashion if they are to be provided at all (this is particularly relevant to health protection, because if certain health protection services are not provided in a universal fashion, or not provided at all, there may be risks to population health and wellbeing);*
- *the Secretary of State is already under a legal duty to provide a certain service, but in practice intends to delegate this function to local authorities. Mandation will ensure that these obligations are met;*
- *certain steps that are critical to the effective running of the new public health system.*

“Reflecting on the consultation responses and following the above principles, we plan to prescribe that local authorities deliver the following services or steps:

- *appropriate access to sexual health services;*
- *steps to be taken to protect the health of the population, in particular, giving the Director of Public Health a duty to ensure there are plans in place to protect the health of the population;*
- *ensuring NHS commissioners receive the public health advice they need;*
- *the National Child Measurement Programme;*
- *NHS Health Check assessment;*
- *elements of the Healthy Child Programme.”* [paragraphs 2.19-2.20]

It can be seen from the extract above that mandation is not intended to identify some services as more important than others. We expect all local authorities to tackle the key local health improvement issues, but their strategies will be determined by local needs rather than central diktat. Rather the issue is that in some areas greater uniformity is required. Below we provide more detail on each of the above areas. We plan to lay draft regulations in [mid 2012] before making final regulations later that year’

Public health topic	Proposed activity to be funded from Public Health budget
Sexual health	Testing and treatment of sexually transmitted infections, fully integrated termination of pregnancy services, all outreach and preventative work
Immunisation against infectious disease	School immunisation programmes, such as HPV.
Seasonal mortality	Local initiatives to reduce hospital admissions and seasonal excess deaths
Accidental injury prevention	Local initiatives such as falls prevention and reducing childhood injuries
Public mental health	Mental health promotion, mental illness prevention and suicide prevention
Nutrition	Locally led initiatives
Physical activity	Local programmes to reduce inactivity; influencing town planning such as the design of built environment and physical activities role in the management / prevention of long term conditions
Obesity programmes	Local programmes to prevent and treat obesity, e.g. delivering the National Child Measurement programme; commissioning of weight management services
Drug misuse	Drug misuse services, prevention and treatment
Alcohol misuse	Alcohol misuse services, prevention and treatment
Tobacco control	Tobacco control local activity, including stop smoking services, prevention activity, enforcement and awareness campaigns
NHS Health check	Assessment and lifestyle interventions

Health at work	Local initiatives on workplace health and responsibility deal
Prevention and early presentation	Behavioural/ lifestyle campaigns/ services to prevent cancer, long term conditions, campaigns to prompt early diagnosis
Children's public health 5-19	The Healthy Child Programme for school age children, school nurses, health promotion and prevention interventions by the multi professional team
Community safety and violence prevention and response	Specialist domestic violence services that provide counselling and support services for victims of violence including sexual violence
Social exclusion	Support for families with multiple problems, such as intensive family based interventions
Dental Public Health	Targeting oral health promotion strategies to those in greatest need.

- 3.4 There are already existing contracts and service level agreements in place for many of the services and functions that will become the responsibility of the Local Authority. The transfer of responsibility from the PCT to the Local Authority for the commissioning of these services is a complex process. However, the PCT has recently had to send to the Department of Health a financial return that has been shared with the Local Authority regarding the current level of spend in most of the areas listed above. Given the complexity of the identifying existing spend, contracts service level agreements, it will be necessary to establish a small team of finance, contracting and public health staff to work with the PCT to understand the implications for Hartlepool and to develop sound plans to transfer these responsibilities. This will compliment the existing PCT transition process that is in place to closedown the PCT by 2013. This will allow for a legacy and audit process that will be robust and minimise service provision.

4. PUBLIC HEALTH IN HARTLEPOOL LOCAL AUTHORITY?

Leadership

- 4.1 "Healthy People Healthy Lives – Our Strategy for Public Health in England" sets out a vision for the future of public health and also the role of the Director of Public Health (DPH).

'We have heard and recognise concerns about the future qualifications, status and independence of Directors of Public Health. Our response is clear. Directors of Public Health will be employed by local authorities, but the appointment process will be joint with Public Health England, who will be able to ensure that only appropriately qualified individuals are appointed, and will continue to provide them with professional support and advice. It is a matter for local authorities to determine the precise detail of their own corporate management arrangements, however, given the importance of these new

local authority public health functions, the leadership position of the DPH in the local community and the critical health protection functions to be carried out by the DPH on behalf of the local authority, we would expect the DPH to be of Chief Officer status with direct accountability to the Chief Executive for the delivery of local authority public health functions. We will discuss with local government and public health stakeholders how best to ensure that the Director of Public Health has an appropriate status within the local authority, in line with the position of the Directors of Children's Services and Adult Social Services'. Page 13.

- 4.2 The Regional Director of Public Health has been working with the Chief Executives from the Local Authorities across Tees Valley to identify options for appointing or covering the functions of Directors of Public Health in each Council.

The following options that have been explored are listed below:

Option 1 Each Local Authority employs own Director of Public Health (DPH) without an Assistant Director of Health Improvement

Based on current NHS costs with 20% on costs included total is £120,000

Option 2 Each Local Authority employing own DPH supported by an Assistant Director of Health Improvement

Based on current NHS costs with 20% on costs total for Director of Public Health is £120,000

Based on current NHS costs with 20% on costs total for an Assistant Director is £96,000

Total cost for this option is £216,000

Option 3 Two Local Authorities sharing a DPH and each having an their own Assistant Director of Health Improvement

Each local Authority would pay half the cost of the DPH (£60,000) plus the £96,000 for each to employ their own Assistant Director of Health improvement.

The cost for this option is £156,000 per authority.

Option 4 Three Local Authorities sharing a DPH and each having an their own Assistant Director of Health Improvement

Each local Authority would pay a third of the costs of the DPH (£40,000) plus the £96,000 for each to employ their own Assistant Director of Health improvement.

The cost for this option would be £136,000

Therefore for Hartlepool the most cost effective option is option 1 to employ own Director of Public Health without an Assistant Director of Health Improvement.

It is noteworthy that the cost of the DPH in the future is anticipated to come from the ring fenced public health budget in each Local Authority. Currently each of the Tees Local Authorities contributes funding to a DPH / AD post from mainstream council resources.

- 4.3 In order to make a recommendation regarding the most desirable option for Hartlepool other than based on cost, **APPENDIX 1** outlines the opportunities and challenges of sharing a Director of Public Health post. On balance assessing the opportunities and challenges it would seem that employing one Director of Public Health for Hartlepool would be the most efficient and cost effective option.
- 4.4 The option appraisal undertaken by the Tees Valley Chief Executives also recommends that each of the Tees Valley Local Authorities employ their own Director of Public Health.
- 4.5 In order to resource this post it is proposed that the post of Assistant Director of Health Improvement is removed from the structure and the resources used to fund this post are utilised to fund the post of the Director of Public Health from the ring-fenced public health budget by 2013. It should be noted however that there is a specific recruitment process required to recruit a Director of Public Health as this must be done jointly with the Faculty of Public Health or emerging Public Health England to ensure the successful candidate is 'suitably qualified'. The current recruitment process for Directors of Public Health is through the NHS. There are also human resource implications for the current Assistant Director of Health Improvement (who is an NHS employee) if this post is deleted from the structure as they currently work to support public health in NHS Hartlepool who also fund 50% of this post.

Public Health Delivery

- 4.6 There is an existing small locality team for public health in Hartlepool comprising of the following:

Job Title	Funding Stream
Head of Health Improvement	Mainstream Primary Care Trust
Health Development Worker – Young People	Mainstream Primary Care Trust Temporary contract -Mainstream Primary Care Trust
Resource Officer	Mainstream Primary Care Trust
Public Health Secretary	Mainstream Primary Care Trust
Emergency Planning	Mainstream Tees Primary Care Trust
Teenage Pregnancy Co-ordinator	Early Intervention Grant 11/12 Secondment which finished on 31.3.12 to return to substantive post within Health Improvement Team
Teenage Pregnancy Advisor	Early Intervention Grant 11/12 Permanent Post
Teenage Pregnancy Advisor	Early Intervention Grant 11/12 Permanent post
Health Improvement Capacity Building Lead	Temporary – Mainstream Primary Care Trust
Alcohol Lead (Adults)	Non recurring Primary Care Trust Funding
Nutritionist	Non recurring Primary Care Trust Funding (HBC employed)

- 4.7 It is essential that there is a local Hartlepool presence for public health with a focus on health improvement initiatives and engaging with local communities. This team is principally involved in the key domain of health improvement and tackling inequalities at a local level. It is proposed that once the level of the ring-fenced public health grant is known and associated human resources framework for transferring these staff to Local Authority employment that the work portfolios in this team are reviewed to ensure they are meeting the needs of the new responsibilities of the Local Authority.
- 4.8 The current local authority public health structure currently includes the commissioning of drug and alcohol services. Since April 2011, the drug and alcohol commissioning function transferred from Department of Neighbourhood and Regeneration to the management of Public Health in the Local Authority.
- 4.9 The Drug and Alcohol Commissioning Team is currently funded from a non recurring nationally allocated grant through the national Treatment Agency (NTA) and Home Office funded Drug Intervention Programme. It is proposed that the National Treatment Agency will be subsumed into Public Health England and that the resourcing of drug and alcohol services will be commissioned through the proposed ring-fenced public health budget. The DIP funding will be determined through the soon to be created Police and

Crime Commissioner. It should be noted that if these external resources are not forthcoming in the future there will be significant staff and service risks. Discussions are on going as to how to mitigate against these risks, however, the impact is potentially significant should resources not be forthcoming or reduced.

- 4.10 It is proposed that given that Public Health England will have responsibility for drugs and alcohol in the future arrangements and that the resources will come from a public health grant that the management of drug and alcohol commissioning remains under public health.
- 4.11 Within Hartlepool Local Authority there is arguably one other service that directly delivers critical health protection. This service is Public Protection. It is proposed that options for how best this service links with public health within the authority and routes of accountability in the light of the statutory responsibilities are more fully explored. An initial meeting has taken place to explore this through the Assistant Director (s) of Health Improvement, Neighbourhood Management and Regeneration and Planning which focused on preserving the current structures, but recognised that measures would need to be in place to ensure full corporate management accountability. . A full option appraisal will be completed on this by the middle of December. This option appraisal will take into account the creation of Public Health England and the subsuming of the Health Protection Agency (HPA) into this new Executive Agency. This is critical given the role of Public Protection with the current HPA in relation to communicable disease.
- 4.12 It is also noteworthy that workplace health is also funded currently by NHS Hartlepool but provided through Hartlepool Borough Council. The current workplace health co-ordinator works as a virtual member of the public health team but is managerially accountable to the Chief Customer and Workforce Officer. This is a key function of public health in the future and so the strong links to public health need to be maintained. A full options appraisal will be completed on by the middle of December as to how best this service can be delivered in the future.

5. WHAT IS ALREADY SHARED ACROSS TEES FOR PUBLIC HEALTH AND WHAT COULD BE SHARED ACROSS LOCAL AUTHORITIES IN FUTURE?

- 5.1 Public Health is currently hosted within the NHS through the Primary Care Trust (PCTs). The 4 PCTs across Tees work on a shared management arrangement. The following public health functions are provided to support the 4 locality public health teams:

- Public health intelligence;
- Infection control;
- Emergency planning (including flu pandemic);
- Screening;
- Immunisations;
- Seasonal flu;

- Dental public health;
- Research;
- Health equity audit;
- Health needs assessments;
- Oral health needs assessment ;
- Health impact assessment ;
- Cancer –early detection and awareness;
- Cardiovascular disease;
- Sexual health;
- Commissioning obesity services;
- Respiratory disease;
- Long term conditions;
- Public health input into funding.

5.2 The cost of sharing function for NHS Hartlepool is approximately £185,000 which includes the expertise of public health consultants, epidemiologists, nurses, dental consultant and public health specialists.

5.3 The functions that the Tees Public Health Team fulfils are mostly clinical and technical public health. This team delivers evidence-based population programmes to improve and protect the health of the population. The team is best placed in the future to ensure the third domain of public health 'population health care and improving services' is delivered. Given the size of the Hartlepool population, this is an area where economies of scale can be achieved by working with other authorities. Therefore, it is proposed that post-2013 the Local Authority commissions these services on a shared basis with other Local Authorities preferably across Tees or Tees Valley. These services will need to be hosted by one of the Local Authorities still to be determined.

5.4 The work undertaken by the Tees Valley Chief Executives also supports sharing a wider public health function across Local Authorities.

6. WHAT CAN BE DONE ON A SUPRA LOCAL AUTHORITY BASIS (BEYOND TEES VALLEY)?

6.1 There are also public health services that are currently commissioned or resources to participate in are committed to on a much wider scale than just the Tees Local Authorities. This includes the following:

FRESH – regional Tobacco Office;
 BALANCE – regional alcohol office;
 Regional Maternity Service Office;
 Public Health North East Intelligence North East (PHINE);
 Better Health Fairer Health Strategy – Regional Action Groups;
 School of Public Health;
 Academic Public Health – FUSE.

- 6.2 Work is on-going to review the work FRESH and BALANCE of which the Assistant director of Health Improvement for Hartlepool represents the Tees area. There has been much success from sharing a regional office function for smoking and alcohol, but given the changes within public health and the reliability of these offices to be commissioned by the 12 North East PCTs, a review was felt necessary to inform the Local Authorities of the products of both offices.
- 6.3 With regards to the other supra local authority functions, these are being considered as part of the regional public health transition programme chaired by the Regional Director of Public Health. The Assistant Director of Health Improvement represents Hartlepool in this transition process and will feedback implications for the longer term commissioning of these functions in due course.

7. PROGRESS TO DATE

- 7.1 Regular progress reports regarding transition of public health is provided by the Assistant director of Health Improvement to Corporate Management Team. The Transition Plan will be brought back to Cabinet in January 2012 as it will need to be submitted to the Regional Director of Public Health by the end of January 2012.

8. RECOMMENDATIONS

- 8.1 It is recommended that Cabinet request a transition team of officers is established including finance, contracting, human resources and public health staff, to work with the Primary Care Trust to understand the implications for Hartlepool Local Authority of public health transition. This will include considering existing contracts and service level agreements for public health services and implications for the Local Authority.
- 8.2 It is recommended that in the light of the options appraisal undertaken across Tees Valley Councils in section 4.2, that Cabinet offer a view regarding the removal of the Assistant Director of Health Improvement post in favour of the creation of a Hartlepool Director of Public Health post.
- 8.3 It is recommended that Cabinet note that there is an expectation in the Command Paper 2011 for Public Health, that the Director of Public Health is a member of Corporate Management Team and public health is a corporate function accountable to the Chief Executive.
- 8.4 If 8.2 and 8.3 are agreed, it is recommended the process for recruiting a Director of Public Health is commenced. It is recommended that Cabinet note that this is until 2013 an NHS recruitment process and so will be led by NHS Hartlepool. Consequently there are human resource issues to be discussed with NHS Hartlepool regarding the removal of the Assistant Director of Health

Improvement post from both organisations management arrangements. It is recommended this process begins early as past experience shows that recruiting a Director of Public Health can be a time consuming process given the involvement of external bodies e.g. Faculty of Public Health.

- 8.5 It is recommended that Cabinet agrees to receive a comprehensive transition plan for public health by middle of January 2012 prior to submission to the Regional Director of Public Health for approval.

9. BACKGROUND DOCUMENTS

Healthy People, Healthy Lives: Our Strategy for Public Health in England (November 2010)

10. CONTACT OFFICER

Nicola Bailey, Acting Chief Executive

6.1 APPENDIX 1

This table outlines the key areas of responsibility of a Director of Public Health and the challenges and opportunities for sharing this post with other local authorities.

Key Area of Responsibility	Current arrangements and leadership	Challenges of sharing with other Authorities
<p>DPH is to be:</p> <p>Principal Advisor to Local Authority on all health matters</p>	<p>Tees DPH</p> <p>Supported by 4 Joint appointments (not all qualified DPH's)</p>	<p>Principal Advisor (DPH) will be expected to be registered with UK Public Health Register (UKPHR), GMC Specialist Register or GDC Specialist List in Dental Public Health. This is to ensure the 'advice' meets the UK Faculty of Public Health Professional Standards and therefore advice should be consistently of a standard by all DPHs.</p> <p>A concern on sharing this function would be the individual DPH having the capacity to be an advisor over more than one authority. Advice is usually provided to a range of settings e.g. Cabinet, LSP, CMT, Health and Wellbeing Partnership, Scrutiny, local residents' forums. Each authority will also be required to have a statutory Health and Wellbeing Board and DPH is a member.</p> <p>DPHs are recognised as functioning at the level and beyond of a consultant in public health so to share this role across local authorities reduces this level of capacity in the overall public health system.</p> <p>However, historically across Tees it has been difficult to recruit suitably qualified individuals.</p>

6.1 APPENDIX 1

Key Area of Responsibility	Current arrangements and leadership	Challenges of sharing with other Authorities
<ul style="list-style-type: none"> Develop strategies to reduce inequalities and improve health Public health intelligence JSNA Independent Annual Report 	<p>Individual local strategies</p> <p>Individual JSNA but shared public health intelligence</p> <p>DPH produces annual report</p>	<p>Strategy as part of the statutory health and well being board so again there is an issue regarding capacity to satisfy the need for principal advice from both areas.</p> <p>Public health intelligence supporting the development of JSNA is essential going forward. The technical skills and capacity required to develop the JSNA led by the DPH is a specialised function. Currently there are three staff fulfilling this role across Tees and there may be merit in keeping this function together possibly hosted by a Local Authority and provided back to DPHs and their local public health teams.</p> <p>The DPH will need to prepare an annual report and again if the DPH is shared they will have to prepare a locally specific report for each council.</p>
Provision and use of evidence	Gained through a range of sources currently not least national sources e.g. National Support Teams, local universities (CHASE, FUSE)	Each DPH must make sure that services are developed and commissioned using an evidence base, but this is usually developed across local authority areas.
Population Healthcare	<p>Tees DPH member of Primary Care Trust Boards as an Executive Director statutory appointment.</p> <p>Supported by 4 Joint appointments with Local Authority.</p> <p>Emerging GP consortia at range of stages of development.</p>	DPH would need to be member of all consortia across the GP Clinical Commissioning Group consortia for the Local Authorities areas (currently 5 for Tees). Serious capacity issues to cover more than one consortia effectively given the size of the consortia agenda and how critical to health improvement early detection, prevention and treatment are to positive health outcomes.

6.1 APPENDIX 1

Key Area of Responsibility	Current arrangements and leadership	Challenges of sharing with other Authorities
		This is a key area to address equity and equality in services not just in primary care but across Local Authority services too and the DPH must offer this advice to a high standard. This requires continuous professional development and so again capacity would be a key challenge.
Health Protection and emergency preparedness and response <ul style="list-style-type: none"> Emergency Planning and Response 	Tees DPH takes overall statutory responsibility for this. Hartlepool's Assistant Director of Health Improvement takes managerial responsibility for this for Tees supported by Emergency Planning Manager	The writing of plans and ensuring a robust rota for major incidents for health can be shared across Authorities. However, the Local Authority will need assurance that the DPH leading this area is trained and as part of continuous professional development participated in live and table top exercise.
<ul style="list-style-type: none"> Health protection and the health protection unit 	Tees DPH has responsibility for this with the specialist advice coming from health protection agency.	The DPH in the local authority will still have an important role in this. It is critical that the DPH is competent in health protection. If a DPH is shared the Local Authority (s) will need to be comfortable with risks relating to health protection and the trained capacity to deal with these risks. Resilience is critical as shown in the experience of pandemic flu in 2009. Sharing DPHs reduces 'competent' as assessed by UKPHR senior people to deal with health protection and so Local Authorities will need to assure themselves that they have at least access to consultant level support to ensure public health resilience.

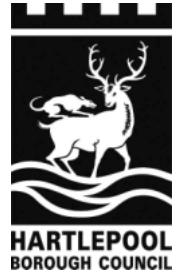
6.1 APPENDIX 1

Key Area of Responsibility	Current arrangements and leadership	Challenges of sharing with other Authorities
		The DPH will contribute and in some instances led many health protection issues over the course of a year with the specialist support of HPA such as outbreaks of various kinds (e.g. measles, E-coli, legionnaires) and so again the issue is capacity to do this effectively and reduce risk if post is shared.
	Proper Officer for Public Health (Control of Disease) Act 1984 is Dr Peter Acheson at HPA.	<p>It would be prudent to continue to share the time of Dr Acheson, Health Protection Agency (HPA) should he wish to continue this and authorities agree. The role is principally around notifications of infectious disease and this would and should be dealt with through the HPA in first instance not the DPH. The DPH would be involved if the infectious disease caused a population based risk to public health if it spread etc.</p> <p>Compliance with other public health law currently happens in each Local Authority and this will not change. Each statutory body has duty to comply with law and this cannot be shared.</p>
<ul style="list-style-type: none"> Local Resilience Forum (LRF) 	<p>Tees DPH takes overall statutory responsibility for this.</p> <p>Hartlepool's Assistant Director of Health attends to support DPH.</p>	<p>Each local authority should ensure that their DPH meets the minimum criteria in terms of knowledge and competence as set by UKPHR in relation to public health law.</p> <p>Each Local Authority is currently represented at LRF and will need to ensure the DPH who represents them is competent to do so.</p>

Key Area of Responsibility	Current arrangements and leadership	Challenges of sharing with other Authorities
<p>Healthy Improvement and Inequalities</p> <ul style="list-style-type: none"> • Addressing local inequalities • Wider determinants • Working with early years, schools, businesses, alcohol, smoking services weight management etc. 	<p>Tees DPH</p> <p>4 Joint appointments with LAs leading much of this work within local authority on day to day basis</p>	<p>Issues of capacity would be significant here. The work is local authority / local population focused and so the DPH would struggle to do justice to more than one area. If this was to work across broader boundaries then the DPH would need a well resourced team with senior leadership and public health consultant support to be equitable to the areas they covered.</p>
<p>Accountability</p> <ul style="list-style-type: none"> • To Local populations • To local Authority • For health protection to Secretary of State • Professional Accountability to Chief Medical Officer 	<p>Professional duty for continuous professional development applies to all DPHs and consultants currently with re registration to UKPHR every five years.</p>	<p>The Director of Public Health is accountable to their employing body like all staff are so in this case the Local Authority.</p> <p>If this post was shared and one council was satisfied with performance yet the other was not who has right to terminate employment. The DPH would have to be very clear on terms and conditions, contract of employment and subsequent risks before entering into such an agreement.</p> <p>The DPH must have the capacity and competence to discharge the responsibility of the role given the professional</p> <p>Accountability and potential for removal from post by Secretary of State for Health.</p>

CABINET REPORT

5th December 2011



Report of: Director of Regeneration and Neighbourhoods
and Chief Finance Officer

Subject: UPDATED POSITION STATEMENT:
INSTALLATION OF PHOTO-VOLTAIC PANELS
BY THE COUNCIL

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to provide an update on the project to install photo-voltaic panels with particular reference to a change in the Government 's Feed in Tariff incentive scheme.

2. SUMMARY OF CONTENTS

The report provides an update for Members as Cabinet last received a report in May, which was followed by a report to full Council in June of this year. At the meeting in June, Council gave approval to borrow up to £646k in order to install photo-voltaic (PV) panels on buildings owned by the Council as the business case had indicated the potential to generate £36k per annum in savings and income. Since then Officers have undertaken structural surveys of buildings and have been trained to design installation schemes and install PV panels and associated equipment.

On the 31st of October the Government announced an early review of its incentive scheme to encourage the installation of renewable electricity generation schemes, commonly referred to as the Feed in Tariff, and launched a consultation process on the review. The proposed changes materially affect the Council's project as it is expected to have an initial annual cost of £6k which will increase the 2012-13 budget deficit and a whole life cost of £44k.

The Council also had plans to generate further income by offering a design and installation service to other property owners, the impact of

the Government's review on this aspect of the project is included in the report.

3. RELEVANCE TO CABINET

The project seeks to address the environmental and financial priorities of the Council.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Cabinet, 5th December 2011.

6. DECISION(S) REQUIRED

6.1 It is recommended that Cabinet:

- a) consider whether to proceed with the installation of PV cells at an initial annual cost of £6,000 from 2012/13, which equates to a whole life cost of £44k and to note that the Director of Regeneration and Neighbourhoods will vire funding to meet the annual commitment from existing budgets;
- b) give approval for the Council to offer an installation service at an appropriate commercial rate based on a robust business case ; and
- c) delegate authority for Officers to respond to the Government's consultation on the review of the Feed in Tariff including the conclusions of the re-calculations and the impact upon the Councils plans.

Report of: Director of Regeneration and Neighbourhoods
and Chief Finance Officer

Subject: UPDATED POSITION STATEMENT:
INSTALLATION OF PHOTO-VOLTAIC PANELS
BY THE COUNCIL

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update on the project to install photo-voltaic panels with particular reference to a change in the Government's Feed in Tariff incentive scheme.

2. BACKGROUND

- 2.1 On 23rd May 2011 Cabinet agreed to recommend to Council a project to install photo-voltaic (PV) panels on Council owned properties using prudential borrowing of up to £646k; Council approved the request on 23rd June 2011. The project was intended to provide the Council with the potential to gain some free electricity, lower electricity bills and generate some income by making use of the Government's Feed in Tariff (FiT) scheme. The FiT scheme is designed to encourage the installation of a variety of renewable electricity generation equipment to reduce the country's carbon emissions and reliance on fossil fuels. The forecast revenue saving would be used to pump prime other income generating initiatives and/or cost reduction projects rather than allocating the savings to reduce the budget deficit.
- 2.2 The Council's planned installations were considered likely to provide an income stream and a saving on electricity bills totalling approximately £36k per annum. Council owned buildings were the priority for the installations, the Council then planned to use an in-house team to offer a design and installation service to other property owners.
- 2.3 The scheme to install PV panels on Council buildings was projected to reduce the Council's CO₂ emissions by 124 tonnes per year, contributing towards the Covenant of Mayors target of a 20% reduction by 2020.

3.0 UPDATE ON THE COUNCIL'S INSTALLATION PLANS

- 3.1 The Council now has Officers who are trained to design schemes and install PV panels and associated equipment on buildings. Once the

Council's first installation (Rocket House) has been completed the Council can become accredited by the Microgeneration Certification Scheme which means that all installations of panels by the Council could qualify to receive the Feed in Tariff.

- 3.2 Detailed structural surveys have been undertaken and as a result the list of buildings considered practical for the installation of PV panels has changed. One of the outcomes of this change is a reduction in the number of panels which would be installed, resulting in less of a CO₂ reduction – rather than saving 124 tonnes, the revised scheme could save 55 tonnes each year.
- 3.3 Planning applications have been submitted for the installations on Council owned properties and a programme arranged.
- 3.4 Discussions have taken place with other organisations on the potential for the Council to undertake installations and a proposal to market our services to households in the future has been prepared.

4.0 THE GOVERNMENT'S EARLY REVIEW

- 4.1 The Government had been expected to review the Feed in Tariff scheme for smaller installations with a reduced tariff level from April 2012. There have however been a greater number of installations than the Government expected so the review has now been brought forward. On the 31st October the Government announced the following key changes:
 - A much lower level of FiT. Panels installed, connected and registered on or after 12th December 2011 will receive the (current) higher level of FiT until 1st April 2012 at which point the lower proposed FiT will apply for the remainder of the 25 year FiT period.
(Any PV panels which are installed, connected and registered on or before the 11th December will qualify for the current higher levels of FiT for 25 years.)
 - An even lower FiT rate for multiple installations. Installations on a number buildings owned by one organisation will receive 80% of the standard tariff rate for individual installations. This applies to the Council's scheme to install panels on its own properties.
 - A new energy efficiency requirement for properties from 1st April 2012. All properties will be required to reach specified levels of energy efficiency before they are eligible to receive FiT payments.
- 4.2 The Government is consulting on the above changes with a deadline for comments of 23rd December. It is worth noting that the reaction from the solar industry and environmental bodies has been quite

marked, with Friends of the Earth and two other organisations preparing legal action over the review. The LGA has called for delays on the tariff charges. It has been reported that businesses which manufacture and install panels may be at risk. The Government however, currently appears determined to continue with its proposed changes to the FiT incentive scheme.

4.2.1 Impact of the early review of the Feed in Tariff on the Council's plans

Officers have been calculating the impact of the Government's early review on planned installations. It has already been widely reported that a number of Councils and Housing Associations have cancelled their PV panel installation schemes, for example Leeds City Council has halted plans to install 1,000 homes with PV panels in direct response to the Government's announcement.

The impact of the review on Council activities will be two-fold: on retrofit installations planned on Council owned buildings and also the proposed income generating service to install panels on other, non-Council owned, buildings in the borough.

4.2.2 Council owned properties

Officers had been working towards the original FiT review date of April 2012 with the intention of having all planned installations of PV panels on Council owned buildings completed and registered for FiT income by this date. As a result, the installations will not be in place by the Government's new cut-off date of 12th December and will therefore be subject to the much lower rates of FiT income. A review of the business case taking this into account has revealed that the installations will now result in a cost to the Council rather than an annual income stream as previously reported. Further details are set out in Section 5 of this report.

4.2.3 Privately owned buildings

The calculations for Council owned buildings are based on the Council using prudential borrowing to finance the scheme, and the Council only receiving 80% of the standard Feed in Tariff rate. Owners of individual buildings however would receive 100% of the new tariff, and if they are able to use their own funds to pay for the installation of PV panels the impact of the Government's early review will not be so dramatic.

Should a homeowner for example, be able to use their savings to install PV panels they are likely to receive a better rate of return than if the money remained in a savings account. The average return on investment for a PV installation could reasonably be expected to be around 4.5%, tax free, compared to the highest available savings account interest rate of 3.85% before tax.

Therefore there may still be interest from homeowners and owners of other properties who can use their own money to pay for the installation of PV panels. This may however be limited in response to the negative media coverage of the impact of the Government's review. If the Council decided to pursue this potential income stream, strong marketing will be needed to provide clear forecasts of the electricity bill savings and income potential.

5.0 FINANCE & RISK IMPLICATIONS

5.1 Finance

As detailed above, the Government's change to the FiT subsidy has undermined the financial viability of the scheme. Based on the latest estimate of costs, the scheme will have an annual cost of £6,000 in the first year and further cumulative costs of £40,000 by year 16. The scheme begins to show an annual surplus by year 17. Overall the whole life cost of the scheme is expected to be £44k. This forecast also allows for an expected increase of 41% in electricity prices in the next 4 years as illustrated in scenario A below. This scenario is a prudent basis for assessing the cost of this scheme. As no funding exists within the overall 2012/13 budget to meet the annual cost of £6,000 the Director of Regeneration and Neighbourhoods will identify virement to fund this commitment.

Sensitivity analysis has been undertaken to consider the effects of higher installation costs (scenario B) and different levels of energy cost increases (scenarios C & D).

	Scenarios			
	A	B	C	D
Cost	Baseline forecast £	10% Increase in installation costs £	60% increase in energy costs in next 4 years £	110% increase in energy costs in year 1 £
Year 1 Cost	6,000	12,000	6,000	0
Year 2 - 16 Costs/(income)	40,000	72,000	25,000	(10,000)
Year 17 - 25 Net income	(2,000)	(1,000)	(31,000)	(60,000)
Whole life cost/(income)	44,000	83,000	0	(70,000)

As shown by the table above, the scheme offers little protection against energy price increases. This is because the expected electricity output from the panels will only account for 4-5% of the electricity used in the buildings on which the panels are installed.

The table illustrates that energy prices would need to rise by 60% in the next four years for the scheme to break-even over the 25 year time period of the FiT scheme. It also demonstrates that energy

prices would need to increase 110% for the scheme to break-even in the first year; even at this level of increase the scheme would provide a much lower level of savings and income compared to the original scheme.

5.2 Legal considerations

There are no legal considerations.

5.3 Equality and diversity considerations

There are no equality and diversity considerations

5.4 Asset management considerations

Should the Council install PV panels on properties it owns, the following considerations must be taken into account:

- The PV panels and associated equipment will remain the property of the Council and so need to be considered should the retention or disposal of a building be considered. If the building is to be sold, the Council will wish to consider the full implications of selling the equipment and income stream.
- If the ownership of the property changes the energy supplier who pays the FiT must be informed.

6.0 **CONCLUSION**

6.1 Council owned properties

The early review of the Feed in Tariff scheme has had a detrimental impact on the Council's plan to install renewable sources of electricity.

The calculations relating to the installation of PV panels on Council buildings illustrate that electricity prices will have to increase by 60% in the next four years in order for the proposed scheme to break-even over a 25 year period compared to a potential income of £36k per year as previously calculated.

The scheme would still help to reduce CO₂ emissions from Council buildings and contribute to the Covenant of Mayors target. Should the Council decide to go ahead with the scheme it will illustrate community leadership, commitment to reducing its carbon footprint, and a clear and practical application of the recently adopted corporate Sustainability Policy and Sustainable Construction Strategy.

6.2 Privately owned properties

The Government's early review of the FIT scheme has had less impact on the installation of PV panels on individual privately owned properties, particularly where the owner is able to use their own money to fund the work. There may still be an opportunity for the Council to design schemes and install panels for residents and

businesses and gain an income stream. The change to the level of tariff and the resulting press coverage may however lead property owners to conclude that installing panels is no longer a good use of money so the market may be even smaller than before. It may be wise to further investigate the feasibility and likely take-up prior to committing any resources to marketing and launching a scheme.

6.3 Staffing issues

Details of this section can be found in the **Confidential Appendix 1. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.**

7.0 RECOMMENDATIONS

7.1 It is recommended that Cabinet:

a) consider whether to proceed with the installation of PV cells at an initial annual cost of £6,000 from 2012/13, which equates to a whole life cost of £44k and to note that the Director of Regeneration and Neighbourhoods will vire funding to meet the annual commitment from existing budgets;

b) give approval for the Council to offer an installation service at an appropriate commercial rate based on a robust business case ; and

c) delegate authority for Officers to respond to the Government's consultation on the review of the Feed in Tariff including the conclusions of the re-calculations and the impact upon the Councils plans.

8.0 BACKGROUND PAPERS

Cabinet report: PV Retrofit Proposal, 23rd May 2011.

Council report: Photo-voltaic retrofit, 23rd June 2011.

9.0 CONTACT OFFICERS

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CABINET REPORT

5 December 2011



Report of: Assistant Chief Executive

Subject: Hartlepool Partnership and Council Proposed Outcome Framework 2012/13

SUMMARY

1. PURPOSE OF REPORT

To provide the opportunity for Cabinet to consider the proposed outcome framework for 2012-13 which will be used as the framework for developing Departmental Plans, the Corporate Plan and the Hartlepool Partnership Plan for 2012/13.

2. SUMMARY OF CONTENTS

The report sets out the proposed outcome framework for the Hartlepool Partnership and Council which will be used as the framework for developing Departmental Plans, the Corporate Plan and the Hartlepool Partnership Plan for 2012/13. The report also includes the service planning timetable setting out the key dates in the agreement of the Departmental and Corporate Plans and the Hartlepool Partnership Plan.

3. RELEVANCE TO CABINET

The outcome framework will be used in the development of the Departmental Plans, the Corporate Plan and the Hartlepool Partnership Plan which set out how the Community Strategy will be delivered.

4. TYPE OF DECISION

Non-Key Decision

5. DECISION MAKING ROUTE

- Scrutiny Coordinating Committee 11th November 2011
- Cabinet 5th December 2011

6. DECISION(S) REQUIRED

Cabinet is requested to agree the Hartlepool Partnership and Council Outcome Framework for 2012/13.

Report of: Assistant Chief Executive

Subject: Hartlepool Partnership and Council Proposed Outcome Framework 2012/13

1 PURPOSE OF REPORT

- 1.1 To provide the opportunity for Cabinet to consider the proposed outcome framework for 2012-13 which will be used as the framework for developing Departmental Plans, the Corporate Plan and the Hartlepool Partnership Plan for 2012/13.

2 BACKGROUND

- 2.1 Prior to 2011/12 Service Planning in Hartlepool was based on a common set of outcomes shared by the Council in the Departmental and Corporate Plans and the Hartlepool Partnership in its Local Area Agreement (LAA). As reported to Cabinet on 10 January 2011 Central Government removed the requirement to prepare a new LAA and the 2011/12 Departmental Plans, Corporate Plan and Hartlepool Partnership Plan were based on a more targeted and slimmed down version of the Outcome Framework.
- 2.2 The Outcome Framework has been reviewed to take account of emerging strategies, such as the Housing Strategy and Economic Regeneration Strategy, to ensure that it accurately reflects the key outcomes that the Council and Partners have identified as being important for the future of the Town.

3 SERVICE PLANNING 2012/13

- 3.1 The Corporate Plan is the Council's top-level plan. It sets out the Council's top priorities and contributions for delivering the Community Strategy aims in 2012/13. Progress is reported regularly to Cabinet and Scrutiny Coordinating Committee throughout the year.
- 3.2 As in previous years, the focus of the Corporate Plan for 2012/13 will be on addressing the key issues facing the Borough and its residents and the Council. Maintaining a focus on the key issues is particularly important as the Council seeks to maintain its effectiveness while addressing the reduction in funding from Central Government. Additional activities will be picked up through Departmental Plans which are reported by Portfolio area.

- 3.3 The four key elements of the framework and plans will remain unchanged – outcomes, actions, performance indicators (PIs) and risks. In line with last year the proposed timetable for service planning has been designed to enable sign off of the Corporate Plan before the end of the municipal year. The proposed Corporate and Departmental Plans for 2012/13 will be taken through the relevant Scrutiny Forums in January and February 2012 with further discussion at Scrutiny Coordinating Committee in March.
- 3.4 The Departmental Plans and Hartlepool Partnership Plan will then be submitted for approval by Cabinet at its meeting on 19th March 2012 and, following discussion at that meeting, the Corporate Plan will be agreed by Council at its meeting on 12 April 2012.

4 PROPOSED OUTCOME FRAMEWORK 2012/13

- 4.1 The Council's service planning framework is based on having a clear set of outcomes that the Council is working towards achieving. Therefore, the first stage of the service planning process for 2012/13 is to develop and agree the Partnership and Council outcome framework. This will form the framework from which the Corporate Plan, all Departmental Plans and the Hartlepool Partnership Plan (HPP) will be derived.
- 4.2 Discussions have taken place with Council Officers from across all Departments on the revision of the outcome framework. These discussions have also considered the additional organisational development outcomes that are currently included within the Departmental and Corporate Plans. The proposed outcome framework for 2012/13 is included as **Appendix 1**. The outcome framework that is proposed contains 25 outcomes that address the eight Community Strategy themes, which is an increase of 1 on the previous framework, and 6 Organisational Development outcomes, the same as in 2011/12. There were 2 additional Regeneration and Neighbourhood Departmental Outcomes in 2011/12 but the revised Jobs and Economy Outcomes, taken from the emerging Economic Regeneration Strategy, means these are no longer required.
- 4.3 The main changes to the Outcome Framework have been drawn from the new Housing Strategy, agreed by Cabinet on 7 November 2011, and the emerging Economic Regeneration Strategy. **Appendix 2** details all proposed changes to the Framework from last year.
- 4.4 The Economic Regeneration Strategy is currently in draft form and is due to be formally agreed in the New Year. Until then there may be changes to the priorities/outcomes that have been used to prepare the Outcome Framework. In the event that there are changes made to the proposed outcomes a further report will be

prepared and brought back to a future meeting of Cabinet for discussion.

- 4.5 The revised outcome framework was considered by Scrutiny Coordinating Committee on 11th November 2011. SCC made comments that child poverty:
- Was not being challenged and addressed in a practical sense;
 - Needed to be clearly visible and strongly expressed;
 - Plans to address child poverty needed to be practical and measurable; and that
 - the importance of the Council's commitment to eradicating child poverty in the town was reflected in all Council policies and strategies and be underpinned by budget and policy framework.
- 4.6 Child poverty is included in Outcome 4 "Hartlepool has increased economic inclusion of adults, is tackling financial exclusion and has fewer children experiencing the effects of poverty".
- 4.7 Cabinet approved the Child Poverty Strategy at its meeting on 20 April 2010 and a revised version on 23 May 2011, as required under the Child Poverty Act 2011. The Action Plan is being further developed and will be brought to Cabinet for approval in early 2012 and it is proposed that key actions and performance indicators from this action plan will be included in the relevant Departmental Plans, the Corporate Plan and the Partnership Plan. These key actions and PIs will be monitored regularly and progress reported to Cabinet, and Scrutiny Coordinating Committee on a quarterly basis. The full Child Poverty action plan will be reported to Cabinet on a 6 monthly basis. Scrutiny Coordinating Committee and all Service Scrutiny Forums will be provided with an update of the position when they next consider the service planning process in January/February 2012.

5 NEXT STEPS

- 5.1 Further work is currently being undertaken to develop the actions, performance indicators and risks that will underpin the outcomes, and which will ultimately appear in the Service Planning documents. The key steps in agreeing the Departmental, Corporate and Partnership Plans are as follows: -

Who	What	When
i) Adult & Community Services Scrutiny Forum ii) Children's Services Scrutiny Forum iii) Neighbourhood Services Scrutiny Forum iv) Regeneration & Planning Services Scrutiny Forum v) Health Scrutiny Forum vi) Scrutiny Co-ordinating Committee	Consideration of the Departmental and Corporate plans including actions, performance indicators and risks that underpin each outcome	i) 1 Feb 2012 ii) 31 Jan 2012 iii) 30 Jan 2012 iv) 2 Feb 2012 v) 26 Jan 2012 vi) 27 Jan 2012
Scrutiny Co-ordinating Committee	Feedback from Forums and consideration of the proposed Corporate Plan and Hartlepool Partnership Plan	17 th Feb 2012
Scrutiny Co-ordinating Committee	Agreement of the Corporate Plan, Departmental Plans and Hartlepool Partnership Plan	9 th March 2012
Cabinet	Agreement of the Corporate Plan, Departmental Plans and Hartlepool Partnership Plan	19 th March 2012
Council	Agreement of the Corporate Plan	12 th April 2012

6 RECOMMENDATIONS

- 6.1 Cabinet are asked to consider and agree the proposed outcome framework, and timetable, for 2012/13.

7 BACKGROUND PAPERS

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

(i) Hartlepool Borough Council Corporate Plan 2011/12

(ii) Hartlepool Partnership Plan 2011/12

8. CONTACT OFFICER

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Proposed Outcome Framework 2012-13**Jobs & the Economy**

Outcome
1. Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship
2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity
3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy
4. Hartlepool has increased economic inclusion of adults, is tackling financial exclusion and has fewer children experiencing the effects of poverty
5. Hartlepool has a boosted visitor economy

Lifelong Learning & Skills

Outcome
6. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
7. Provision of high quality community learning and skills opportunities that widen participation and build social justice

Health & Wellbeing

Outcome
8. Improve health by reducing inequalities and improving access to services
9. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
10. Children & young people are safe
11. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved

Community Safety

Outcome
12. Hartlepool has reduced crime and repeat victimisation
13. There is reduced harm caused by drugs and alcohol misuse
14. Communities have improved confidence and feel more cohesive and safe
15. Offending and re-offending has reduced

Environment

Outcome
16. Hartlepool has an improved natural and built environment
17. Quality local environments where public and community open spaces are clean, green and safe
18. Provide a sustainable, safe, efficient, effective and accessible transport system
19. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects

Housing

Outcome
20. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design
21. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment
22. Housing Services and housing options respond to the specific needs of all communities within Hartlepool

Culture and Leisure

Outcome
23. People enjoy equal access to leisure, culture, sport, libraries which enrich their lives, improve the places where they live, and strengthen communities.

Strengthening Communities

Outcome
24. Local people have a greater voice and influence over local decision making and the delivery of services
25. Make a positive contribution – people are involved with the community and society

Organisational Development

Outcome
26. Improve the efficiency and effectiveness of the organisation
27. Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction
28. Maintain effective governance arrangements for core business and key partnerships
29. Maintain effective Performance, Finance and Risk Management Arrangements
30. Maintain the profile and reputation of the Council
31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function

Proposed Outcome Framework 2012-13 - Amendments from 2011/12

Jobs & the Economy

Outcomes 2011/12	Outcomes 2012/13
<p>1. Hartlepool has increased levels of investment and is globally competitive</p> <p>2. People have greater access to employment and skills opportunities</p> <p>3. Fewer children in Hartlepool experience the effects of poverty</p> <p>4. People have greater access to financial information, advice and support particularly those currently excluded</p> <p>25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels</p> <p>26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition</p>	<p>1. Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship</p> <p>2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity</p> <p>3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy</p> <p>4. Hartlepool has increased economic inclusion of adults, is tackling financial exclusion and has fewer children experiencing the effects of poverty</p> <p>5. Hartlepool has a boosted visitor economy</p>

Lifelong Learning & Skills

Outcome 2011/12	Outcome 2012/13
<p>5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning</p> <p>6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice</p>	<p>6. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning (No change)</p> <p>7. Provision of high quality community learning and skills opportunities that widen participation and build social justice</p>

Housing

Outcomes 2011/12	Outcomes 2012/13
19. Hartlepool has a more balanced housing provision 20. The quality of existing housing has been improved 21. Vulnerable people have improved access to accommodation which meets their need	20. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design 21. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment 22. Housing Services and housing options respond to the specific needs of all communities within Hartlepool

Culture and Leisure

Outcome 2011/12	Outcome 2012/13
22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities.	23. People enjoy equal access to leisure, culture, sport and libraries which enrich their lives, improve the places where they live, and strengthen communities

CABINET REPORT

5th December, 2011



Report of: Chief Finance Officer

Subject: QUARTER 2 – REVENUE FINANCIAL
MANAGEMENT REPORT 2011/12

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of details of progress against the Council's overall revenue budget for 2011/2012 and to provide an update on the forecast outturn.

2. SUMMARY OF CONTENTS

The report covers the following areas:

- Background;
- General Fund Outturn (including Key Balance Sheet information and High Risk Budget Areas);
- Early Intervention Grant Outturn; and,
- Housing Project Outturn.

3. RELEVANCE TO CABINET

Cabinet has overall responsibility for the monitoring of the Council's Revenue budget.

4. TYPE OF DECISION

None.

5. DECISION MAKING ROUTE

Cabinet 5th December, 2011.

6. DECISION(S) REQUIRED

It is recommended that Members note the report and develop proposals for using these additional one-off resources as part of the MTFs report to be referred to Cabinet on 19th December 2011.

Report of: Chief Finance Officer

Subject: QUARTER 2 – REVENUE FINANCIAL
MANAGEMENT REPORT 2011/12

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of details of progress against the Council's overall revenue budget for 2011/2012 for the period up to 30th September and to provide an update on the forecast outturn.

2. BACKGROUND

- 2.1 In 2011/12 the Council is managing a gross revenue budget of £210.8m. This includes services funded from specific grants and income from fees and charges for services, which in total funds £118.9m of the gross revenue budget. The remaining expenditure is funded from the Formula Grant, Council Tax and the planned use of the Budget Support fund. The financial management arrangements review all aspects of the gross budget. These arrangements also concentrate on the net revenue budget of £91.9m, as ultimately any variances in the gross budget needs to be managed within this limit.
- 2.2 This report provides details covering the following areas:-
- General Fund Outturn (including Key Balance Sheet information and High Risk Budget Areas);
 - Early Intervention Grant Outturn; and,
 - Housing Project Outturn.
- 2.3 This report will be submitted to Scrutiny Co-ordinating Committee on 13th January 2012.

3 GENERAL FUND OUTTURN

- 3.1 The MTFS (Medium Term Financial Strategy) report to Cabinet on 10th October 2011 identified two key financial issues facing the Council:
- The need to make £15.083m of savings in the ongoing revenue budget before the start of 2014/15; and
 - The development of a strategy to fund estimated one off strategic costs (mainly covering redundancy/early retirement costs and Housing Market Renewal costs) of £14m phased over the next three years.

- 3.2 The MTFS report also provided an initial assessment of the 2011/12 outturn which reflected work done over the summer months on a range of strategic financial issues. The report advised Members that this was a much earlier assessment of the forecast outturn position than in previous years. Consequently, detailed initial outturns had not been prepared for departmental budgets and these would be assessed at the end of September when expenditure trends for the first 6 months were known.
- 3.3 The initial outturn indicated a net underspend for the year of £1.98m, which is mainly owing to lower borrowing costs from netting down investments and borrowings (which is not sustainable) and the early achievement of savings in advance of 2012/13.
- 3.4 The MTFS report suggested allocating this amount towards funding one-off strategic costs. These costs will need to be funded over the next three years and mainly cover redundancy/early retirement costs and Housing Market Renewal costs. In total these costs are estimated at £14m. Funding of £9.5m has been identified, including the forecast 2011/12 underspend, leaving a funding shortfall of £4.5m. It is proposed to fund this shortfall from capital receipts over the next few years. Achieving capital receipts will need to be managed carefully to avoid these one-off costs increasing the revenue budget deficit
- 3.5 **Forecast Outturn Update**
- 3.6 Since the start of the current year Departments have, as a result of the continuing need to make significant ongoing budget reductions over the next 3 years, continued to manage expenditure robustly to maximise financial flexibility and to assist the achievement of the budget reductions which will be required next year (2012/13). This includes keeping posts vacant to either enable permanent savings to be made, or to enable staff to be redeployed and avoiding other expenditure where this can be achieved without an adverse impact on services in the current year. These measures are anticipated to provide a one-off underspend against departmental budgets in the current year of £0.181m.
- 3.7 The forecast departmental underspend of £0.181m is supported by detailed Financial Management Statements for each department, which include comments on material variances as set out below:
- **Appendix A** - Adult and Community Services
 - **Appendix B** - Children's Services
 - **Appendix C** - Chief Executives
 - **Appendix D** - Regeneration & Neighbourhoods
- 3.8 An assessment of forecast income shortfalls for the shopping centre, car parking and land charges income has also been completed. In total these shortfalls are anticipated to be £0.728m in the current year, which is £0.154m more than the reserves set aside to manage this shortfall. The

2012/13 budget forecasts include a pressure of £0.668m to address these issues on a permanent basis.

- 3.9 The position on the achievement of savings in advance of next year has also been reviewed and in the current year these savings total £1.08m. This is slightly higher than the initial estimate reported on 10th October 2011 of £0.9m and reflects the ongoing effective planning, management and delivery of the programme designed to achieve savings next year.
- 3.10 A review of non-departmental budgets has also been completed and forecast outturns prepared. This has involved a detailed analysis of current expenditure levels and expected trends for the remainder of the financial year. These outturns are less certain than the departmental outturns as they cover areas which are dependant on external factors, such as the severity of winter weather and the impact on gas consumption, the actual level of Benefit Subsidy income and the conclusion of national pay bargaining for 2011/12. These issues are detailed in **Appendix E** and in summary an additional underspend of between £0.569m and £1.069m is anticipated. The higher figure assumes that there is no cost of living pay award for any Council staff and the £250 flat rate increase for employees earning less than £21,000 is not applied to local authority staff for 2011/12. If this is the case 2011/12 will be the second successive year local authority staff have had a pay freeze (the third year for Chief Officers).
- 3.11 In summary the value of the additional measures taken to manage expenditure in the current year and other favourable benefits result in a net additional underspend for the current year of between £0.776m and £1.276m. This is a best estimate at this stage and the final outturns may vary owing to the variability of department income and expenditures budgets, many of which are demand led and / or driven by external factors. For example, the numbers of looked after children could increase, additional planning income could be received if a large planning application is submitted, winter maintenance expenditure could higher if there is a severe winter, etc. The current forecast outturn position on the gross revenue budget of £211m is summarised in the table below:

Initial Forecast Underspend	£1.980m
Forecast Departmental Underspend	£0.181m
Additional Income Shortfalls	(£0.154m)
Additional advance 2012/13 savings	£0.180m
Forecast Corporate under spends (known items)	£0.569m
Gross Known Underspend	£2.756m
Contribution towards Strategic One-off Costs	(£1.980m)
Net Known Underspend	£0.776m
Forecast Corporate under spends (potential issues)	£0.500m
Potential Forecast Underspend	£1.276m

- 3.12 A strategy for using the above one-off funding needs to be developed and this needs to take account of the risks facing the Council as detailed in the MTFS report. This strategy also needs to consider the following issues:
- Earmarking all (or part) of the additional underspend to manage the risk of achieving the additional capital receipts of £4.5m, which are needed to fund one-off strategic costs;
 - Earmarking £1m of the additional underspend to offset the loss of the Council Tax freeze grant in 2013/14 (assuming Members approve a Council Tax freeze in 2012/13). This would not solve the problem of reducing the sustainable Council Tax base, although it would provide more time to develop a strategy for managing the impact of a Council Tax freeze in 2012/13. However, this would defer an additional budget deficit until 2014/15, which will be the most difficult of the next three years;
 - Earmark all (or part) of these resources to manage the implementation of a Local Council Tax scheme and to provide local temporary transitional protection for Council Tax benefit claimants facing reductions in support as a result of the 10% cut in Government grant;
 - Earmark £1m of the additional underspend to provide a locally funded 2012/13 Council Tax Freeze whilst protecting the Council Tax base for 2012/13. This proposal needs further investigation to determine how this proposal can be implemented within the existing regulatory framework for Council Tax.
- 3.13 At this stage further information is needed on the above factors before a proposed strategy can be developed and included in the MTFS report to Cabinet on 19th December 2011.
- 3.14 **Review of High Risk Budget Areas**
- 3.15 High risk budget areas were identified as part of the budget setting report, submitted to Cabinet in February. These issues are explicitly managed and reported to ensure any problem areas are identified at an early stage, to enable appropriate corrective action to be taken. The areas identified as high risk budgets are attached at **Appendix F**, which explains how these items were identified and indicates that there are currently variances on a number of budgets.
- 3.16 The main adverse variances relate to Car Parking, Building and Development Control income. This risk was identified as part of the 2010/11 outturn strategy and resources have been set aside to manage the short term position for 2011/12. As these trends are continuing a pressure has been identified in the 2012/13 MTFS.

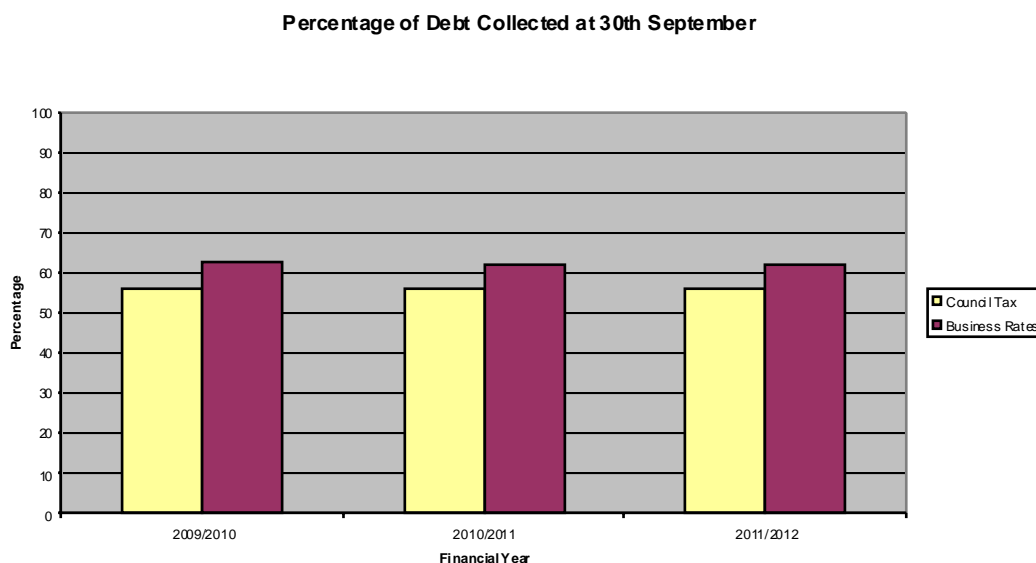
- 3.17 The shortfalls in Building & Development control are attributable to the impact of the economic downturn. The initial outturn strategy proposed establishing a specific reserve to manage these shortfalls.

3.18 Key Balance Sheet Information

- 3.19 A Balance Sheet provides details of an organisation's assets and liabilities at a fixed point in time, for example, the end of the financial year or other fixed accounting periods. Traditionally local authorities have only produced a Balance Sheet on an annual basis. It is however appropriate to monitor the key cash balance sheet items on a more regular basis and these are summarised below:-

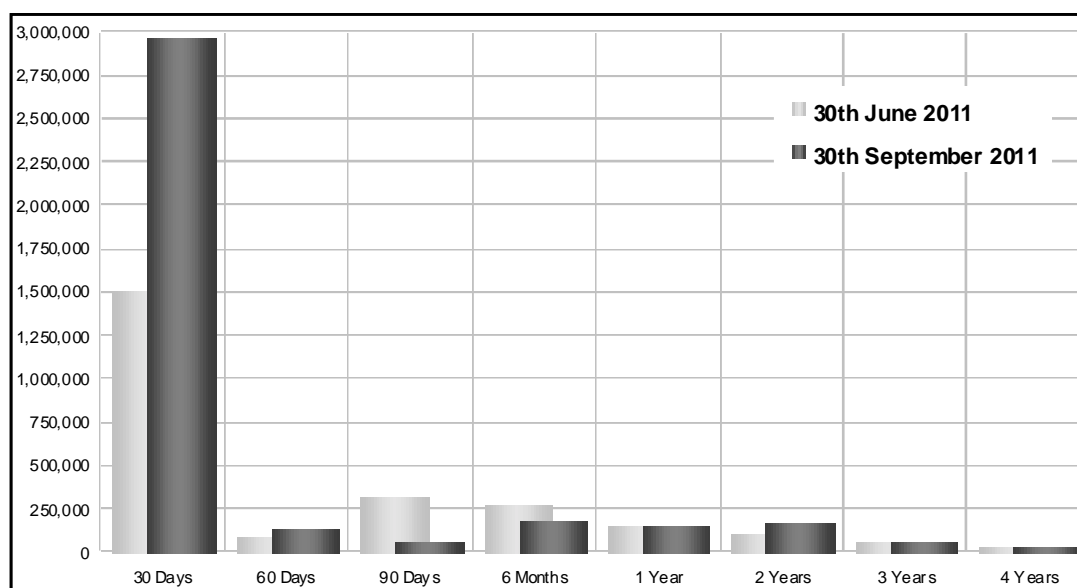
- Debtors

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



The Council Tax collection rate is down slightly by 0.39% and the NNDR collection rate has also decreased slightly by 0.12% when compared to the same period last financial year. In-year collection rates are affected by the timing of week/month ends.

The position in relation to Sundry Debtors is summarised below:



At the start of the current financial year the Council had outstanding sundry debts of £3.124m. During the period 1st April 2011 to 30th September, 2011, the Council issued approximately 6,068 invoices with a value of £7.733m. As at the 30th September, 2011, the Council had collected £6.963m, leaving £3.894m outstanding, which consists of: -

- Current Debt - £3.170m

With regard to current outstanding debt, this totals £3.170m at 30th September, 2011, inclusive of approximately £2.971m of debt less than thirty days old.

- Previous Years Debt - £0.724m

These debts relate to the more difficult cases where court action or other recovery procedures are being implemented. At the 30th September, 2011, debts older than one year totalled £0.724m.

- Borrowing Requirement and Investments

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

No new long term borrowing has been undertaken since 31st March 2011 owing to prevailing interest rates. The Treasury Management Strategy has continued to net down investments and borrowings as this is the most cost effective strategy and reducing investment counter party risk.

4 EARLY INTERVENTION GRANT (EIG) OUTTURN

- 4.1 Following the significant 22% cut in the EIG expenditure funding from this grant is being managed carefully with the objective of creating specific reserves. The first reserve aims to provide a temporary increase in capacity for the next two years within the Commissioning Team to assist in the review of service delivery. A second reserve aims to support provider organisations following contracts ending and new services being commissioned where there is an identified need for continuation of service.
- 4.2 Officers are currently in the process of undertaking a fundamental review of all EIG services including how the grant is spent with the aim of remodelling the services for future delivery. The current financial year is therefore very much a transitional year with a number of services either ceasing and/or being put on hold subject to the outcome of this review. This review has resulted in an anticipated net underspend of £0.274m against the existing grant, as detailed in **Appendix G**. This is a 'one-off' and the result of awaiting the detailed outcome of this review.
- 4.3 Once the review is complete then details of the review and the future strategy is scheduled to be reported to a future Cabinet meeting. This report which will also address the proposals for managing this underspend as additional resources may need to be earmarked to fund the continuation of existing services and/or the phased withdrawal and/or to manage the risks detailed in paragraph 4.4 and 4.9.
- 4.4 The Government has recently announced a detailed proposal to extend nursery provision to 2 year olds who will be eligible for free school meals when they commence full time education. This announcement highlights two significant financial risks from 2013/14 for the EIG.
- 4.5 The first risk relates to the financial impact of the Government withdrawing or phasing out the floor damping included within the existing 2012/13 EIG allocation. Analysis of the Government's proposals to extend nursery provision has highlighted the impact of EIG floor damping, which has not previously been apparent owing to the scale of the cut in the 2011/12 EIG and lack of information on the small increase anticipated for 2012/13.
- 4.6 The level of EIG floor damping reflects the Governments decision to redistribute the national EIG funding and their recognition that cuts in 2011/12 needed to be capped. Reductions in EIG for 2011/12 were set at 12.9% against the restated 2010/11 EIG allocations. This equals to a 21% cut for 2011/12 compared to the original 2010/11 EIG allocation – which is the cut suffered by Hartlepool.
- 4.7 The EIG cuts in 2011/12 would have been even higher if the Government had not implemented floor damping for this grant. The level of EIG reductions without floor damping for other North East Councils ranges from 14.8% to 43.8%. This compares to the national average of 10.9%. Hartlepool's reduction without floor damping is 44% of the 2011/12 EIG

allocation which equates to an additional potential reduction of £2.5m should floor damping be removed. This would have a devastating impact on existing services funded from the EIG. This is not a risk for 2012/13, but could become a risk in 2013/14 and beyond.

- 4.8 The second risk to the EIG relates to the level of additional funding the Government provides for existing nursery provision to 2 year olds. Until the Government provide some detailed information this risk cannot be assessed. This could also be a significant risk, particularly if the Government unwind the existing EIG floor damping to 'pay for' the extension of nursery provision as this would take resources away from Councils receiving floor damping (which includes all North East Council) and redirect this funding to other areas.
- 4.9 Against the background of the increased EIG risks it would be prudent to earmark any underspend on this grant in 2011/12 to help manage these risks in 2013/14.

5 HOUSING PROJECT OUTTURN

- 5.1 This scheme involved the construction of 82 houses at Gladys Worthy Court, Golden Meadows and Charles Street which were funded from a combination of Homes and Communities Agency (HCA) grant and Prudential Borrowing. These schemes were only financially viable as a result of the HCA grant which reduced the level of borrowing to be repaid from rental income.
- 5.2 The Business Case for this scheme assumed a prudent level for interest rates on the required Prudential Borrowing to reflect uncertainty in the financial markets and the lead time before approving the scheme and the need to actually borrow monies.
- 5.3 As part of the overall Treasury Management strategy for the Council the borrowing for this scheme has been delayed and in the current year this provides a one-off saving of £200,000. It is planned to take out a specific loan for this scheme before the end of the financial year. The action taken to delay the borrowing decision will enable the scheme to benefit from fixing the interest rate at a lower level than expected when the business case was prepared. This decision will then provide an ongoing saving of £60,000.
- 5.4 A strategy for using the one-off saving of £200,000 and the ongoing saving of £60,000 will need to be developed within the context of the Council's overall financial position and the risks identified earlier in the report. Potential options could include:

Option 1 – Allocate available one-off resources of £200,000 to reduce the current funding shortfall on One-off Strategic costs of £4.5m and allocate the ongoing saving of £60,000 towards addressing the residual 2012/13 budget deficit;

Option 2 – Allocate both the one-off resources of £200,000 and the ongoing saving of £60,000 to create a capital investment fund. The revenue funding would support Prudential Borrowing, the value of which will depend on the nature of the capital expenditure fund as this determines the repayment period for prudential borrowing. An initial assessment indicates a total capital investment fund of between £0.8m and £1.0m (including the existing £0.2m one-off resources). Capital investment which could be funded from such an investment fund could include:

- Introducing a mortgage scheme;
- A scheme to develop additional new affordable houses;
- A scheme to buy and refurbish existing properties to provide affordable houses.

5.5 Cabinet guidance on the preferred option is needed to enable more detailed analysis to be completed. This will also need to consider the impact of Section 106 monies secured on the Wynyard development of £1.2m. It is anticipated these monies will be phased over a few years and will increase the total resources to £2.2m. Initial proposals can then be included in the MTFS report to Cabinet on 19th December and then referred to scrutiny, before final proposals are referred to Council in February 2012.

6 CONCLUSIONS

- 6.1 As reported in the MTFS report on 10th October 2011 the Council faces an extremely challenging financial position over the next three years. In relation to the net revenue budget of £92m this includes the achievement of budget reductions of £15.083m before the start of 2014/15. The Council also needs to fund estimated one-off costs of £14m over the next three years. Funding of £9.5m has been identified, which leaves a shortfall of £4.5m which it is anticipated can be funded from capital receipts.
- 6.2 Against this background officers continue to manage expenditure in the current year extremely carefully to avoid spending wherever possible. This includes managing vacancies to mitigate the level of compulsory redundancies and / or to provide redeployment opportunities. Action is also being taken to implement savings needed for 2012/13 during the current year where this is possible. These measures provide a one-off benefit in the current year and reduce the risk of setting and delivering a balanced 2012/13 budget.
- 6.3 The availability of these one-off resources enables the Council to fund one-off Strategic costs over the next three years and avoid these issues increasing the level of cuts which need to be made.
- 6.4 The latest forecast outturn indicates the total underspend will be greater than initially anticipated, although some issues are still uncertain and additional risks may emerge. It is therefore suggested that proposals for using these additional one-off resources are developed and included in the MTFS report referred to Cabinet on 19th December 2011.

7. RECOMMENDATIONS

- 7.1 It is recommended that Members note the report and develop proposals for using these additional one-off resources as part of the MTFS report to be referred to Cabinet on 19th December 2011.

8. CONTACT OFFICER

- 8.1 Chris Little (Chief Finance Officer), Tel: 01429 523003, e-mail:
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ADULT & COMMUNITY SERVICES

Appendix A

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Projected Outturn Variance £'000	Director's Explanation of Variance
Adult & Public Health Services			
0	Adult Education	0	This forecast outturn variance predominantly reflects staffing vacancies in this area, there are also underspends on non-pay, some of which will be used to fund an RCCO for fencing at Waverley Terrace Allotments
333	Carers & Assistive Technology	0	
4,475	Commissioning-Adults	(114)	
1,367	Commissioning-Mental Health	35	
9,200	Commissioning-Older People	0	
5,630	Commissioning-Working Age Adult	(20)	
226	Complaints & Public Information	15	The adverse outturn projection reflects an anticipated overspend in various non-pay budgets which will be covered from underspends on other budgets.
1,003	Departmental Running Costs	69	
1,188	Direct Care & Support Team	(200)	This favourable variance relates to staffing underspends in this area, the favourable outturn reflects this. This area is volatile and can be impacted by external activity generated by hospital discharges.
480	LD & Transition Social Work	(12)	The favourable variance reflects underspends on Aids & Adaptations and Disabled adaptations. The outturn reflects this position, in previous years RCCO's have been made to support the DFG budget targeting those with ongoing social care needs. Further assessment will be made throughout the year to ascertain if this is necessary.
2,213	Locality & Safeguarding Team	28	
956	Mental Health Services	(29)	
1,179	OT & Disability Equipment	(85)	
273	Workforce Planning & Dev	0	This adverse variance and outturn predominantly relates to transport costs and a shortfall income in these areas.
1,167	Working Age Adult Day Services	68	
0	Contribution to Capital for a new fence at Waverley Terrace Allotments.	24	
0	Contribution to Capital to support Disabled Facilities Grant budget.	85	
29,689	Sub-Total Adult & Public Health Services	(137)	
Culture, Leisure and Tourism			
26	Archaeology Services	(0)	This adverse variance and projected outturn relates to staffing costs in relation to sickness cover and weekend enhancement protection arrangements.
154	Community Centres	(40)	
715	Cultural Services	14	
457	Grants to Community & Voluntary Organisations	0	
1,347	Libraries	17	
890	Sports, Leisure & Rec Facilities	59	
3,589	Sub-Total Culture, Leisure and Tourism	49	
Community Safety and Planning			
26	Drug & Alcohol	0	
26	Sub-Total Community Safety and Planning	0	
33,303	TOTAL	(87)	

USE OF RESERVES

The above figures include the 2011/2012 approved budget along with the planned use of Departmental Reserves created in previous years. The details below provide a breakdown of these reserves

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Planned Usage 2011/12 £'000	Variance Over/ (Under) £'000
Adult's & Public Health Services			
168	Commissioning Adults - Social Care Reform	168	0
10	Locality & Safeguarding - Stroke Care	10	0
185	Supporting People Contracts	185	0
26	Mental Health Capacity	26	0
21	Campus Resettlement	21	0
19	Support Services	19	0
34	Community Weight Management	34	0
463	Sub-Total	463	0
Culture, Leisure and Tourism			
11	Libraries	11	0
2	Sport & Recreation - Sports Awards	2	0
12	Archaeology Projects	12	0
7	Events Promotion	7	0
8	Grants to Voluntary Orgs	8	0
	Sport & Recreation - Public Health Physical Activity	29	0
69	Sub-Total	69	0
532	TOTAL	532	0

CHILDREN'S SERVICES

Appendix B

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Projected Outcome Variance £'000	Director's Explanation of Variance
1,654	Access to Education	0	
846	Central Support Services	0	
210	Children's Fund	(27)	
11,518	Children & Families	252	The Looked After Children budget is overspending against base budget provision by £400k however this is partly offset by underspends elsewhere within Children & Families mainly arising from staff vacancies and reduced expenditure on supplies and services. Use of the LAC Reserve was budgeted to offset this overspend however it is now proposed to retain this Reserve at £1m and instead fund this adverse variance from underspends elsewhere within the department. Based on current trends this provides contingency funding for between 2 and 3 years. It is hoped that over this period the costs of LAC can be contained within the base budget provision however if this is not possible then a budget pressure will arise in 2015/16.
56	Early Years	(38)	
104	Information Sharing & Assessment	37	
535	Other School Related Expenditure	11	
23	Play & Care of Children	23	
746	Raising Educational Achievement	(267)	The variance is mainly owing to the use of Standards Fund income which has resulted in a one-off base budget saving. The variance relates to underspends on services funded from DSG. The variance is mainly owing to the use of Standards Fund income which has resulted in a one-off base budget saving.
361	Special Educational Needs	(264)	
385	Strategic Management	(195)	
502	Youth Offending Team	(39)	
466	Integrated Youth Service	22	
0	Dedicated Schools Grant - Transfer to Ring-Fenced DSG Reserve	383	
17,406	TOTAL	(102)	

USE OF RESERVES

The above figures include the 2011/2012 approved budget along with the planned use of Departmental Reserves created in previous years.
The details below provide a breakdown of these reserves

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Planned Usage 2011/12 £'000	Variance to Date Over/ (Under) £'000	Director's Explanation of Variance
472	School Transformation Team (BSF)	332	(140)	Capitalisation of some of costs of site managing the new build at Dyke House - reserve to continue to fund spend in future years
45	Youth Offending	45	0	
67	Carlton Outdoor Centre	67	0	
423	Looked After Children	0	(423)	In the current year it is proposed to offset the adverse variance on Children & Families BVG with underspends elsewhere within the department. This will enable the total LAC Reserve of £1m to be carried forward to manage this continuing risk in future years. Based on current trends this provides contingency funding for between 2 and 3 years.
16	Local Safeguarding Children's Board	16	0	
220	Home to School Transport	220	0	
25	Newly Qualified Teachers	0	(25)	This project was funded by reserves until Summer 2011 following the cessation of the grant funding in March 2011; there was expected to be an underspend on Supplies & Services.
38	Playing for Success	31	(7)	
45	Promotion of Breast Feeding	45	0	
1,351		756	(595)	

CHIEF EXECUTIVE DEPARTMENT

Appendix C

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Projected Outturn Variance £'000	Director's Explanation of Variance
Finance & Procurement			
1,314	Accountancy	(80)	The projected favourable variance is owing to vacant posts.
(1,734)	Central Administration	0	
33	Finance Miscellaneous	0	
51	HR Payroll System	0	
203	Internal Audit	(5)	The forecasted outturn variance is owing to a potential shortfall on income received for legal land and property transactions. A reduction in the housing transactions completed on behalf of other partnerships has resulted in the reduction in the income generated.
492	Legal Services	50	
93	Municipal & Parliamentary Elections	(15)	
86	Registration of Electors	0	
(938)	Shopping Centre Income	0	Forecast favourable variance of £15,000, subject to no more elections this year. However, this amount would need to be considered as a MRU as, following the electoral review, the council will have all out elections in May 2012 and there is the potential for a local referendum, all of which will need to be funded by the authority. In this context, this also needs to be highlighted as a pressure for next year.
121	Support to Members	0	
	Municipal & Parliamentary Elections MRU for May 2012 elections	15	
(279)	Sub-Total Finance & Procurement	(35)	
Performance			
(248)	Benefits	(3)	No variance is shown here as the income shortfall is being managed corporately. Shopping Centre income was less than budgeted for in the first two quarters, following the same pattern as in the past two years. Corporate resources have been set aside to fund this on going pressure, in the short term, with a current forecast outturn adverse variance of £298,000.
135	Community Partnerships	0	
538	Corporate ICT	0	
445	Corporate Strategy	(10)	
194	Democratic	(8)	Related to printing costs being less than originally budgeted.
43	Fraud	0	
539	Hartlepool Connect	0	
663	HR & Health and Safety	0	
(43)	Other Office Services	0	No variance is shown here as the income shortfall is being managed corporately. The latest forecasted outturn variance is £130K owing to a continued reduction in Land Search income.
158	Performance & Consultation	0	
115	Performance Management Misc	0	
115	Public Relations	(31)	
7	Registration Services	0	Forecast favourable variance is owing to income generation being above target.
1,033	Revenues	0	
(376)	Revenues & Benefits Central	0	
161	Scrutiny	(15)	
654	Shared Services Unit	0	Relates to salaries where staff are not at the top of the grade and external consultant fees which are no longer required to support Tees Valley Joint Health Scrutiny Committee.
593	Support Services	(25)	
35	Training & Equality	0	
0	Support Services MRU for staff protection issues	15	
4,761	Sub-Total Performance	(77)	Forecast favourable variance of £25,000, owing to staffing vacancies, of which £15,000 would need to be considered as a MRU as, following the Support Services SDO there will be some staff protection issues for the three following financial years.
4,482	TOTAL	(112)	

USE OF RESERVES

The above figures include the 2011/2012 approved budget along with the planned use of Departmental Reserves created in previous years. The details below provide a breakdown of these reserves

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Planned Usage 2011/12 £'000	Variance Over/ (Under) £'000
Finance & Procurement			
24	Finance - Accountancy	24	0
50	Finance - Accountancy	50	0
35	Finance - Audit Section	35	0
62	Finance - IT Investment	62	0
41	Finance - IT Developments R & B	41	0
64	Finance - R & B	64	0
16	Finance - Internal Bailiff Development	16	0
5	Finance - Intercept Software Development	5	0
50	Finance - Financial Inclusion Programme	50	0

CHIEF EXECUTIVE DEPARTMENT**REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012**

Approved 2011/2012 Budget	Description of Best Value Unit	Planned Usage 2011/12	Variance Over/ (Under)
£'000		£'000	£'000
4	Finance - New Scanner	4	0
5	Finance - FSM Software	5	0
20	Finance - e-form Development	20	0
50	Finance - Specific Grant Reduction	50	0
20	Finance - Atlas Project	20	0
5	Finance - Payment Card Industry	5	0
5	Finance - Integration Import	5	0
10	Finance - Zipporah Corporate Booking System	10	0
10	Finance - Software Projects	10	0
15	Finance - Council Tax Rebate Development	15	0
100	Financial Inclusion	100	0
24	Legal, Registration and Members	24	0
615	Sub-Total Finance & Procurement	615	0

Performance			
26	Accommodation	26	0
196	Chief Executive's Department Ring Fenced	196	0
16	Corporate Strategy - Corporate Consultation	16	0
113	Corporate Strategy - Divisional Restructure	113	0
28	Corporate Strategy - Enhancing Council Profile	28	0
85	Corporate Strategy - ICT System Development	85	0
50	Corporate Strategy - ICT Contract Review	50	0
33	Corporate Strategy - Joint Working	33	0
30	Corporate Strategy - Performance Management	30	0
23	Corporate Strategy - Working from Home	23	0
51	Hartlepool Connect	51	0
30	Hartlepool Connect	30	0
18	HR - People Framework Development	18	0
3	HR - Resource Investment	3	0
27	HR - Support to Members	27	0
35	Registrars	35	0
15	Registrars	15	0
779	Sub-Total Performance	779	0
1,394	TOTAL	1,394	0

REGENERATION AND NEIGHBOURHOODS DEPARTMENT

Appendix D

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012

Approved 2011/2012 Budget £'000	Description of Service Area	Projected Outturn Variance - Adverse/ (Favourable) £'000	Director's Explanation of Variance
Departmental Budgets (i.e. budgets relate to all of the below Portfolios)			
1,274	Strategic Management, Admin & Service Development	0	
(302)	Departmental Salary Turnover Target	0	
128	Advance Savings	0	
1,100	Sub-Total Departmental Budgets	0	
Adult's & Public Health Services			
659	Consumer Services	0	
12	Environmental Protection	0	
(83)	Environmental Standards	60	Income is down on last year but the fee expectancy in this area is unrealistic in the current climate. The level of budgeted income will need to be reviewed as part of the detailed 12/13 Budget Build. The 10/11 shortfall was £37k.
(20)	Cemetery and Crematoria	(30)	A £30k favourable variance is expected at year end following the increase in fees to fund the replacement of the cremator. Works are due to start in 12/13 and it is proposed that any surplus income generated this year is carried forward as a reserve to fund the capital works and reduce the amount of prudential borrowing on the scheme.
0	Contribution to Cemetery and Crematoria Reserve	30	See comment above.
568	Sub-Total Adult and Public Health	60	
Culture, Leisure and Tourism			
2,361	Parks & Countryside	0	
32	Allotments	0	
2,393	Sub-Total Culture, Leisure and Tourism	0	
Community Safety & Planning			
(40)	Building Control	125	£500k was included in the MTFS Outturn Forecast for Building Control and Development Control with £250k expected in 11/12. Building Control income is down in the first two quarters of the year and the forecast outturn assumes that this will continue.
541	Community Safety	0	
232	Development Control	125	Analysis of income shows the reliance on large schemes and this will continue to be closely monitored. Income was received from larger schemes in Q4 and the year end forecast is a worst case scenario which assumes no more this year.
53	Sustainable Development	0	
786	Sub-Total Community Safety & Planning	250	
Finance and Procurement			
(5)	Logistics	0	
89	Procurement and Reprographics	0	
(134)	Property Management	0	
290	Asset Management	0	
(113)	Building Consultancy	0	
127	Sub-Total Finance and Procurement	0	
Housing and Transition			
714	Housing Services	(20)	This favourable variance relates to the expected surplus generated by the New Social Housing scheme which needs to be set aside to cover future maintenance costs in accordance with the approved business case for this project.
0	Contribution to Social Housing New Build Reserve	20	See comment above.
714	Sub-Total Housing and Transition	0	
Regeneration and Economic Development and Skills			
80	CAD/CAM	0	
1,071	Economic Development	0	
559	Urban & Planning Policy	0	
1,710	Sub-Total Regeneration and Economic Development and Skills	0	

REGENERATION AND NEIGHBOURHOODS DEPARTMENT

Appendix D

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012

Approved 2011/2012 Budget	Description of Service Area	Projected Outturn Variance - Adverse/ (Favourable) £'000	Directors Explanation of Variance
£'000		£'000	
	Transport & Neighbourhoods		
(1,013)	Car Parking	0	No variance is shown here as the income shortfall is being managed corporately. Provision was made in the 10/11 Outturn Strategy for a shortfall in income and a contribution of £200k from this reserve is included below. The current anticipated shortfall is £300k. This forecast represents a worst case scenario which does not reflect a peak in income at Christmas as the adverse weather conditions may affect this again. It also does not reflect any additional fine income which may result from the new car and bailiff work and this position will be closely monitored once more information is available.
470	Engineering Consultancy	0	
4	Facilities Management	0	
13	School Catering	170	Adverse variance in part is owing to the reduction in funding from Child and Adult from £140k to £70k - this is included in the MTFS. In addition income is down and work is ongoing to establish the impact on the account of the additional children eligible for free school meals. Forecast based on 300 and plac data is between £50k & £70k but we need to review actual impact using a dual school meals data. Only a few weeks info of current year available at present.
(4)	Grounds Maintenance	0	
2,168	Highway Maintenance and Insurance	0	
(183)	Highways Trading	0	Current position is a favourable £65k owing to income from Capital works. The client position including spend on Winter Maintenance needs to be considered, therefore it is currently assumed that there will be a nil variance at outturn.
507	Highways Traffic & Transport Management	0	
95	ITU Passenger Transport	0	Favourable variance at the moment resulting from income generation. This is an area under consideration as part of the savings proposed for 12/13.
364	ITU Road Safety	0	
0	ITU Strategic Management	0	
(207)	ITU Vehicle Fleet	0	
(1)	NDORS (National Driver Offender Rehabilitation) Scheme	0	
2,453	Neighbourhood Management	0	
1,165	Network Infrastructure	0	
0	Section 38's	0	£141k carried forward from last year. Currently reviewing officer costs chargeable here. There is likely to be a balance to carry forward which represents income in advance at year end for undeployed schemes.
2,318	Sustainable Transport	(40)	This favourable variance is projected owing to an underspend on Concessionary Fares following the renegotiation of the Tees Valley contract. The MTFS Outturn Forecast includes a £60k provision for this however it is proposed that a reserve is created from this underspend to fund the buss pass replacement in 12/13. Provision has been made in this estimate for a possible charge for any shortfall on the 30p charge for travel before 9.30am. A pressure for 12/13 has been identified when the reimbursement methodology changes.
4,726	Waste & Environmental Services	400	The forecast adverse variance is owing to additional costs incurred while the incinerator is out of use. Provision was made for this in the 2010/11 Outturn Strategy and the reserve will be released to fund this. Action is being taken to minimise the overall cost by increasing the amount of recycling. This position will be monitored closely each month as details of actual waste is provided.
12,875	Sub-Total Transport and Neighbourhoods	530	
	Contribution from Reserves for Waste Disposal as part of the Outturn Strategy approved by Members 20.05.11	(400)	
20,273	DEPARTMENT TOTAL	440	
	Less amounts included in the 11/12 Outturn Strategy included in the MTFS reported to Cabinet 10.10.11		
	School Meals	(70)	
	Development and Building Control	(250)	
	Net Adverse (Favourable) Variance	120	

REGENERATION AND NEIGHBOURHOODS DEPARTMENT

Appendix D

REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2011/2012

USE OF RESERVES

The above figures include the 2011/2012 approved budget along with the planned use of Departmental Reserves created in previous years. The details below provide a breakdown of these reserves.

Approved 2011/2012 Budget £'000	Description of Best Value Unit	Planned Usage 2011/12 £'000	Variance Over/ (Under) £'000	Directors Explanation of Variance
Departmental Budgets (i.e. budgets relate to all of the below Portfolios)				
165	Regeneration and Neighbourhoods Managed Revenue Underspend	165	0	
165	Sub-Total	165	0	
Community Safety & Planning				
32	Local Plan Reserve	32	0	
46	Community Safety - Various Contractual Commitments	46	0	
132	Community Safety - LPSA	61	(71)	Reserve to be carried forward to 12/13. Three year programme - grant administered and controlled by Safer Hartlepool Partnership.
210	Sub-Total	139	(71)	
Finance and Procurement				
18	Property Services - Invest to Save	18	0	
20	Graham Community Centre	20	0	
38	Sub-Total	38	0	
Housing and Transition				
96	Housing - CAD/CAM, Selective Licensing & IT Systems	96	0	
144	Selective Licensing	0	(144)	Reserve to be carried forward to 12/13. Scheme runs over years and the reserve represents funding received in advance which is needed to fund salaries and running costs until the scheme ends.
7	Housing - Condition Surveys/Strategic Housing Market Assessment	7	0	
80	Empty Homes	80	0	
35	Social Housing New Build	0	(35)	Reserve to be carried forward to 12/13. Ringfenced to fund future repairs/asset lifecycle costs associated with the New Social Housing Operating Account.
55	Baden Street	55	0	
50	Furniture Project	50	0	
467	Sub-Total	288	(179)	
Regeneration and Economic Development and Skills				
118	Earmarked Grant Funding	118	0	
180	Jobs and The Economy	180	0	
200	Seaside Grant	200	0	
141	Economic Development - Grant funded Projects	141	0	
10	Economic Development - Economic Regeneration Strategy	10	0	
14	Economic Development - Graffiti Project	14	0	
37	Urban & Planning Policy	37	0	
700	Sub-Total	700	0	
Transport & Neighbourhoods				
27	Neighbourhood Management NDC	27	0	
5	Neighbourhood Management NDC - Cohesion	5	0	
16	Speed Cameras	16	0	
46	ITU Running Costs	46	0	
22	Building Maintenance	22	0	
70	Straiton Nursery	70	0	
10	Neighbourhood Community Development Projects	10	0	
10	Village Greens Hearings	10	0	
50	Winter Maintenance	50	0	
10	Equine Enforcement	10	0	
20	H & S Training	20	0	
286	Sub-Total	286	0	
Culture, Leisure and Tourism				
50	Allotments	50	0	
50	Sub-Total	50	0	
Adult's & Public Health Services				
50	Cemetery and Crematoria	50	0	
12	Licensing	12	0	
62	Sub-Total	62	0	
1,978	DEPARTMENT TOTAL	1,728	(250)	

ADDITIONAL CORPORATE ISSUES IDENTIFIED SINCE 10 OCTOBER 2011

	2011/12 Saving/ (cost)	Comment on forecast outturn
	£'000	
Known issues		
IT Contract payments	150	Prudent accruals for outstanding contract variances had been made in previous years accounts on the assumption that these amounts would be needed. Following the agreement of outstanding issues there is a one-off benefit of £150,000.
Pensions/Designated Authority costs	50	The outturn reflects a minor reduction in the employers overall pension contribution and small reduction in designated authority costs. Both will continue into 2012/13 and future years
Energy Savings	150	Energy price increase in the current year are less than anticipated owing to the proactive energy procurement strategy pursued by NEPO to buy the 2011/12 energy requirement in advance of need. This is not expected to be sustainable as current energy prices already exceed the prices paid in 2011/12 and further increases are expected in 2012/13.
Discretionary Rate Relief	50	Applicants for discretionary rate relief from businesses is less than expected and this trend is expected to continue
Benefit Subsidy Income	200	The current benefit subsidy regime is expected to provide a one-off benefit in 2011/12. This is not sustainable as the Government have already indicated that when Council Tax Benefit is localised there will be a 10% grant cut. It is anticipated that this will be preceded in 2012/13 with cut in the benefit subsidy regime.
Church Square Loan Repayment	39	Following the deferral of this project there will be a one-off saving in the 2011/12 loan repayment costs. This could become a permanent saving if Members determine to permanently delete the Prudential Borrowing budget of £390,000 from the capital programme.
Provision for Mayoral Referendum	(70)	One off costs of holding a referendum.
Total Known issues	569	
<u>Potential Issues</u>		
April 2011 pay award saving	500	The base budget for 2011/12 included a significantly reduced provision for a cost of living pay award in April 2011 which assumed the national agreement of a flat rate increase for public sector employees earning less than £21,000 of £250. It is now expected that this arrangement will not apply to local authority staff. If this is the case there will be a one-off saving in 2011/12 and a continuing saving from 2012/13. This issues continues to be a risk and it would be prudent to maintain this provision until the national position is clearer.
Total All Issues	1,069	

2011/12 FINANCIAL RISK MANAGEMENT

Appendix F

Risk Rating

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

The value of expenditure/income on individual areas, together with the percentage of the authority's net budget, are shown in the table below to highlight the potential impact on the Council's overall financial position.

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

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

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

EXPENDITURE ITEMS**CORPORATE RISKS**

Financial Risk	Risk Rating	2011/12 Base Budget £'000	Budget as % of net budget	Variance to 30th September (Favourable) Adverse £'000
Pay costs - Single Status and costs of living pay award	Amber	50,470	55%	0
Higher costs of borrowing and/or lower investment returns	Green	6,829	7%	(337)
IT	Green	2,758	3%	0
Planned Maintenance Budget	Amber	216	0%	0

CHILD & ADULT SERVICES

Financial Risk	Risk Rating	2011/12 Base Budget £'000	Budget as % of net budget	Variance to 30th September (Favourable) Adverse £'000
Individual School Budget (ISB)	Amber	69,541	N/A	0
Individual Pupils Budget allocated during the year to schools for high level SEN pupils	Green	1,832	2%	9
Home to School Transport Costs	Amber	1,415	2%	(55)
Building Schools for the Future	Amber	N/A	N/A	0
Carlton Outdoor Education Centre	Red	85	0%	30
Increased demand in places at independent schools for pupils with high level of SEN	Amber	650	1%	(2)
Increased Demand for Looked After Children Placements	Red	5,310	6%	178
Schools Buy-Back Income	Amber	(339)	0%	86
Demographic changes in Older People	Amber	16,584	18%	100
Demographic changes in Working Age Adults	Red	9,476	10%	70
Non-achievement of income targets - Community Services	Amber	(1,323)	-1%	(76)
Non-achievement of income targets - Social Care	Amber	(10,929)	-12%	(240)

REGENERATION & NEIGHBOURHOODS

Financial Risk	Risk Rating	2011/12 Base Budget £'000	Budget as % of net budget	Variance to 30th September (Favourable) Adverse £'000
Car Parking	Amber	1,813	2%	65
Fee Income - Planning & Building Control	Amber	718	1%	104
Rent Income - Economic Development Service	Green	205	0%	0

Appendix G

EARLY INTERVENTION GRANT 2011/12 - FORECAST OUTTURN

	2011/12 Initial Proposed Budget allocation (Budget Book)	2011/12 Budget Amendments	2011/12 Latest Budget	2011/12 Projected Outturn Variance (Favourable)/ Adverse
	£	£	£	£
ABG Grants				
Connexions	1,011,090	(288,316)	722,774	(44,000)
Children's Fund	320,515	(9,609)	310,906	0
Positive Activities For Young People - Connexions	241,259	(28,324)	212,935	44,000
Positive Activities For Young People - Neighbourhood Support Fund	157,424	0	157,424	(81,000)
Teenage Pregnancy	113,345	0	113,345	0
Youth Substance Misuse	10,370	0	10,370	0
January Guarantee	0	0	0	0
Child Trust Fund	1,872	0	1,872	0
Children's Social Care Workforce	32,662	0	32,662	0
ABG Total	1,888,537	-326,249	1,562,288	(81,000)
Specific Grants				
Children's Centres	2,566,289	0	2,566,289	(198,000)
Early Years Sustainability	490,941	0	490,941	0
Early Years Workforce	282,683	0	282,683	0
Two Year Old Offer Early Learning and Childcare	170,010	0	170,010	0
Think Family Grant	763,276	0	763,276	0
Short Breaks for Disabled Children	300,389	0	300,389	0
Foundation Learning	17,805	0	17,805	0
Targeted Mental Health in Schools	175,134	0	175,134	(175,000)
Contact Point	0	0	0	0
Youth Crime Action Plan	137,746	0	137,746	0
Youth Crime Prevention	0	32,068	32,068	0
Youth Inspectors	0	28,425	28,425	0
Youth Opportunity Fund	142,548	(28,425)	114,123	0
Specific Grants Total	5,046,821	32,068	5,078,889	(373,000)
Youth Service - Rebadged Connexions Grant	0	326,249	326,249	0
Create EIG Commissioning Reserve	0	0	0	110,000
Create EIG Interim Funding Reserve	0	0	0	70,000
TOTAL EIG	6,935,358	32,068	6,967,426	(274,000)

~~~~~ Note 1 ~~~~~

~~~~~ Note 2 ~~~~~

Note 1:

The initial budget allocation was the indicative budget based on the 21.9% funding reduction. As stated in the February 2011 MTFS Cabinet Report these indicative allocations were subject to a degree of flexibility to transfer resources between individual areas to manage such a large in year reduction in funding. Changes to the budget since the indicative allocation was proposed are shown in the Budget Amendment column. This incorporates an additional allocation in respect of Youth Crime Prevention.

Note 2:

This Column shows the latest outturn projections in respect of EIG which include proposals to create a specific reserve to temporarily increase capacity for the next two years within the Commissioning Team to assist in the review of service delivery and a Reserve to support provider organisations following contracts ending and new services being commissioned where there is an identified need for continuation of service. Officers are currently in the process of undertaking a fundamental review of all EIG services including how the grant is spent with the aim of remodelling the services for future delivery. The current financial year is therefore very much a transitional year with a number of services either ceasing and/or being put on hold subject to the outcome of this review. This review has resulted in some underspend against the existing grant however this is very much 'one-off' and the result of awaiting the detailed outcome of this review.

Once complete then details of the review and the future strategy is scheduled to be reported to a future Cabinet meeting which will also address the proposals for managing this underspend as additional resources may need to be earmarked to fund the continuation of existing services and/or the phased withdrawal.

In the event of this underspend not being required for these purposes then this will be addressed as part of the final MTFS Report taken to Members in December 2011.

CABINET REPORT

5th December, 2011



Report of: Chief Finance Officer

Subject: QUARTER 2 – CAPITAL PROGRAMME MONITORING
REPORT 2011/2012

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To provide details of progress against the Council's 2011/12 Capital budget for the period to 30th September, 2011.

2. SUMMARY OF CONTENTS

- 2.1 The report provides detailed monitoring information for each departmental area up to 30th September, 2011. In total there are 346 schemes within the Council's capital programme.
- 2.2 The report advises members that the majority of schemes are progressing as planned and provides a detailed commentary on individual departmental capital programme.
- 2.3 There is one area where capital expenditure will exceed the budget this relates to two major projects undertaken as part of the Primary Capital Programme (PCP), for the schemes at Rossmere and Jesmond Road schools, which have a combined total budget of £8.5m. Additional costs have been identified for these schemes and at the time of preparing this report work was still ongoing to quantify these costs. An initial assessment indicates these costs will be in the region of £0.5m. Following the Government's decision to withdraw future PCP allocations these costs will need to be funded by the Council. A funding strategy will need to be developed to address these additional costs and avoid this impacting on next year's revenue budget. It is envisaged that this will need to involve allocating uncommitted funding from the Council Capital Fund and a contribution from departmental revenue budgets (which will not affect the revenue outturn forecast reported separately). Full details of the proposed funding strategy will be reported Cabinet on 19th December 2011.

3. RELEVANCE TO CABINET

3.1 Cabinet has overall responsibility for the monitoring of the Council's budgets.

4. TYPE OF DECISION

4.1 None.

5. DECISION MAKING ROUTE

5.1 Cabinet 5th December, 2011.

6. DECISIONS REQUIRED

6.1 It is recommended that Cabinet:

- i) note the report
- ii) approve the virement of £35k for Mill House Changing and Fitness Area (detailed in paragraph 3.4)

Report of: Chief Finance Officer

Subject: QUARTER 2– CAPITAL PROGRAMME MONITORING
REPORT 2011/2012

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of progress against the Council's 2011/12 Capital budget for the period to 30th September, 2011.

2. BACKGROUND

- 2.1 This report provides details covering the capital programme on a departmental basis.
- 2.2 This report will be submitted to Scrutiny Co-ordinating Committee on 13th January 2012.

3. CAPITAL MONITORING 2011/2012

- 3.1 Expenditure for all departmental areas is summarised in the table below. Actual expenditure to 30th September 2011 totals £18.178m compared to the budget of £49.315m leaving expenditure of £20.928m to be spent in 2011/12 capital expenditure and resources of £10.948m will be re-phased into 2012/13.
- 3.2 Capital schemes are generally progressing as expected and details are by department are shown below.

| Department | 2011/12
Budget
£'000 | 2011/12
Actual to
30/09/2011
£'000 | 2011/12
Remaining
Expenditure
£'000 | 2012/13
Re-phased
Expenditure
£'000 | 2011/12
Variance from
budget
Adverse/
(Favourable)
£'000 |
|----------------------------------|----------------------------|---|--|--|---|
| Adult & Community Services | 1,550 | 173 | 1,284 | 0 | (93) |
| Children's Services | 27,518 | 13,528 | 8,287 | 6,203 | 500 |
| Chief Executive | 212 | 10 | 202 | 0 | 0 |
| Corporate | 2,444 | 705 | 1,522 | 0 | (217) |
| Regeneration & Neighbourhoods | 17,591 | 3,762 | 9,633 | 4,745 | 549 |
| Total Capital Expenditure | 49,315 | 18,178 | 20,928 | 10,948 | 739 |

3.3 Adult & Community Services

- 3.4 The Mill House Combined Heating and Power scheme works has been completed at a final cost of £0.114m, leaving an under spend of £63k. It is proposed that £35k of this under spend is used to fund the 2011/12 additional works for the Changing Village within Mill House and the balance £28k is returned to the Corporate Capital Fund (CCF) for reallocation.

3.5 Social Care Transformation Projects

The Council received ring fenced grant funding in 2011/12 of £0.170m and has carried forward unspent grant from previous years of £0.237m, giving a total budget in 2011/12 of £0.407m to support Social Care transformation projects.

In accordance with the grant conditions the Portfolio holder has identified the following projects as priorities for improvement:

| Scheme | £'000 |
|---|--------------|
| Warren Road Kitchen – Upgrade Kitchen Health & Safety | 25 |
| Havelock Centre for Independent Living | |
| - Window Replacement | 65 |
| - Upgrade Kitchen & Extraction system | 100 |
| - Asbestos Removal | 10 |
| Art Base to accommodate former Mirage Site & refurbish day services rooms | 50 |
| Additional parking on former Lynn Street Site | 5 |
| Total | 255 |

3.6 Grants for short break provision

The Council has received additional capital grant of £80k from the Primary Care Trust to be used to develop short break options for people on the autistic spectrum, carers, and people with disabilities. It is proposed that this grant funding is combined with a separate capital grant of £65k from the Aiming High programme to provide a pool of funding totalling £0.145m. Individuals and community groups in Hartlepool can apply, via the Learning Disability Partnership Board, for support of up to 75% of the costs for eligible projects.

3.7 Children's Services

- 3.8 Expenditure of £6.203m will be re-phased to 2012/13 of which £4.837m relates to the Building Schools for the Future ICT contract which is a five year contract with schools incurring expenditure as and when they join the contract in line with their planned commencement dates. The balance relates to transformational schemes which have not yet been determined, owing to the nature of the works they are likely to occur during the school holidays to minimise disruption.

3.9 The capital budget includes two major projects undertaken as part of the Primary Capital Programme (PCP) for the schemes at Rossmere and Jesmond Road schools, which have a combined total budget of £8.5m. Additional costs have been identified for these schemes and at the time of preparing this report work was still ongoing to quantify these costs. An initial assessment indicates these costs will be in the region of £0.5m. Following the Government's decision to withdraw future PCP allocations these costs will need to be funded by the Council. A funding strategy will need to be developed to address these additional costs and avoid this impacting on next year's revenue budget. It is envisaged that this will need to involve allocating uncommitted funding from the Council Capital Fund and a contribution from departmental revenue budgets (which will not affect the revenue outturn forecast reported separately). Full details of the proposed funding strategy will be reported Cabinet on 19th December 2011.

3.10 Corporate

3.11 **Appendix D** shows a projected under spend of £0.217m, which reflects under-spending against the Corporate Capital Fund (CCF). A comprehensive review of the CCF programme is being undertaken to identify further savings and to reassess priorities to identify resources to fund additional costs in the Primary Capital Programme (detailed in Paragraph 3.9).

3.12 Regeneration & Neighbourhoods

3.13 Schemes totalling £4.745m will be re-phased to 2012/13. The majority relates to grant funding received in advance for Tees Valley Network improvements and the vehicle replacement programme schemes which are programmed to occur next financial year.

3.14 Quarter 1 monitoring highlighted the funding issue relating to the Housing Market Renewal (HMR) programmes. Reports were submitted to Cabinet on 1st August and 10th October 2011 advising Members of the latest position on the Carr/Hopps Street HMR scheme following the Government's withdrawal of HMR funding. The report advised Members that the Government have now recognised the complete withdrawal of HMR funding has left a number of councils with a difficult position to manage. In response the Government have decided to provide some Transitional funding to assist council's manage the position. The Government have stated that this funding is not intended to enable HMR schemes to be completed as originally planned and is only designed to achieve a 'managed exit'. Transitional funding is subject to a regional bidding process and Hartlepool's bid has been included in the Tees Valley bid. Nationally the Government are providing £30m and it is understood bids significantly exceed this amount.

3.15 Government have not announced transitional funding allocations when this report has been prepared. Assuming this application is successful the Council will still need to fund costs of £4.5m from its own resources to complete this scheme, this pressure was reported as part of the MTFS presented to Cabinet in October.

- 3.16 Two new schemes have been added to the programme since quarter 1, the Baden Street Empty Property scheme £0.160m was approved by Cabinet 18th July. A scheme totalling £80k for the Empty Property Improvement scheme funded by departmental reserves was also approved by Cabinet 1st August.
- 3.17 Detailed financial information on the capital programmes for individual departmental areas by Portfolio is provided in **Appendices A - E** to this report as set out below:

Appendix A- Adult & Community Services

Appendix B- Children's Services

Appendix C- Chief Executives

Appendix D- Corporate

Appendix E- Regeneration & Neighbourhoods

- 3.18 The format of the appendices shows details of projected and actual capital expenditure as at 30th September 2011 and shows:

Column A - Scheme Title

Column B - 2011/12 Budget

Column C - Actual expenditure to 30th September, 2011

Column D - Expenditure remaining in the period October to March, 2012

Column E - Expenditure Rephased into 2012/13

Column F - Total Expenditure

Column G - Variance from Budget

Column H - Type of financing

4. RECOMMENDATIONS

- 4.1 It is recommended that Cabinet:
- i) note the report
 - ii) approve the virement of £35k for Mill House Changing Village (detailed in paragraph 3.4)

5. CONTACT OFFICER

- 5.1 Chris Little (Chief Finance Officer), Tel: 01429 523003, e-mail:
chris.little@hartlepool.gov.uk

ADULT & COMMUNITY SERVICES

CAPITAL MONITORING REPORT PERIOD ENDING 30th SEPTEMBER 2011

| Project Code | A
Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|---|---------------------------------|---|---|---|---|---|---------------------------|---|
| | | B
2011/12
Budget
£'000 | C
2011/12
Actual
as at 30/09/11
£'000 | D
2011/12
Expenditure
Remaining
£'000 | E
Expenditure
Rephased
into 2012/13
£'000 | F
C+D+E
Total
Expenditure
£'000 | G
F-B
2011/12
Variance
from budget
£'000 | H
Type of
financing | |
| | Portfolio: Adult & Public Health | | | | | | | | |
| 7234 | Chronically Sick & Disabled Adaptations | 57 | 34 | 23 | 0 | 57 | 0 | MIX | |
| 7481 | IIM Social Care IT Infrastructure | 43 | 24 | 19 | 0 | 43 | 0 | GRANT | |
| 7578 | Lynn Street ATC Demolition | 11 | 0 | 11 | 0 | 11 | 0 | MIX | |
| 7723 | Resettlement Capital Works - Campus Re-provisioning | 77 | 0 | 77 | 0 | 77 | 0 | GRANT | |
| 8108 | Havelock Centre for Independent Living | 18 | (51) | 0 | 0 | (51) | (69) | MIX | |
| 8115 | Havelock Day Centre - Window replacement | 1 | 0 | 1 | 0 | 1 | 0 | UCPB | |
| 8217 | Waverley Terrace Allotments - Composting Toilets | 2 | 0 | 2 | 0 | 2 | 0 | MIX | |
| 8312 | Social Care Transformation Capital | 407 | 0 | 407 | 0 | 407 | 0 | GRANT | Funding to be allocated to priorities for improvement by the portfolio holder |
| 8396 | New flat purchase | 130 | 0 | 130 | 0 | 130 | 0 | RCCO | |
| 7441 | Adult Education - Neighbourhood Learning in Deprived Communities Fund | 4 | 0 | 4 | 0 | 4 | 0 | GRANT | |
| 7531 | Adult Education - Office Accom | 24 | 24 | 0 | 0 | 24 | 0 | MIX | |
| 7622 | Adult Education - Capital Equipment Replacement | 37 | 0 | 37 | 0 | 37 | 0 | MIX | |
| 7985 | Adult Education - Motivating E-Learning | 0 | 0 | 0 | 0 | 0 | 0 | GRANT | |
| 8284 | Drug Action Team Tier 4 accommodation | 119 | 15 | 104 | 0 | 119 | 0 | GRANT | |
| new | Short Breaks | 80 | 0 | 80 | 0 | 80 | 0 | GRANT | |
| | Sub-Total | 1,010 | 46 | 895 | 0 | 941 | (69) | | |
| 7047 & 8408 | Portfolio: Culture, Leisure & Tourism | | | | | | | | |
| | Mill House Leisure Centre - Changing Village | 0 | 12 | 27 | 0 | 39 | 39 | MIX | Residual costs for the completion of the scheme. Costs can be met from the underspend on project 8084 (£35k) and receipts from the sale of obsolete equipment (£4k) |
| 8084 | Mill House Leisure Centre Combined Heating & Power Unit | 71 | 8 | 0 | 0 | 8 | (63) | UCPB | Underspend can be used to fund the additional costs for the changing village (£35k). Balance (£28k) to be returned to Council's Capital Fund |
| 7853 | Owton Manor Community Centre - Replace Boiler | 35 | 0 | 35 | 0 | 35 | 0 | UCPB | |
| 8409 | Skateboard Park Project 2 | 70 | 0 | 70 | 0 | 70 | 0 | MIX | |
| 7983 | Blakelock Day Centre Demolition | 67 | 0 | 67 | 0 | 67 | 0 | MIX | |
| 7992 | Grayfields Sports Junior Pitches | 16 | 0 | 16 | 0 | 16 | 0 | RCCO | |
| 8011 | Summerhill CCTV | 5 | 0 | 5 | 0 | 5 | 0 | UCPB | |
| 8051 | Seaton Carew Community Centre Roof Replacement | 0 | 0 | 0 | 0 | 0 | 0 | UCPB | |
| 8095 | Central Library - Signage | 3 | 0 | 3 | 0 | 3 | 0 | UCPB | |
| 8104 | Rossmere Park - MUGA & Skatepark | 171 | 107 | 64 | 0 | 171 | 0 | MIX | |
| 8216 | Seaton Carew Cricket Club | 30 | 0 | 30 | 0 | 30 | 0 | MIX | |
| 8322 | Summerhill Bridge works | 3 | 0 | 3 | 0 | 3 | 0 | MIX | |
| 8394 | Conversion of Throston CC to CC/Library | 70 | 0 | 70 | 0 | 70 | 0 | RCCO | |
| | Sub-Total | 541 | 127 | 390 | 0 | 517 | (24) | | |
| | TOTAL | 1,550 | 173 | 1,284 | 0 | 1,457 | (93) | | |

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

CAPITAL MONITORING REPORT PERIOD ENDING 30th SEPTEMBER 2011

| Project Code | A | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012 COMMENTS |
|--------------|--|-----------------------------|---|---|--|--|--|----------------------|--|
| | | B | C | D | E | F | G | H | |
| | Scheme Title | 2011/2012 Budget
£'000 | 2011/2012 Actual
as at 30/09/11
£'000 | 2011/2012 Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| | Portfolio: Children's Services | | | | | | | | |
| 7027 | Harnessing Technology Grant | 190 | 130 | 60 | 0 | 190 | 0 | Mix | |
| 7088 | Primary Capital Programme - Jesmond Gardens New Build & Rossmere Remodel | 3,096 | 2,797 | 799 | 0 | 3,596 | 500 | Grant | Further details in respect of this adverse variance are provided in paragraph 3.9 of the main report |
| 7109 | Brierton - Alterations re Dyke House Decant inc Transport Interchange | 3 | 3 | 0 | 0 | 3 | 0 | Grant | |
| 7125 | Golden Flatts - Install Security Fencing | 2 | 0 | 2 | 0 | 2 | 0 | Grant | |
| 7125 | Owton Manor - Install Security Fencing | 3 | 2 | 1 | 0 | 3 | 0 | Grant | |
| 7126 | Greatham - Create Change Facility & Quiet Area | 48 | 48 | 0 | 0 | 48 | 0 | UCPB | |
| 7129 | Barnard Grove Heating & Water Distribution | 19 | 12 | 7 | 0 | 19 | 0 | MIX | |
| 7129 | Clavering Heating & Water Distribution | 51 | 39 | 12 | 0 | 51 | 0 | RCCO | |
| 7129 | Golden Flatts Heating Distribution phase 2a | 102 | 74 | 28 | 0 | 102 | 0 | Grant | |
| 7129 | High Tunstall - Heating Distribution Works | 26 | 0 | 26 | 0 | 26 | 0 | SCE R | |
| 7129 | Manor College Heating & Water Distribution | 246 | 0 | 246 | 0 | 246 | 0 | Mix | |
| 7129 | Rossmere Heating Distribution | 7 | 0 | 7 | 0 | 7 | 0 | Grant | |
| 7130 | High Tunstall Heat Source and Equipment | 22 | 19 | 3 | 0 | 22 | 0 | SCE R | |
| 7130 | Rift House Heat Source & Equipment (Block D) | 22 | 0 | 22 | 0 | 22 | 0 | Grant | |
| 7131 | Fens Primary School Ventilation | 11 | 4 | 7 | 0 | 11 | 0 | Mix | |
| 7132 | High Tunstall - Swimming Pool Lighting Fittings / Wiring | 20 | 17 | 3 | 0 | 20 | 0 | SCE R | |
| 7132 | Manor College Lighting / Wiring | 212 | 121 | 91 | 0 | 212 | 0 | Mix | |
| 7133 | Manor College Replace Floor & Modify Toilets | 39 | 39 | 0 | 0 | 39 | 0 | Grant | |
| 7135 | Ward Jackson Rewire/distribution boards phase 1 | 82 | 64 | 18 | 0 | 82 | 0 | Grant | |
| 7136 | West View Primary School Gas Distribution | 234 | 187 | 47 | 0 | 234 | 0 | Mix | |
| 7137 | Catcote - Replace Windows and Door Framing | 33 | 25 | 8 | 0 | 33 | 0 | Grant | |
| 7138 | Barnard Grove - Structural Modifications (Blocks A & B) | 33 | 1 | 32 | 0 | 33 | 0 | Grant | |
| 7139 | High Tunstall Replace Sports Hall Roof | 116 | 82 | 34 | 0 | 116 | 0 | SCE R | |
| 7142 | Barnard Grove- Fire Safety Modifications | 8 | 0 | 8 | 0 | 8 | 0 | Grant | |
| 7142 | Brougham -Fire Safety Modifications | 23 | 0 | 23 | 0 | 23 | 0 | Grant | |
| 7142 | Kingsley Fire Safety Modifications | 20 | 0 | 20 | 0 | 20 | 0 | Grant | |
| 7142 | Lynnfield Fire Safety Modifications | 25 | 0 | 25 | 0 | 25 | 0 | Grant | |
| 7142 | Seaton Carew Nursery Fire Safety Modifications | 8 | 0 | 8 | 0 | 8 | 0 | Grant | |
| 7142 | St Helens Fire Safety Modifications | 4 | 0 | 4 | 0 | 4 | 0 | Grant | |
| 7142 | Stranton Fire Safety Modifications | 23 | 0 | 23 | 0 | 23 | 0 | Grant | |
| 7143 | St Helens Modifications to KS2 Building to provide hygiene area | 25 | 19 | 6 | 0 | 25 | 0 | Mix | |
| 7144 | Manor - Modifications to Autistic Spectrum Disorder (ASD) Unit | 45 | 0 | 45 | 0 | 45 | 0 | Grant | |
| 7384 | Devolved Capital - Various Misc Individual School Projects | 289 | 39 | 250 | 0 | 289 | 0 | Mix | |
| 7388 | Sure Start Central - Improvement Works at Lowthian Road | 2 | 0 | 0 | 0 | 0 | (2) | Mix | Scheme complete - remaining budget to be transferred to 7469 - Children's Centre Contingency. |

| Project Code | A

Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|---|------------------------------|--|--|--|--|--|----------------------|---|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| 7421 | School Travel Plans - Develop Cycle Storage at Schools | 53 | 8 | 45 | 0 | 53 | 0 | Mix | Underspends on Children's centre schemes 7388 & 8158 to be transferred here. |
| 7437 | Playing for Success - Develop New Classroom | 1 | 0 | 1 | 0 | 1 | 0 | Grant | |
| 7469 | Unallocated Children's Centre Capital Works | 60 | 0 | 66 | 0 | 66 | 6 | | |
| 7586 | City Learning Centre Equipment Purchase | 61 | 15 | 46 | 0 | 61 | 0 | Grant | |
| 7858 | Computers for Pupils | 7 | 0 | 7 | 0 | 7 | 0 | Grant | |
| 7863 | Carlton Outdoor Centre Redevelopment Works | 40 | 34 | 6 | 0 | 40 | 0 | Mix | |
| 7888 | Stranton - Purchase & Install CCTV | 2 | 0 | 0 | 2 | 2 | 0 | Grant | |
| 8005 | Grant Payments to Diocese for H'pool VA Schools | 300 | 300 | 0 | 0 | 300 | 0 | Grant | |
| 8056 | Eldon Grove - Creation of Additional Teaching Space | 681 | 290 | 391 | 0 | 681 | 0 | UCPB | |
| 8059 | Hart - Create Multi-Purpose Studio | 126 | 103 | 23 | 0 | 126 | 0 | Grant | |
| 8060 | Rift House - Annexe 2 Heating | 17 | 0 | 0 | 17 | 17 | 0 | Mix | |
| 8066 | Throston - Replacement of Gas Interlocks | 3 | 1 | 2 | 0 | 3 | 0 | Grant | |
| 8067 | Ward Jackson - Creation of Quiet Room | 2 | 0 | 2 | 0 | 2 | 0 | Mix | |
| 8072 | Integrated Children's System Case Management Improvement | 37 | 0 | 0 | 37 | 37 | 0 | Mix | |
| 8075 | Aiming High for Disabled Children | 65 | 0 | 65 | 0 | 65 | 0 | Grant | |
| 8093 | Golden Flatts - Establish Nurture Area | 11 | 0 | 11 | 0 | 11 | 0 | Grant | |
| 8103 | Swimming (was Brinkburn Pool - Access and Hoist) | 61 | 1 | 60 | 0 | 61 | 0 | Mix | |
| 8116 | Springwell - Covered Link Way | 25 | 20 | 5 | 0 | 25 | 0 | Grant | |
| 8119 | Rift House - Internal Reorganisation | 40 | 40 | 0 | 0 | 40 | 0 | Grant | |
| 8120 | Lynnfield - Improve Teaching Space | 108 | 99 | 9 | 0 | 108 | 0 | Grant | |
| 8138 | BSF- ICT | 7,607 | 831 | 1,939 | 4,837 | 7,607 | 0 | Mix | |
| 8139 | BSF - ICT Infrastructure (General) | 277 | 0 | 277 | 0 | 277 | 0 | Grant | |
| 8139 | BSF- Dyke House | 8,680 | 6,775 | 1,905 | 0 | 8,680 | 0 | Grant | |
| 8139 | St Hilds - BSF ICT Infrastructure | 101 | 77 | 24 | 0 | 101 | 0 | Grant | |
| 8139 | BSF - ICT Infrastructure (Catcote) | 63 | 33 | 30 | 0 | 63 | 0 | Grant | |
| 8139 | BSF - ICT Infrastructure (English Martyrs) | 218 | 125 | 93 | 0 | 218 | 0 | Grant | |
| 8139 | BSF - ICT Infrastructure (High Tunstall) | 150 | 96 | 54 | 0 | 150 | 0 | Grant | |
| 8139 | BSF - ICT Infrastructure (Manor) | 165 | 107 | 58 | 0 | 165 | 0 | Grant | |
| 8158 | Rossmere Way - New Kitchen | 4 | 0 | 0 | 0 | 0 | (4) | Grant | Scheme complete - remaining budget to be transferred to 7469 - Children's Centre Contingency. |
| 8168 | SSN Hindpool Close - Create Community Garden & Play Space | 71 | 65 | 6 | 0 | 71 | 0 | Grant | |
| 8176 | Barnard Grove - Replace Bungalow Floor | 14 | 0 | 0 | 14 | 14 | 0 | Mix | |
| 8179 | Catcote - Replace Boiler (11/12) | 39 | 0 | 39 | 0 | 39 | 0 | Grant | |
| 8184 | Hart - Replace Fence | 15 | 0 | 15 | 0 | 15 | 0 | Mix | |
| 8185 | Kingsley - Replace Kitchen Windows, Ceiling & Canopy | 30 | 2 | 28 | 0 | 30 | 0 | RCCO | |
| 8186 | Kingsley - Replace 1st floor windows | 48 | 20 | 28 | 0 | 48 | 0 | Mix | |
| 8187 | Owton Manor - Replace 1st floor windows | 9 | 2 | 7 | 0 | 9 | 0 | Grant | |
| 8188 | Rossmere - Replace KS2 Toilets | 32 | 20 | 12 | 0 | 32 | 0 | Grant | |
| 8192 | St Helens - Replace Corner Posts | 21 | 3 | 18 | 0 | 21 | 0 | Mix | |
| 8193 | Throston - Window replacement | 86 | 69 | 17 | 0 | 86 | 0 | Mix | |
| 8201 | Brougham - Improve Internal Access | 45 | 45 | 0 | 0 | 45 | 0 | Grant | |
| 8202 | Grange -Replace Classroom Annexe | 550 | 0 | 550 | 0 | 550 | 0 | Grant | |
| 8203 | Owton Manor - Improve Foundation Stage Outdoor area | 54 | 35 | 19 | 0 | 54 | 0 | Grant | |
| 8205 | Springwell - Create Enterprise area and Cyber Café | 74 | 57 | 17 | 0 | 74 | 0 | Grant | |
| 8206 | St Helens - Primary Interior Remodel | 138 | 108 | 30 | 0 | 138 | 0 | Grant | |
| 8207 | Stranton - Improve Outdoor Learning Area | 30 | 24 | 6 | 0 | 30 | 0 | Mix | |
| 8208 | Ward Jackson -Create Foundation Unit | 128 | 91 | 37 | 0 | 128 | 0 | Grant | |

| Project Code | A

Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|---|------------------------------|--|--|--|--|--|----------------------|-----------------------|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| 8209 | West Park - Improve Reception class toilet area | 10 | 0 | 0 | 10 | 10 | 0 | Grant | |
| 8218 | Youth Service Portable MUGA | 7 | 0 | 7 | 0 | 7 | 0 | Grant | |
| 8281 | Catcote - Purchase Temporary Classroom | 6 | 6 | 0 | 0 | 6 | 0 | Mix | |
| 8282 | Exmoor Grove - Redevelopment/ Change of Use | 14 | 0 | 14 | 0 | 14 | 0 | Grant | |
| 8287 | EDC/PRU - Extension to PRU Reception | 2 | 0 | 2 | 0 | 2 | 0 | Grant | |
| 8307 | Seaton Nursery - Build New Entrance Porch | 14 | 14 | 0 | 0 | 14 | 0 | Grant | |
| 8316 | Lynnfield - Create Office | 20 | 20 | 0 | 0 | 20 | 0 | Grant | |
| 8388 | West View - Upgrade ICT Suite inc Asbestos Removal & Window Replacement | 50 | 50 | 0 | 0 | 50 | 0 | Grant | |
| 8389 | St John Vianney - Mechanical Modifications to Heating & Air - Con | 21 | 21 | 0 | 0 | 21 | 0 | | |
| 8390 | Throston School - Extension to Foundation Stage for Quiet Room | 28 | 0 | 28 | 0 | 28 | 0 | Grant | |
| 8391 | Manor College - Replace Roof Coverings & Insulation | 65 | 44 | 21 | 0 | 65 | 0 | Grant | |
| 8392 | High Tunstall - Various Improvement Works to B, C & D Blocks | 219 | 155 | 64 | 0 | 219 | 0 | Grant | |
| New | Unallocated - Transformational Schemes (TBA) | 1,286 | 0 | 0 | 1,286 | 1,286 | 0 | Mix | |
| 9004 | Funding (Basic Need, Maintenance & RCCO) Currently Unallocated | 338 | 0 | 338 | 0 | 338 | 0 | Mix | |
| | TOTAL | 27,518 | 13,528 | 8,287 | 6,203 | 28,018 | 500 | | |

Key

RCCO Revenue Contribution towards Capital
MIX Combination of Funding Types
UCPB Unsupported Corporate Prudential Borrowing
SCE R Supported Capital Expenditure (Revenue)

GRANT Grant Funded
CAP REC Capital Receipt
UDPB Unsupported Departmental Prudential Borrowing
SPB Supported Prudential Borrowing

CHIEF EXECUTIVE

CAPITAL MONITORING REPORT PERIOD ENDING 30th SEPTEMBER 2011

| Project Code | A
Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|---|------------------------------|--|--|--|--|--|----------------------|-----------------------|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/2011
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| | Portfolio: Finance & Procurement | | | | | | | | |
| 8292 | Corporate Projects | 39 | 0 | 39 | 0 | 39 | 0 | MIX | |
| 7867 | City Challenge Burbank / Murray Street | 83 | 0 | 83 | 0 | 83 | 0 | MIX | |
| | Sub-Total | 122 | 0 | 122 | 0 | 122 | 0 | | |
| | Portfolio: Performance | | | | | | | | |
| 7623 | Corporate IT Projects | 20 | 0 | 20 | 0 | 20 | 0 | MIX | |
| 8292 | Mobile Chip & Pin | 20 | 0 | 20 | 0 | 20 | 0 | MIX | |
| 8292 | Contact Service Upgrade | 10 | 0 | 10 | 0 | 10 | 0 | MIX | |
| 7837 | Microsoft Outlook Migration | 5 | 5 | 0 | 0 | 5 | 0 | MIX | |
| 8105 | Installation of Staff Welfare Facilities | 18 | 0 | 18 | 0 | 18 | 0 | MIX | |
| 8143 | New Burdens - Council Tax Demands | 10 | 0 | 10 | 0 | 10 | 0 | MIX | |
| 8157 | Northgate - New Server | 7 | 5 | 2 | 0 | 7 | 0 | MIX | |
| | Sub-Total | 90 | 10 | 80 | 0 | 90 | 0 | | |
| | TOTAL | 212 | 10 | 202 | 0 | 212 | 0 | | |

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

CAPITAL MONITORING REPORT PERIOD ENDING 30th SEPTEMBER 2011

| Project Code | A
Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|---|------------------------------|--|--|--|--|--|----------------------|--|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| | Portfolio: Finance & Procurement | | | | | | | | |
| 7026 | Sir William Gray House - Replace Fire Alarm | 0 | 0 | 0 | 0 | 0 | 0 | MIX | |
| 7036 | Unallocated Council Capital Fund | 0 | 0 | 0 | 0 | 0 | 0 | UCPB | Surplus monies from completed schemes to be returned to fund. |
| 7041 | Corporate Planned Maintenance Unallocated | 23 | 0 | 23 | 0 | 23 | 0 | UCPB | Surplus monies from completed schemes to be returned to fund. |
| 7048 | Unallocated Health and Safety | 10 | 0 | 10 | 0 | 10 | 0 | UCPB | |
| 7111 | Stranton Crematorium Roof Replacement | 8 | 0 | 0 | 0 | 0 | (8) | MIX | Project Complete - return to Corporate Planned Maintenance (CCF) |
| 7114 | Rossmere Youth Centre - Roof Replacement | 2 | 0 | 1 | 0 | 1 | (1) | MIX | Project Complete - return to CCF |
| 7115 | Civic Centre Ramp | 255 | 0 | 255 | 0 | 255 | 0 | MIX | Scheme is more expensive than funding available, project on hold, subject to finding additional funds (CCF). |
| 7117 | Civic Centre Access Control System | 22 | 0 | 22 | 0 | 22 | 0 | MIX | Scheme is more expensive than funding available, project on hold, subject to finding additional funds (CCF). |
| 7119 | Demolition of Throston Grange Old Peoples Home | 1 | 1 | 0 | 0 | 1 | 0 | CAP REC | |
| 7200 | Civic Centre Refurbishment | 378 | 15 | 363 | 0 | 378 | 0 | MIX | |
| 7257 | Disabled Adaptations (Various Locations) | 145 | 0 | 145 | 0 | 145 | 0 | MIX | |
| 7503 | Boiler Replacement - Sir William Gray House | 57 | 51 | 6 | 0 | 57 | 0 | SPB | |
| 7781 | Renew Boiler and Heating System - Municipal Buildings | 85 | 0 | 0 | 0 | 0 | (85) | MIX | Project did not go ahead owing to sale of the building - return to CCF |
| 8085 | Lynn Street Depot Electrical Distribution | 20 | 7 | 13 | 0 | 20 | 0 | UCPB | |
| 8100 | North Cemetery Wall Retaining Wall Repairs | 160 | 131 | 29 | 0 | 160 | 0 | UCPB | |
| 8102 | Lynn Street Depot Roof Replacement | 2 | 0 | 0 | 0 | 0 | (2) | UCPB | Project Complete - return to CCF |
| 8136 | Removal of Offices - Bryan Hanson House | 2 | 0 | 2 | 0 | 2 | 0 | CAP REC | |
| 8137 | Relocation of Print Room - Civic Centre | 7 | 0 | 7 | 0 | 7 | 0 | CAP REC | |
| 8140 | Municipal Buildings - Removal and Rearrange ICT | 80 | 4 | 76 | 0 | 80 | 0 | CAP REC | |
| 8141 | Installation of Electrical Items | 13 | 0 | 13 | 0 | 13 | 0 | CAP REC | |
| 8142 | H&S Replace School Kitchen Equipment | 404 | 251 | 153 | 0 | 404 | 0 | MIX | |
| 8156 | Mill House Leisure Centre - Hall Lighting | 7 | 0 | 7 | 0 | 7 | 0 | GRANT | |
| 8162 | Corporate Planned Maintenance - Footpath Repair - Burn Valley | 10 | 0 | 10 | 0 | 10 | 0 | UCPB | |
| 8163 | Corporate Planned Maintenance - Bryan Hanson House - Carpet Renewal | 2 | 0 | 0 | 0 | 0 | (2) | UCPB | Project Complete - return to Corporate Planned Maintenance (CPM) |
| 8164 | Corporate Planned Maintenance - Replace Heating - Seaton Carew | 35 | 0 | 0 | 0 | 0 | (35) | UCPB | Project Cancelled - return CPM |
| 8165 | Corporate Planned Maintenance - Replace Boilers - Stranton Nursery | 70 | 0 | 0 | 0 | 0 | (70) | UCPB | Project Cancelled - return to CPM |
| 8166 | Corporate Planned Maintenance - Replace Boiler - Historic Quay | 39 | 33 | 6 | 0 | 39 | 0 | UCPB | |
| 8167 | Disabled Adaptations - Automatic Entry Doors - Bevan House | 14 | 14 | 0 | 0 | 14 | 0 | UCPB | |
| 8171 | Corporate Planned Maintenance - Footpath Repair - Grayfields | 16 | 0 | 16 | 0 | 16 | 0 | UCPB | |
| 8214 | Building Management System Replacement | 20 | 12 | 0 | 0 | 12 | (8) | UCPB | Project Complete - return to CCF |
| 8215 | Lynn Street Depot Roof Replacement | 50 | 0 | 50 | 0 | 50 | 0 | UCPB | |
| 8289 | Stranton Nursery - Create Café | 75 | 50 | 25 | 0 | 75 | 0 | UCPB | |
| 8290 | Renew Changing Area Roof - Mill House | 80 | 75 | 0 | 0 | 75 | (5) | UCPB | Project Complete - return to CCF |
| 8291 | Youth Offending Office Alterations | 7 | 2 | 5 | 0 | 7 | 0 | CAP REC | |
| 8293 | Removal of Offices - Civic Centre | 1 | 1 | 0 | 0 | 1 | 0 | CAP REC | |
| 8310 | Historic Quay Changing Facility | 8 | 2 | 6 | 0 | 8 | 0 | MIX | |
| 8317 | Replace Mill House Boiler | 165 | 0 | 165 | 0 | 165 | 0 | UCPB | |
| 8318 | Roof Replacement Registrars | 20 | 20 | 0 | 0 | 20 | 0 | UCPB | |
| 8319 | Boiler Replacement - Borough Hall | 15 | 14 | 0 | 0 | 14 | (1) | UCPB | Project Complete - return to CCF |
| 8320 | Sports Hall Lighting Upgrade | 20 | 0 | 20 | 0 | 20 | 0 | UCPB | |
| 8321 | Boiler Replacement - Warren Road | 35 | 0 | 35 | 0 | 35 | 0 | UCPB | |
| 8323 | Sir William Gray House - Emergency Lighting | 5 | 0 | 5 | 0 | 5 | 0 | UCPB | |
| 8295 | Sir William Gray External Decoration | 35 | 0 | 35 | 0 | 35 | 0 | UCPB | |

| Project
Code | A | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|-----------------|---------------------------|------------------------------|--|--|--|--|--|----------------------|-----------------------|
| | | B | C | D | E | F | G | H | |
| | Scheme Title | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| 8405 | Tarmac Repairs | 11 | 0 | 11 | 0 | 11 | 0 | UCPB | |
| 8407 | Tarmac Resurfacing | 5 | 0 | 5 | 0 | 5 | 0 | UCPB | |
| 8415 | Brinkburn Pool Demolition | 25 | 22 | 3 | 0 | 25 | 0 | CAP REC | |
| | TOTAL | 2,444 | 705 | 1,522 | 0 | 2,227 | (217) | | |

Key

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

REGENERATION & NEIGHBOURHOODS

CAPITAL MONITORING REPORT PERIOD ENDING 30th SEPTEMBER 2011

| Project Code | A

Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|--|------------------------------|--|--|--|--|--|----------------------|---|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| | Portfolio: Adult's & Public Health Services | | | | | | | | |
| 8091 | North Cemetery - Improvements to Entrance | 19 | 0 | 19 | 0 | 19 | 0 | MIX | This scheme is complete and the unspent budget will be returned to the CCF. The favourable variance resulted from procurement savings on the specialist equipment purchase. |
| 8279 | Air Quality Monitoring Equipment | 11 | 0 | 0 | 0 | 0 | (11) | CCF | |
| 8393 | Stranton Cemetery Cremators | 50 | 0 | 0 | 50 | 50 | 0 | RCCO | |
| | Sub-Total | 80 | 0 | 19 | 50 | 69 | (11) | | |
| | Portfolio: Culture, Leisure and Tourism | | | | | | | | |
| 7110 | Play Builder - To Be Allocated | 27 | 0 | 27 | 0 | 27 | 0 | Grant | |
| 7110 | Play Builder Project (Lanark Road) | 6 | 6 | 0 | 0 | 6 | 0 | Grant | |
| 7375 | Countryside Development Works | 14 | 0 | 14 | 0 | 14 | 0 | CORP RES | |
| 7382 | Greatham Play Area equipment | 9 | 0 | 9 | 0 | 9 | 0 | CORP RES | |
| 7651 | Burn Valley Park Beck | 112 | 0 | 112 | 0 | 112 | 0 | CORP RES | |
| 7844 | Town Moor - Develop Multi Use Games Area | 9 | 1 | 8 | 0 | 9 | 0 | GRANT | |
| 7990 | Ward Jackson Park Bandstand Shutters | 4 | 0 | 4 | 0 | 4 | 0 | GRANT | |
| 8121 | Rossmere Park Re-Development | 1 | 0 | 1 | 0 | 1 | 0 | GRANT | |
| 8296 | Rossmere Park Playbuilder Year 2 | 77 | 7 | 70 | 0 | 77 | 0 | GRANT | |
| 8297 | Seaton Sea Front Playbuilder Year 2 | 42 | 14 | 29 | 0 | 43 | 1 | GRANT | |
| 8298 | Coronation Drive Front Playbuilder Year 2 | 42 | 15 | 27 | 0 | 42 | 0 | GRANT | |
| 8299 | Seaton 3 Playbuilder Year 2 | 42 | 1 | 41 | 0 | 42 | 0 | GRANT | |
| 8300 | Summerhill Playbuilder Year 2 | 43 | 26 | 17 | 0 | 43 | 0 | GRANT | |
| 8301 | Elwick Village Playbuilder Year 2 | 43 | 12 | 31 | 0 | 43 | 0 | GRANT | |
| 8302 | Ward Jackson Park Playbuilder Year 2 | 53 | 38 | 15 | 0 | 53 | 0 | GRANT | |
| 8303 | Brougham Playbuilder Year 2 | 15 | 0 | 15 | 0 | 15 | 0 | GRANT | |
| 8304 | Phoenix Centre Playbuilder Year 2 | 16 | 0 | 16 | 0 | 16 | 0 | GRANT | |
| | Sub-Total | 555 | 120 | 436 | 0 | 556 | 1 | | |
| | Portfolio: Community Safety and Planning | | | | | | | | |
| 7878 | Community Safety CCTV Upgrade | 19 | 5 | 14 | 0 | 19 | 0 | UCPB | |
| | Sub-Total | 19 | 5 | 14 | 0 | 19 | 0 | | |
| | Portfolio: Housing and Transition | | | | | | | | |
| 7218 | Mandatory Disabled Facilities Grant | 712 | 235 | 477 | 0 | 712 | 0 | MIX | |
| 7219 | Minor Works Grants | 4 | 3 | 1 | 0 | 4 | 0 | GRANT | |
| 7220 | Discretionary Renovations Grant | 349 | 263 | 86 | 0 | 349 | 0 | GRANT | |
| 7230 | North Central SHIP | 4,435 | 546 | 4,112 | 374 | 5,032 | 597 | MIX | Detail of this scheme is shown in paragraph 3.14. |
| 7530 | Developers Contribution Fund | 311 | 9 | 148 | 154 | 311 | 0 | GRANT | This budget consists of developer contributions which will be used to fund future planned projects yet to be approved. |
| 8106 | New Social Housing - Residual Works | 20 | 0 | 20 | 0 | 20 | 0 | UDPB | |

| Project Code | A

Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|--|------------------------------|--|--|--|--|--|----------------------|---|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| 8155 | Preventing Repossession Fund | 29 | 0 | 14 | 14 | 28 | (1) | GRANT | |
| 8170 | Voluntary Sector Premises Pool | 4 | 4 | 0 | 0 | 4 | 0 | GRANT | |
| 8210 | Key Vacant Buildings Grant Scheme | 199 | 27 | 97 | 75 | 199 | 0 | GRANT | |
| 8387 | Empty Property Improvement Scheme | 248 | 0 | 248 | 0 | 248 | 0 | MIX | |
| 8326 | Baden Street Empty Properties Initiative | 160 | 0 | 50 | 110 | 160 | 0 | MIX | |
| | Sub-Total | 6,471 | 1,087 | 5,253 | 727 | 7,067 | 596 | | |
| | Portfolio: Regeneration and Economic Development and Skills | | | | | | | | |
| 7895 | Industrial & Commercial Business Grants | 54 | 1 | 53 | 0 | 54 | 0 | UCPB | |
| 7897 | Regeneration Match Funding | 393 | 0 | 31 | 362 | 393 | 0 | UCPB | This funding was provisionally allocated for redevelopment of Church Street which is currently not going ahead. |
| | Sub-Total | 447 | 1 | 84 | 362 | 447 | 0 | | |
| | Portfolio: Transport & Neighbourhoods | | | | | | | | |
| 7084 | Speed Camera Partnership | 12 | 0 | 12 | 0 | 12 | 0 | Grant | |
| 7145 | New Park/York Road Junction | 11 | 0 | 11 | 0 | 11 | 0 | Grant | |
| 7206 | Social Lighting Programme | 1 | 0 | 1 | 0 | 1 | 0 | SPB | |
| 7207 | Car Park Security/CCTV | 154 | 49 | 105 | 0 | 154 | 0 | LTP Grant | |
| 7222 | Minor Works - North Area | 174 | 35 | 139 | 0 | 174 | 0 | MIX | |
| 7223 | Minor Works - South Area | 93 | 0 | 93 | 0 | 93 | 0 | MIX | |
| 7224 | Minor Works - Central Area | 101 | 42 | 59 | 0 | 101 | 0 | MIX | |
| 7236 | Bus Shelter Improvements | 19 | 15 | 4 | 0 | 19 | 0 | MIX | |
| 7237 | Cycle Routes (General) | 50 | 0 | 50 | 0 | 50 | 0 | MIX | |
| 7240 | Hartlepool Transport Interchange | 21 | 0 | 21 | 0 | 21 | 0 | Grant Mix | |
| 7242 | Other Street Lighting Improvements | 95 | 0 | 95 | 0 | 95 | 0 | MIX | |
| 7244 | Travel Plans | 18 | 6 | 12 | 0 | 18 | 0 | SPB | |
| 7245 | Cycle Parking | 10 | 0 | 10 | 0 | 10 | 0 | SPB | |
| 7250 | Sustainable Travel Awareness | 10 | 0 | 10 | 0 | 10 | 0 | LTP Grant | |
| 7251 | Public Transport CCTV | 9 | 0 | 9 | 0 | 9 | 0 | SPB | |
| 7252 | Safer Streets Initiative | 23 | 5 | 18 | 0 | 23 | 0 | SPB | |
| 7272 | Wheelie Bin Purchase | 77 | 29 | 48 | 0 | 77 | 0 | UDPB | |
| 7466 | DSO Vehicle Purchase | 2,319 | 391 | 1,100 | 828 | 2,319 | 0 | UDPB | |
| 7499 | Contaminated Land - Lithgo Close | 41 | 3 | 38 | 0 | 41 | 0 | CORP RES | |
| 7508 | Anhydrite Mine - Derelict Land | 151 | 0 | 0 | 151 | 151 | 0 | MIX | The rephased budget is to fund future years monitoring costs. |
| 7541 | LTP-Safer Routes to Schools | 106 | 2 | 104 | 0 | 106 | 0 | LTP Grant | |
| 7542 | LTP-Parking Lay-bys | 8 | 8 | 0 | 0 | 8 | 0 | LTP Grant | |
| 7544 | LTP-Shop-Mobility | 20 | 0 | 0 | 20 | 20 | 0 | LTP Grant | |
| 7545 | LTP-Motorcycle Training | 21 | 0 | 21 | 0 | 21 | 0 | LTP Grant | |
| 7546 | Road Safety Education & Training | 26 | 1 | 25 | 0 | 26 | 0 | LTP Grant | |
| 7549 | LTP-Other Bridge Schemes | 149 | 0 | 79 | 70 | 149 | 0 | LTP Grant | |
| 7580 | Highways Remedial Works - Marina | 4 | 0 | 0 | 4 | 4 | 0 | GRANT | |
| 7644 | LTP - School Travel Plans | 10 | 1 | 9 | 0 | 10 | 0 | LTP Grant | |
| 7645 | LTP - General | 323 | 47 | 162 | 0 | 209 | (114) | LTP Grant | This budget is the unallocated element of the LTP grant and is used to fund variations from original estimates for schemes. The favourable variance represents the amount allocated to various LTP schemes. |
| 7706 | Waterproofing Ph2 Multi Storey Car Park | 9 | 0 | 0 | 0 | 0 | (9) | CCF | The favourable variance is owing to the scheme being delivered for a cost less than anticipated. The unspent budget allocation will be returned to the CCF. |
| 7707 | Highways Maint.Other Schemes (non-LTP) | 40 | 31 | 9 | 0 | 40 | 0 | UCPB | |
| 7734 | Hart Lane/Wiltshire Way Junction Improvements | 204 | 112 | 91 | 0 | 203 | (1) | SPB | |
| 7736 | Bus Priority | 0 | 0 | 0 | 0 | 0 | 0 | MIX | |
| 7821 | Waste Performance Efficiency Amenity Site | 59 | 0 | 59 | 0 | 59 | 0 | GRANT | |
| 7835 | Primary Health Care Centre-Park Road-S278 | 0 | 3 | 0 | 0 | 3 | 3 | GRANT | |
| 7852 | Highways Improvements - TESCO S106 Expend | 313 | 36 | 277 | 0 | 313 | 0 | CORP RES | |
| 7891 | Strategy Study-Seaton Carew | 29 | 0 | 29 | 0 | 29 | 0 | GRANT | |
| 7892 | Strategy Study-Town Wall | 24 | 12 | 12 | 0 | 24 | 0 | GRANT | |
| 7896 | Brougham Enterprise Centre Toilet/Shower Facilities | 9 | 6 | 3 | 0 | 9 | 0 | UCPB | |
| 7899 | Coast Protection 0809 UPB | 1 | 0 | 1 | 0 | 1 | 0 | UDPB | |
| 7955 | LTP-Cycling-New Advanced Stop Lines | 5 | 0 | 5 | 0 | 5 | 0 | LTP Grant | |

| Project Code | A

Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|---|------------------------------|--|--|--|--|--|----------------------|---|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| 7956 | LTP-Cycle Route Signage | 13 | 0 | 13 | 0 | 13 | 0 | LTP Grant | |
| 7959 | LTP-Other Walking Schemes | 16 | 0 | 16 | 0 | 16 | 0 | LTP Grant | |
| 7961 | LTP-School 20mph Zones | 20 | 1 | 19 | 0 | 20 | 0 | LTP Grant | |
| 7965 | LTP-HM-Catcote Turning Circle Recon | 0 | 0 | 0 | 0 | 0 | 0 | LTP Grant | |
| 7972 | Other Traffic Management Schemes | 0 | 2 | 0 | 0 | 2 | 2 | LTP Grant | |
| 7973 | Other Safety Schemes | 0 | 0 | 0 | 0 | 0 | 0 | LTP Grant | |
| 8006 | Access Road to Briarfields | 20 | 0 | 20 | 0 | 20 | 0 | CORP RES | |
| 8015 | Tesco - New entrance/Junc/Lights-S278 | 39 | 1 | 38 | 0 | 39 | 0 | MIX | |
| 8034 | Resurface - Outside Civic Centre | 16 | 0 | 16 | 0 | 16 | 0 | LTP Grant | |
| 8037 | Resurface - Catcote Rd - Oxford Rd-Marlowe Rd | 161 | 167 | 0 | 0 | 167 | 6 | LTP Grant | |
| 8079 | Household Waste Recycling Centre | 10 | 0 | 10 | 0 | 10 | 0 | GRANT | |
| 8081 | Non Adopted Highway Areas | 17 | 0 | 17 | 0 | 17 | 0 | MIX | |
| 8085 | Install Electrical Distribution System | 20 | 7 | 13 | 0 | 20 | 0 | GRANT | |
| 8099 | Brougham Enterprise Centre - Install new Enhanced Windows | 9 | 0 | 9 | 0 | 9 | 0 | GRANT | |
| 8102 | Re-Roof garage with enhanced roofing system | 2 | 0 | 2 | 0 | 2 | 0 | GRANT | |
| 8123 | Review Strategy Study - North Sands to Newburn Bridge | 200 | 168 | 32 | 0 | 200 | 0 | LTP Grant | |
| 8124 | Headland Walls Phase 1 Model Study | 23 | 23 | 0 | 0 | 23 | 0 | EA Grant | |
| 8154 | Surface Water | 19 | 3 | 16 | 0 | 19 | 0 | EA Grant | |
| 8161 | Roofing and Replacement of doors | 58 | 17 | 41 | 0 | 58 | 0 | GRANT | |
| 8214 | 130/24 Building Management System Replace Equipment | 21 | 12 | 9 | 0 | 21 | 0 | GRANT | |
| 8268 | Purvis Place-Miers Ave to Garside Drive | 8 | 0 | 8 | 0 | 8 | 0 | GRANT | |
| 8269 | Warren Road-Winterbottom to West View | 23 | 0 | 23 | 0 | 23 | 0 | GRANT | |
| 8270 | Catcote Road-Callander to Campbell | 8 | 0 | 8 | 0 | 8 | 0 | GRANT | |
| 8271 | Rossmere Way-O/s Youth Club | 2 | 0 | 2 | 0 | 2 | 0 | GRANT | |
| 8272 | Sandringham Rd-No 4 to Murray St | 4 | 5 | 0 | 0 | 5 | 1 | GRANT | |
| 8273 | Albert Street-Various | 4 | 0 | 4 | 0 | 4 | 0 | GRANT | |
| 8274 | Burbank Street-Clark Street to Thompson Street | 5 | 0 | 5 | 0 | 5 | 0 | GRANT | |
| 8275 | Green Street -Full length | 5 | 0 | 5 | 0 | 5 | 0 | GRANT | |
| 8276 | Windermere Rd-Ashgrove to Bakers | 2 | 1 | 1 | 0 | 2 | 0 | GRANT | |
| 8277 | Marlowe Road-Various | 5 | 0 | 5 | 0 | 5 | 0 | GRANT | |
| 8280 | Upgrade Sea Defences Seaton | 4 | 4 | 0 | 0 | 4 | 0 | EA Grant | |
| 8286 | Alleygates - Night Time Economy | 24 | 20 | 4 | 0 | 24 | 0 | GRANT | |
| 8306 | Kitchen Equipment | 28 | 0 | 0 | 0 | 0 | (28) | GRANT | |
| 8309 | Chester Road | 10 | (1) | 12 | 0 | 11 | 1 | GRANT | |
| 8311 | S Carew - Northern Management Unit Ph1 Construction | 352 | 200 | 152 | 0 | 352 | 0 | EA Grant | |
| 8314 | Tees Valley Bus Network Improvement Scheme | 2,237 | 48 | 0 | 2,189 | 2,237 | 0 | DFT Grant | The rephased expenditure relates to funding earmarked for schemes planned in 2012-13. |
| 8315 | S Carew -Northern Management Unit Ph2 Construction | 80 | 49 | 31 | 0 | 80 | 0 | EA Grant | |
| 8328 | Carriageway-Dalton Village Road Part 1 | 12 | 14 | 0 | 0 | 14 | 2 | LTP Grant | |
| 8329 | Carriageway-Dalton Village Road Part 2 | 17 | 19 | 0 | 0 | 19 | 2 | LTP Grant | |
| 8330 | Carriageway-Seaton Lane Part 1 | 24 | 27 | 0 | 0 | 27 | 3 | LTP Grant | |
| 8331 | Carriageway-Seaton Lane Part 2 | 36 | 40 | 0 | 0 | 40 | 4 | LTP Grant | |
| 8332 | Carriageway-Owton Manor Lane Part 1 | 29 | 43 | 0 | 0 | 43 | 14 | LTP Grant | |
| 8333 | Carriageway-Owton Manor Lane Part 2 | 24 | 27 | 0 | 0 | 27 | 3 | LTP Grant | |
| 8334 | Carriageway-Owton Lodge Roundabout | 21 | 28 | 0 | 0 | 28 | 7 | LTP Grant | |
| 8335 | Carriageway-Station Lane Part 1 | 23 | 29 | 0 | 0 | 29 | 6 | LTP Grant | |
| 8336 | Carriageway-Station Lane Part 2 | 19 | 22 | 0 | 0 | 22 | 3 | LTP Grant | |
| 8337 | Carriageway-Oxford Road Part 1 | 28 | 41 | 0 | 0 | 41 | 13 | LTP Grant | |
| 8338 | Carriageway-Oxford Road Part 2 | 33 | 45 | 0 | 0 | 45 | 12 | LTP Grant | |
| 8339 | Carriageway-Dent Street | 7 | 1 | 6 | 0 | 7 | 0 | LTP Grant | |
| 8340 | Carriageway-Cameron Road | 10 | 11 | 0 | 0 | 11 | 1 | LTP Grant | |
| 8341 | Carriageway-Alma Street | 7 | 8 | 0 | 0 | 8 | 1 | LTP Grant | |
| 8342 | Carriageway-Grove Close | 3 | 4 | 0 | 0 | 4 | 1 | LTP Grant | |
| 8343 | Carriageway-Egerton Road | 11 | 19 | 0 | 0 | 19 | 8 | LTP Grant | |
| 8344 | Carriageway-Everett Street | 17 | 21 | 0 | 0 | 21 | 4 | LTP Grant | |
| 8345 | Carriageway-Hereford Street | 5 | 7 | 0 | 0 | 7 | 2 | LTP Grant | |
| 8346 | Carriageway-Eden Street | 2 | 3 | 0 | 0 | 3 | 1 | LTP Grant | |
| 8347 | Carriageway-Moreland Street | 12 | 14 | 0 | 0 | 14 | 2 | LTP Grant | |
| 8348 | Carriageway-Penrith Street | 4 | 6 | 0 | 0 | 6 | 2 | LTP Grant | |
| 8349 | Carriageway-Challoner Road | 29 | 38 | 0 | 0 | 38 | 9 | LTP Grant | |

| Project Code | A

Scheme Title | EXPENDITURE IN CURRENT YEAR | | | | | | | 2011/2012
COMMENTS |
|--------------|--|------------------------------|--|--|--|--|--|----------------------|---|
| | | B | C | D | E | F | G | H | |
| | | 2011/2012
Budget
£'000 | 2011/2012
Actual
as at 30/09/11
£'000 | 2011/2012
Expenditure
Remaining
£'000 | Expenditure
Rephased
into 2012/13
£'000 | C+D+E
Total
Expenditure
£'000 | F-B
2011/2012
Variance
from budget
£'000 | Type of
financing | |
| 8350 | Carriageway-Beacon/Alliance/Trinity Street | 11 | 12 | 0 | 0 | 12 | 1 | LTP Grant | This scheme has been halted and is under review with the possibility that the funding will now be used on another project subject to approval by members. |
| 8351 | Carriageway-Burke Place | 5 | 6 | 0 | 0 | 6 | 1 | LTP Grant | |
| 8352 | Carriageway-Sunningdale Grove | 5 | 5 | 0 | 0 | 5 | 0 | LTP Grant | |
| 8361 | TVBNI - York Road - Burn Valley H1ab | 235 | 57 | 178 | 0 | 235 | 0 | DFT Grant | |
| 8363 | TVBNI - York Road - Park Road H1d | 239 | 0 | 0 | 239 | 239 | 0 | DFT Grant | |
| 8364 | TVBNI - York Road - Victoria Road H1e | 5 | 0 | 5 | 0 | 5 | 0 | DFT Grant | |
| 8365 | TVBNI - Victoria Road H1f | 5 | 0 | 5 | 0 | 5 | 0 | DFT Grant | |
| 8366 | TVBNI - Marina Gateway H7 | 41 | 41 | 0 | 0 | 41 | 0 | DFT Grant | |
| 8367 | TVBNI - Burn Valley H9 | 10 | 0 | 10 | 0 | 10 | 0 | DFT Grant | |
| 8368 | TVBNI - Oxford Road H10 | 140 | 127 | 13 | 0 | 140 | 0 | DFT Grant | |
| 8369 | TVBNI - Oxford Road H11 | 4 | 0 | 0 | 4 | 4 | 0 | DFT Grant | This scheme is currently waiting for Portfolio approval and will be undertaken in 2012-13. |
| 8370 | TVBNI - Oxford Road H12 | 15 | 7 | 8 | 0 | 15 | 0 | DFT Grant | |
| 8371 | TVBNI - Brenda Road H14 | 9 | 0 | 9 | 0 | 9 | 0 | DFT Grant | |
| 8373 | TVBNI - Throston Grange H19 | 6 | 6 | 0 | 0 | 6 | 0 | DFT Grant | |
| 8375 | TVBNI - Winterbottom Way H21 | 18 | 5 | 13 | 0 | 18 | 0 | DFT Grant | |
| 8376 | TVBNI - Clavering Parking H22 | 101 | 64 | 37 | 0 | 101 | 0 | DFT Grant | |
| 8377 | TVBNI - King Oswy Drive H30 | 5 | 4 | 1 | 0 | 5 | 0 | DFT Grant | |
| 8378 | TVBNI - Northgate H32 | 102 | 0 | 1 | 101 | 102 | 0 | DFT Grant | |
| 8379 | TVBNI - Wynyard Road H33 | 3 | 2 | 1 | 0 | 3 | 0 | DFT Grant | |
| 8380 | TVBNI - Owton Manor Lane H34 | 273 | 132 | 141 | 0 | 273 | 0 | DFT Grant | |
| 8381 | TVBNI - Catcote Road H35b | 20 | 7 | 13 | 0 | 20 | 0 | DFT Grant | |
| 8382 | TVBNI - Elizabeth Way H36 | 26 | 26 | 0 | 0 | 26 | 0 | DFT Grant | |
| 8383 | TVBNI - Catcote Road H37 | 52 | 11 | 41 | 0 | 52 | 0 | DFT Grant | |
| 8384 | TVBNI - Raby Road H44 | 2 | 1 | 1 | 0 | 2 | 0 | DFT Grant | |
| 8385 | TVBNI - Catcote Road H45 | 6 | 6 | 0 | 0 | 6 | 0 | DFT Grant | |
| 8397 | 20's Plenty LTP Allocation | 50 | 0 | 50 | 0 | 50 | 0 | LTP Grant | |
| 8398 | LTP Road Crossings LTP Allocation | 15 | 0 | 15 | 0 | 15 | 0 | LTP Grant | |
| 8399 | White Lining Structural Maintenance | 14 | 2 | 12 | 0 | 14 | 0 | LTP Grant | |
| 8413 | Easington Rd-relay and level kerbs | 15 | 0 | 15 | 0 | 15 | 0 | LTP Grant | |
| | Sub-Total | 10,019 | 2,549 | 3,827 | 3,606 | 9,982 | (37) | | |
| | TOTAL | 17,591 | 3,762 | 9,633 | 4,745 | 18,140 | 549 | | |

| | | | |
|------------|--|---------|---|
| Key | | | |
| LTP | Local Transport Plan | GRANT | Grant Funded |
| TVBNI | Tees Valley Bus Network Improvements | CAP REC | Capital Receipt |
| RCCO | Revenue Contribution towards Capital | UDPB | Unsupported Departmental Prudential Borrowing |
| MIX | Combination of Funding Types | SPB | Supported Prudential Borrowing |
| UCPB | Unsupported Corporate Prudential Borrowing | | |
| SCE | Supported Capital Expenditure (Revenue) | | |

CABINET

5 December 2011



Report of: Scrutiny Co-ordinating Committee

Subject: REFERRAL RESPONSE – DELIVERY OF SUPPORT TO MEMBERS AND TO THE COUNCIL, EXECUTIVE, NON EXECUTIVE AND SCRUTINY FUNCTIONS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To report the Scrutiny Co-ordinating Committee's views in relation to the referral from Cabinet on the 7 November 2011 to Overview and Scrutiny.

2. SUMMARY OF CONTENTS

- 2.1 The report outlines the key concerns of the Scrutiny Co-ordinating Committee in relation to the process and timescale for Scrutiny consideration of the Cabinet referral.

3. RELEVANCE TO CABINET

- 3.1 Cabinet is being asked to reconsider the process and timescale for the referral.

4. TYPE OF DECISION

- 4.1 Non key decision.

5. DECISION MAKING ROUTE

- 5.1 The decision making route is as follows:
- Cabinet on 7 November 2011;
 - Scrutiny Co-ordinating Committee on 25 November 2011 and 2 December 2011; and
 - Cabinet on 5 December 2011.

6. DECISION(S) REQUIRED

- 6.1 To note the views expressed by the Scrutiny Co-ordinating Committee in response to the referral from Cabinet on the 7 November 2011; and
- 6.2 To recommend that Cabinet reconsiders / amends the process and timetable for the referral, to enable effective consideration of the issues / questions raised by the Scrutiny Co-ordinating Committee, in conjunction with the other groups already established to look at the potential structure of the Council and its Committees post 2012 .

Report of: Scrutiny Co-ordinating Committee

Subject: REFERRAL RESPONSE – DELIVERY OF SUPPORT TO MEMBERS AND TO THE COUNCIL, EXECUTIVE, NON EXECUTIVE AND SCRUTINY FUNCTIONS

1 PURPOSE OF THE REPORT

- 1.1 To report the Scrutiny Co-ordinating Committee's views in relation to the referral from Cabinet on the 7 November 2011 to Overview and Scrutiny.

2 BACKGROUND INFORMATION

- 2.1 Cabinet, at its meeting held on the 7 November 2011, received a report in relation to the 'Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions'. In considering the report, Cabinet split its recommendations into three, these being:
- i) Those referred to Scrutiny for consideration, with a report back to Cabinet required before Christmas 2011;
 - ii) Those for implementation forthwith; and
 - iii) Those for implementation for the 2012/13 Municipal Year.
- 2.2 The Scrutiny Co-ordinating Committee, at its meeting on the 25 November 2011, received and accepted a Call-In notice covering the decision taken by Cabinet on the 7 November 2011 in relation to the 'Delivery of Support to Members and to the Council Executive, Non Executive and Scrutiny Functions' (Minute No 148 refers). Consideration of the Call-in was concluded at this meeting and the outcomes of discussions are to be presented to Cabinet on the 5 December 2011.
- 2.3 In relation to the referral element of the Cabinet decision of the 7 November 2011, in accordance with the process for consideration of mandatory referrals from Cabinet, the Scrutiny Co-ordinating Committee gave immediate consideration of the referral at its meetings on the 25 November 2011 and the 2 December 2011.
- 2.4 To assist Members, in summary, the referral seeks scrutiny views in relation to the following, with a report to be brought back to Cabinet before Christmas:-
- (i) That the constitution be reviewed annually through the Monitoring officer and that the Constitution Committee be abolished, following the 2012 elections.
 - (ii) That the functions of the Standards Committee be extended to include monitoring attendance of Members at induction and training sessions.

- (iii) That the General Purposes (Appeals and Staffing) become a standalone committee with a fixed membership.
- (iv) That the remaining General Purposes Committee functions be combined with the functions of the Audit Committee to form one expanded “Operations Committee”, with exclusively backbench membership.
- (v) That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive.
- (vi) That the number of Scrutiny forums be reduced from six to four through the merging of neighbourhood services and regeneration and planning forums and Health to be combined with Adult Services to reflect the council’s new public health role.

2.5 At its meeting on the 25 November 2011, the Scrutiny Co-ordinating Committee raised a number of issues and concerns regarding the Cabinet referral, as detailed below, and expressed the views outlined in Section 3 of this report:

- The duplication of work that the referral would create, given that the Constitution / General Purposes Committee Task and Finish Group is already looking at the potential structure of the Council and its Committees post 2012 and that the issue has also been included on the agenda for the next Council Working Group; and
- The impossible nature of the deadline for the referral (i.e. to be reported back to Cabinet before Christmas – the last Cabinet meeting being the 19 December 2011) especially given the work currently being undertaken by Scrutiny as part of the budget consultation process.

2.6 Given the tight timescale between the Cabinet meeting on the 5 December 2011 and the Scrutiny Co-ordinating Committee on the 2 December 2011, a verbal update will be provided by the Chair of the Scrutiny Co-ordinating Committee in relation to the outcome of further discussions at the 2 December meeting.

3 VIEWS AND CONCLUSIONS

3.1 During the course of discussions, the Committee was clear in its wish to fulfil its role and respond fully to the referral and in doing this recommended that:

- The activities of the Constitution / General Purposes Committee Task and Finish Group, Council Working Group and Scrutiny Co-ordinating Committee should be co-ordinated / combined to enable the formulation of a well informed response to the Cabinet referral;

- The issues raised as part of the Cabinet referral should be referred to the Constitution / General Purposes Committee Task and Finish Group and Council Working Group for consideration, with the resulting views / comments to be fed back to Scrutiny for consideration in the formulation of a full response to Cabinet; and
 - A more achievable timetable needed to be devised to enable the involvement of the Task and Finish Group and Council Working Group (as detailed above) to consider and feed back its views and suggestions in relation to the issues / suggestions raised in the referral back to Scrutiny, to enable a full response to be formulated.
- 3.2 The Chairmen of the Constitution Committee, Council Working Group and General Purposes Committee were present as members of the Scrutiny Co-ordinating Committee at the meeting on the 25 November 2011, and confirmed that they would welcome the route suggested to enable the co-ordination / combination of work in order to prevent the duplication of activities.
- 3.3 In order to facilitate the inclusion of these bodies in the process, Members agreed that a revised timetable for the conduct of the referral should be devised and presented to Cabinet. An outline of a potential revised / alternative timetable is outlined as follows, for Cabinet consideration:-

Scrutiny Co-ordinating Committee – 2 December 2011

Consideration of referral, including:

- Proposal for a revised timetable for the involvement of the Task and Finish Group and the Council Working Group in consideration of the issues / suggestions detailed in the referral.
- Formalisation of the Scrutiny response to the referral for consideration by Cabinet on the 5 December 2011.

Cabinet – 5 December 2011

Consideration of referral response from Scrutiny and request for revised timetable to enable the involvement of the Task and Finish Group and the Council Working Group in consideration of the issues / suggestions detailed in the referral (Feedback on referral request with proposed alternative timetable)

12 December 2011 to the 20 January 2012 (Subject to approval of the suggested revision to the referral timetable by Cabinet) - Meetings of the following to consider the content of the referral and feed back to Scrutiny:-

Continued over the page

Constitution / General Purposes Task and Finish Group:-

Date TBC – To receive the detail of the referral and set a timetable / programme for the formulation of feedback to Scrutiny.

Date TBC – To consider the elements of the referral (no. of meetings to be decided by Group to finalise feedback).

Council Working Group:-

Date TBC – To receive the detail of the referral and set a timetable / programme for the formulation of feedback to Scrutiny.

Date TBC – To consider the elements of the referral (no. of meetings to be decided by Group to finalise feedback).

Scrutiny Co-ordinating Committee – 27 January 2012

- Consideration of feedback from the Task and Finish Group and the Council Working Group.
- Formulation of a response to the referral for consideration by Cabinet.

Cabinet – 6 February 2012 - Consideration of referral response.

- 3.4 In summary, the Scrutiny Co-ordinating Committee is asking Cabinet to reconsider / amend the process and timetable for the referral, to enable effective consideration of the issues / questions raised by the Scrutiny Co-ordinating Committee, in conjunction with the other groups already established to look at the potential structure of the Council and its Committees post 2012.

4 RECOMMENDATION

4.1 That Cabinet:

- i) Notes the views expressed by the Scrutiny Co-ordinating Committee in response to the referral from Cabinet on the 7 November 2011; and
- ii) Reconsiders / amends the process and timetable for the referral, to enable effective consideration of the issues raised by the Scrutiny Co-ordinating Committee, in conjunction with the groups already established to look at the potential structure of the Council and its Committees post 2012.

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

CABINET

5 December 2011



Report of: Scrutiny Co-ordinating Committee

Subject: CALL-IN OF DECISION - DELIVERY OF SUPPORT TO MEMBERS AND TO THE COUNCIL, EXECUTIVE, NON EXECUTIVE AND SCRUTINY FUNCTIONS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To report the outcome of the Scrutiny Co-ordinating Committee meeting on the 25 November 2011, at which consideration was given to the Call-In of the following decision taken by Cabinet on the 7 November 2011 in relation to the delivery of support to Members and to the Council, Executive, Non Executive and Scrutiny Functions. Minute number 148 refers.
- 1.2 To refer decision taken on 7 November 2011 back to Cabinet for further consideration.

2. SUMMARY OF CONTENTS

- 2.1 The report outlines the key concerns of the Scrutiny Co-ordinating Committee in relation to the 'call-in' of the decision taken by Cabinet on the 7 November 2011 in relation to the delivery of support to Members and to the Council, Executive, Non Executive and Scrutiny Functions.

3. RELEVANCE TO CABINET

- 3.1 As per the Authority's Call-In procedure, the Cabinet is required to consider the Scrutiny Co-ordinating Committee's comments and respond to them. In considering comments the Cabinet has two options in terms of a way forward:-
 - (i) Reaffirm the original decision, or
 - (ii) Modify the original decision.

4. TYPE OF DECISION

4.1 Non key decision.

5. DECISION MAKING ROUTE

5.1 The decision making route is as follows:

- Cabinet on 7 November 2011;
- Scrutiny Co-ordinating Committee on 25 November 2011; and
- Cabinet on 5 December 2011.

6. DECISION(S) REQUIRED

6.1 To note the views expressed by the Scrutiny Co-ordinating Committee in response to the 'call-in' of the decision taken on the 7 November 2011; and

6.2 To reaffirm or amend the decision taken by Cabinet on the 7 November 2011 (minute no. 148 refers), setting out the reasons for doing so in response to the issues raised by the Scrutiny Co-ordinating Committee.

Report of: Scrutiny Co-ordinating Committee

Subject: CALL-IN OF DECISION - DELIVERY OF SUPPORT TO MEMBERS AND TO THE COUNCIL, EXECUTIVE, NON EXECUTIVE AND SCRUTINY FUNCTIONS

1. BACKGROUND

- 1.1 At the Cabinet meeting on the 7 November 2011, a report was considered in relation to the 'Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions'. Following consideration of the report / information provided Cabinet made the following decision:-

Minute No. 148 – Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions.

1. That the following Cabinet recommendations be forwarded to scrutiny for its view with a report coming back to Cabinet prior to Christmas 2011.
 - (i) That the constitution be reviewed annually through the Monitoring officer and that the Constitution Committee be abolished, following the 2012 elections.
 - (ii) That the functions of the Standards Committee be extended to include monitoring attendance of Members at induction and training sessions.
 - (iii) That the General Purposes (Appeals and Staffing) become a standalone committee with a fixed membership.
 - (iv) That the remaining General Purposes Committee functions be combined with the functions of the Audit Committee to form one expanded "Operations Committee", with exclusively backbench membership.
 - (v) That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive.
 - (vi) That the number of Scrutiny forums be reduced from six to four through the merging of neighbourhood services and regeneration and planning forums and Health to be combined with Adult Services to reflect the council's new public health role.
2. That the following Cabinet recommendations be implemented forthwith;
 - (i) That Members' Seminars be deleted from the council diary and replaced with ad hoc briefing / training sessions, to be organized

following identification of issues by Members/Officers and be held immediately in advance of meetings of full Council.

- (ii) That the introduction of Task and Finish / Working Groups be monitored to ensure they are resourceable.
 - (iii) That task and finish groups be conducted in public, except where the information being discussed is exempt under the Local Government (Access to Information) (Variation) Order 2006.
 - (iv) That Committee / Forum / Group Chairs be made advised of their responsibility in ensuring that only those additional meetings that are unavoidable are called in light of the additional workload the number of additional meetings over and above the agreed Council Diary are creating.
 - (v) That a 'freeze' to be introduced in respect of attendance at conferences where conference costs are incurred. In exceptional circumstances that attendance at conference is justified, the Member attending the Conference is required to feedback to all Members of the Council in both written and verbal form.
 - (vi) That a review of Members accommodation be undertaken involving all Councillors based on the principle of need.
 - (vii) That further consideration be given to improving Members' ICT with the aim of reducing costs and simplifying its use and that all Councillors be encouraged to utilise the systems available to them.
 - (viii) That the practice of producing summary sheets for reports cease as soon as practicable and that appendices to reports are not customarily printed but available electronically, on request and in the Members Library.
3. That the following Cabinet recommendations be approved for implementation for the 2012/13 Municipal Year.
- (i) That the size of all committees / forums established / reappointed after May 2012 reflect the reduction in the overall size of Council.
 - (ii) The Mayor to consider the potential options for the size of the Cabinet and any associated savings in line with the parameters set out in legislation and the Constitution.

1.2 To assist Cabinet Members, an extract of the minutes from the Cabinet meeting on the 7 November 2011 are attached at **Appendix A**.

1.3 Following the decision of Cabinet, a Call-In Notice was issued by 3 Members of the Scrutiny Co-ordinating Committee on the 18 November 2011, which on the same day was accepted by the Monitoring Officer. In accordance with the

seven working day requirement for completion of Call-In's, the notice was accepted and details of the Call-In considered, by the Scrutiny Co-ordinating Committee on the 25 November 2011, on the basis that the reasons identified covered both categories of Call-In, as outlined in Article 13 of the Constitution:-

Category 1 – The decision been taken in contravention of the principles of decision making; and

Category 2 – The decision falls outside the budget and policy framework.

1.4 A summary of the reasons identified in the Call-In Notice being:-

Budget and Policy Framework:-

Decision 2(v) – Reason: The intimation received from cabinet members in relation to this decision is that it is intended to be active from April 2012 however the Mayor has already issued instructions that the pending meeting of NAC and the associated attendance arrangements be cancelled.

The decision relating to conference attendance is contrary to the Council decision and current budget (e.g. the Council has appointed 3 delegates to the National Association of Councillors and a budget to enable them to participate in the groups work).

Principles of Decision Making:-

The decision(s) taken by Cabinet, as detailed above, contravene the principles of decision making as detailed below:-

- i) Proportionality - Decision 2 (i-iii and v) 3 (i and ii)
- ii) In accordance with the constitution - Decision 1 (i-vi)
- iii) Due consultation and the taking of professional advice from officers - Decision 1 (i-v) 3 (i)
- iv) Respect for human rights and equality - Decision 2 (i,iv and v)
- v) Best value - Decision 1 (i-v) 2 (v) 3 (ii)
- vi) A presumption in favour of openness - Decision 1 (i-vi) 2 (iii) 3 (i and ii)
- vii) Clarity of aims and desired outcomes - Decision 1 (i-v) 2 (iii and v)
- viii) Due consideration of options available to the decision taker - Decision 1 (i-v) 2 (i-viii) 3 (1 and ii)
- x) Subsidiarity (i.e. delegation of decisions to the most appropriate level) - Decision 1 (i-v) 2 (i - v) 3 (i)
- xi) Efficiency (i.e. decisions must not be unnecessarily delayed) - Decision 3 (ii)
- xii) Reasonableness - Decision 1 (i-v) 2 (i - vi) 3 (i and ii)

1.5 Full reasons are outlined in the Call-In Notice attached at **Appendix B**.

1.6 Those in attendance at the Scrutiny Co-ordinating Committee on the 25 November 2011 included the Mayor, Children's Services Portfolio Holder, Housing and Transition Portfolio Holder, Transport and Neighbourhoods

Portfolio Holder and Assistant Chief Executive and the outcomes of discussions at this meeting are outlined in Section 2 of this report.

2. KEY ISSUES / CONCERNS

- 2.1 The Scrutiny Co-ordinating Committee met on the 25 November 2011 to determine whether it agreed with those members who had submitted the call-in notice. The Committee discussed in detail Cabinet's decision on the basis of the Call In, as detailed in Section 1.4 above.
- 2.2 The views expressed in relation to the elements of the call-in regarding a **departure from the budget and policy framework** were as follows:-

Decision 2(v) - That a 'freeze' to be introduced in respect of attendance at conferences where conference costs are incurred. In exceptional circumstances that attendance at conference is justified, the Member attending the Conference is required to feedback to all Members of the Council in both written and verbal form.

- 2.3 As indicated in Section 1.4 above, Members were of the view that the intimation received from cabinet members in relation to this decision was that it is intended to be active from April 2012. However, it was noted that the Mayor had already issued instructions that the pending meeting of National Association of Councillors and the associated attendance arrangements be cancelled. The Committee was strongly of the view that the decision relating to conference attendance was contrary to the Council decision and current budget (e.g. the Council has appointed 3 delegates to the National Association of Councillors and a budget to enable them to participate in the groups work).
- 2.4 In relation to Category 2 Call-In's, the Constitution requires that the Committee acts in accordance with the advice provided by the Monitoring Officer and / or Chief Finance Officer (Section 151 Officer). Advice provided by the Section 151 Officer in relation to this element of the Call-in was that,

'the budget and policy framework is designed to authorise the annual budget and then provide a mechanism to control expenditure during the financial year, as the budget conveys the authority to spend. Decisions which he would deem to be outside the budget and policy framework would involve proposals where there was no (or inadequate) budget provision. In these cases the decision would either not be implemented or a request would be referred to Council to approve (or reject) a departure from the budget and policy framework.

As the Mayor's original decision not to approve attendance at the conference/meeting avoided spending it did not contravene the budget policy framework as it was avoiding expenditure.'

- 2.5 Whilst the Committee accepted the advice of the Section 151 Officer, in accordance with the requirements of the Constitution, Members disagreed with the view expressed and emphasised that it was not an issue of process, but was about:
- The 'carte blanche' implementation of the decision 'forthwith', across all backbench Members (as identified in the Call-in notice) without any form of consultation with backbench Members. This being at the least discourteous, if not constitutionally incorrect;
 - The stripping out the £15,000 budget without any discussion with, or agreement from, Council. In light of the, the Committee was of the view that the issue should be referred to Full Council for further discussion; and
 - The need for parity in the way this decision is implemented across all Members (backbench and the Executive) and that the same principle must be applied to officer;
 - Whilst financial advice had been provided by the Section 151 Officer, further clarification was still needed on a policy basis from the Chief Solicitor.
- 2.6 In addition to the views expressed above, Member fully recognised the Council's severe financial situation and the need to reduce costs. In view of this, in relation to the issue of Member attendance at conferences, the Committee suggested to Cabinet that a prudent way forward would be to look at the number of outside bodies and the number of Member appointments to them. In relation to the National Association of Councillors, it was suggested that appointments to the body should be reduced to one, and that this Member should be funded to fully fulfil the requirements of the appointment.
- 2.7 In relation to the elements of the decision which the Committee felt contravened the **principles of decision making**, the following views / recommendations were made:-
- 2.8 In relation to **decision 1(i) to (vi)** - That the following Cabinet recommendations be forwarded to scrutiny for its view with a report coming back to Cabinet prior to Christmas 2011:-
- (i) That the constitution be reviewed annually through the Monitoring officer and that the Constitution Committee be abolished, following the 2012 elections.
 - (ii) That the functions of the Standards Committee be extended to include monitoring attendance of Members at induction and training sessions.
 - (iii) That the General Purposes (Appeals and Staffing) become a standalone committee with a fixed membership.

- (iv) That the remaining General Purposes Committee functions be combined with the functions of the Audit Committee to form one expanded “Operations Committee”, with exclusively backbench membership.
- (v) That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive.
- (vi) That the number of Scrutiny forums be reduced from six to four through the merging of neighbourhood services and regeneration and planning forums and Health to be combined with Adult Services to reflect the council's new public health role.

2.9 Members views were as follows:-

Decision 1(ii) – That the functions of the Standards Committee be extended to include monitoring of attendance of Members at induction and training sessions.

- 2.10 A Member referred to requests for induction and training sessions not being fulfilled by officers and suggested monitoring be undertaken of all Member requests for induction or training sessions, including whether the request was fulfilled. It was suggested that this issue form part of the considerations of the Constitution/General Purposes Task and Finish.

Decision 1(iii) – That the General Purposes (Appeals and Staffing) Committee become a stand alone committee with a fixed membership.

- 2.11 It was suggested that all Members could be part of the membership of the General Purposes (Appeals and Staffing) Committee. However, this would be given further consideration at the Constitution/General Purposes Task and Finish Group.

Decision 1(iv) – That the remaining General Purposes Committee functions be combined with the functions of Audit Committee to form one expanded Committee with exclusively backbench membership.

- 2.12 It was suggested that this decision to be referred to the Constitution/General Purposes Task and Finish to be considered as part of the review of the political structure.

Decision 1(v) – That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive

- 2.13 Concerns was expressed at the involvement of Executive Members in the functions relating to contracts and tenders as they were already involved in the commissioning process. It was suggested that this decision be referred to the Constitution/General Purposes Task and Finish for further discussion was around the restrictions and limitations of the process to ensure this process was formalised before a decision was enacted.

Decision 1 (vi) – That the number of Scrutiny Forums be reduced from six to four through the merging of neighbourhood services and regeneration and planning forums and health to be combined with Adult Services to reflect the Council's new public health role

- 2.14 It was highlighted that the Health Scrutiny Forum and Adult and Community Services Forum had been formed as a result of a Council decision to divide the responsibilities of the previous Adult, Community Services and Health Scrutiny Forum. This occurred as a result of the fact that the scrutiny of health issues took up so much of the Forum's time that it had been unable to effectively fulfil its responsibilities in terms of Adult and Community Services functions. In addition to the above comments, at a time when the local authority were taking on responsibility for public health, Members considered that it was even more vital to enable the full scrutiny of health issues to be undertaken within a dedicated scrutiny forum. Members were also concerned at the high level of workload across both the Children's Services Scrutiny Forum and the Adult and Community Services Scrutiny Forum and felt merging these two forums would present an unmanageable remit and workload.
- 2.15 It was suggested that the Constitution/General Purposes Task and Finish may wish to examine the reconfiguration of the scrutiny forums taking into account Members comments noted above.
- 2.16 In addition to the above comments Members, as part of the Call-in discussions, also gave initial consideration to the referral of the above issues to Scrutiny and a response has been included on the agenda for the Cabinet meeting on the 5 November 2011. In relation to the Call-in of these elements of the Cabinet decision, the Committee was clear in its wish to fulfil its role and respond fully to the referral and in doing this it was recommended that:
- The activities of the Constitution / General Purposes Committee Task and Finish Group, Council Working Group and Scrutiny Co-ordinating Committee should be co-ordinated / combined to enable the formulation of a well informed response to the Cabinet referral;
 - The issues raised as part of the Cabinet referral should be referred to the Constitution / General Purposes Committee Task and Finish Group and Council Working Group for consideration, with the resulting views / comments to be fed back to Scrutiny for consideration in the formulation of a full response to Cabinet; and
 - A more achievable timetable needed to be devised to enable the involvement of the Task and Finish Group and Council Working Group (as detailed above) to consider and feed back its views and suggestions in relation to the issues / suggestions raised in the referral back to Scrutiny, to enable a full response to be formulated.
- 2.17 In relation to the remainder of the decision, Members views were as follows:-

Decision 2 (i) – That Members' Seminars be deleted from the Council diary and replaced with ad hoc briefing/training sessions, to be organised following identification of issues by Members/Officers and be held immediately in advance of meetings of full Council

- 2.18 It was noted that the Constitution states that Council meetings must be held at 7.00 pm on Thursdays. Current working practices of political groups was that group meetings were held immediately prior to the current Council meetings. There were concerns that the implementation of seminars immediately prior to the Council meetings would displace these group meetings resulting in Members having to either rescheduling caring responsibilities or having to leave their place of employment even earlier to enable group meetings to be held prior to Council.

- 2.19 Members were of the view that this issue and all possible options should be considered by the Council Working Group prior to the implementation of the decision.

Decision 2 (ii) – That the introduction of Task and Finish/Working Groups be monitored to ensure they are resourceable.

- 2.20 Members were mindful to accept this decision as long as there was sufficient time and resources to ensure the business of Council was not delayed unduly if there were no officers available to take the minutes at a meeting. The importance of being able to act in a timely manner with the creation of a Task and Finish/Working Group to consider particular issues was emphasised. The Assistant Chief Executive confirmed that as far as he was aware, there had never been an occasion when the resources had not been made available to arrange and service a Task and Finish/Working Group. However, in view of the reducing resources, it was important to monitor the volume of all meetings.
- 2.21 It was suggested that this decision be referred to Council Working Group for further consideration.

Decision 2 (iii) – That Task and Finish Groups be conducted in public, except where the information being discussed is exempt under the Local Government (Access to Information) (Variation) Order 2006.

- 2.22 It appeared that there was a clear separation within the decision between Task and Finish Groups and Working Groups and Members suggested that if Working Groups were not subject to the above decision, all Task and Finish Groups be renamed Working Groups and not be conducted in public. It was noted that the Executive had Informal Briefings that were not open to the public.

Decision 2 (iv) – That Committee/Forum/Group Chairs be advised of their responsibility in ensuring that only those additional meetings that were unavoidable were called in light of the additional workload the number of additional meetings over and above the agreed Council diary were creating

- 2.23 Members were well aware of the burden of additional meetings placed on officers as the same burden was placed on them. As a result, additional meetings were not requested lightly. It was suggested that this decision be referred to Council Working Group for further consideration.

Decision 2 (vi) – That a review of Members accommodation be undertaken involving all Councillors based on the principle of need

- 2.24 It was noted that Members' accommodation had been reviewed and reduced on several different occasions and clarification was sought on exactly what this review would entail. Members commented that the current Members' room was not appropriate for their use and suggested that returning to the room that was now utilised as the press office seemed like the most appropriate use of space within the civic suite. It was suggested that a discussion be facilitated between the Assistant Director, Resources and the Chair of Scrutiny Co-ordinating Committee as well as the Leaders of political groups, Cabinet Members and the Chair of Council to examine the options.

Decision 2 (vii) – That further consideration be given to improving Members' ICT with the aim of reducing costs and simplifying its use and that all Councillors be encouraged to utilise the systems available to them

- 2.25 Members were keen for the provision of ICT to Members to be reviewed with a number of options being suggested for examination, including ipads, blackberries or something similar to provide an email communication with the facility to open attachments as well being able to access agenda documentation for committee meetings and internal facilities such as the Council's intranet. It was, however, felt that the implementation of this decision 'forthwith', without consultations with Members was a real concern.

- 2.26 It was suggested that a discussion be facilitated between the Assistant Director, Resources and the Chair of Scrutiny Co-ordinating Committee as well as the Leaders of political groups, Cabinet Members and the Chair of Council to examine the options.

Decision 2 (viii) – That the practice of producing summary sheets for reports cease as soon as practicable and that appendices to reports were not customarily printed but available electronically, on request and in the Members' Library

- 2.27 This was not an issue as it was tied in with issues of services provided for Members and needs further discussion. It was suggested that a discussion be facilitated between the Assistant Director, Resources and the Chair of Scrutiny Co-ordinating Committee as well as the Leaders of political groups, Cabinet Members and the Chair of Council to examine the options.

Decision 3(i) – That the size of all committees/forums established/reappointed after May 2012 reflects the reduction in the overall size of Council.

Decision 3(ii) – The Mayor to consider the potential options for the size of the Cabinet and any associated savings in line with the parameters set out in legislation and the Constitution.

- 2.28 Members discussed the possible make up of Cabinet and Executive Members and the impact this would have on the number of back bench members available to participate in scrutiny forums. Members considered it imperative that the Mayor provided an indication of the number of Executive Members he was likely to appoint post May 2012 elections to enable a clear view on how many Members could be appointed to scrutiny forums to allow for effective scrutiny arrangements
- 2.29 It was suggested that, decision 3 in its entirety should be referred to the Constitution/General Purposes Task and Finish for discussion as part of the review of the political structure.
- 2.30 In light of the views expressed by the Committee, Cabinet is asked to reconsider its decision and approve the implementation of a process for effective consultation with Members in the grounds outlined in Section 2 of this report.

3. RECOMMENDATIONS

- 3.1 That the Committee disagreed with Cabinet's decision(s) of the 7 November 2011 (Minute 148) as detailed in Section 2 above, in that they contravened the principles of decision making.
- 3.2 That Cabinet be asked to reconsider its decision(s), taking into consideration the Scrutiny Co-ordinating Committees suggestions, as detailed in Section 2 above.

CABINET

MINUTES AND DECISION RECORD

7 NOVEMBER 2011

EXTRACT

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

Present:

The Mayor, Stuart Drummond - In the Chair

Councillors: Jonathan Brash (Housing and Transition Portfolio Holder)
Robbie Payne (Deputy Mayor) (Finance and Procurement Portfolio Holder),
Gerard Hall (Adult and Public Health Services Portfolio Holder).
Peter Jackson (Regeneration and Economic Development and Skills Portfolio Holder),
Chris Simmons (Children's Services Portfolio Holder),
Hilary Thompson (Performance Portfolio Holder),

Officers: Nicola Bailey, Acting Chief Executive
Andrew Atkin, Assistant Chief Executive,
Chris Little, Chief Finance Officer
Alyson Caman, Head of Legal Services
Dave Stubbs, Director of Regeneration and Neighbourhoods
Damien Wilson, Assistant Director, Regeneration and Planning
Graham Frankland, Assistant Director, Resources
Caroline O'Neill, Assistant Director, Performance and Achievement
Zoe Westley, Head of Social and Education Inclusion
Alastair Rae, Public Relations Manager
David Cosgrove, Democratic Services Team

148. Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions (Assistant Chief Executive)

Type of decision

Non-key.

Purpose of report

To consider options and potential changes to the delivery of support to Members and to the Council, Executive, Non Executive and Scrutiny functions.

Issue(s) for consideration by Cabinet

The Housing and Transition Portfolio Holder reported on a number of options and potential changes in respect of the delivery of support to Members and to the Council, Executive, Non Executive and Scrutiny functions. The options and changes reflect the budget deficits that the Council is continuing to face, the consequent reduced officer base to support the identified functions and the cessation or scaling down of a number of services and activities. The report reflected a reduction in the Council size to 33 Councillors in 2012 as a result of Electoral review recommendations. The outcomes of a range of consultation research to inform the 2011/12 budget process were also recognised.

The report set a series of areas for consideration and made recommendations in relation to each, which the portfolio holder had also commented upon, which included for immediate consideration; Members' Seminars, Constitution Review, Scheduled Meetings, Attendance at Conferences, Standards Committee / Contract Scrutiny Committee / General Purposes Committee / Audit Committee, and Reports / Minutes / decision Records for members. Further recommendations to be agreed for implementation for the 2012/13 Municipal Year included; Scrutiny Forums, sizes of Committees, Cabinet, Members' ICT and Members' Accommodation.

Cabinet's discussions centred around the main sections and recommendations within the report as follows: -

Members' Seminars

It was considered that Members Seminars could be stopped immediately as attendance was generally very poor. If it was essential to brief members on issues, seminars could be carried out immediately before Council meetings.

Constitution Review

The Mayor commented that Hartlepool was one of a very limited number of authorities that undertook the review of the constitution in this way and considered that, following the 2012 elections, reviews were only needed once each year and should be undertaken by the Monitoring Officer. This view was supported by Cabinet. The Mayor was concerned that there had been constitution changes that had not been implemented in accordance with the appropriate procedures. Cabinet agreed that this matter should be referred to Scrutiny for comments.

Scheduled Meetings

There was great concern at the number of additional meetings called during the year and the impact these additional meetings had. The Mayor and other Cabinet Members were particularly concerned at the number of

additional Task and Finish Groups that were being established and that little appeared to have come from these to the executive. The Mayor stated that Members needed to be aware of the number of additional meetings and the lack of capacity to deal with them. Cabinet was also concerned that the majority of the additional Task and Finish and Working Groups were closed meetings.

It was considered that there needed to be closer adherence to the agreed diary. There was a brief discussion on mechanisms to limit the number of additional meetings but it was considered that they would have little effect. Cabinet considered that this was an issue that needed to be considered by Scrutiny.

Attendance at Conferences

It was agreed that the recommendations on conferences could be supported and implemented immediately without need for referral to scrutiny.

Standards Committee/ Contract Scrutiny Committee / General Purposes / Audit Committee

Cabinet considered that the issues relating to contracts were statutory ones that fell within the executive's remit. The Contracts Scrutiny Committee should therefore be deleted and the responsibility for opening tenders transferred to the executive. In all other authorities this duty was undertaken by executive members and processes could be established to do so in Hartlepool with tenders being delegated to either one specific Cabinet Member or to the relevant Portfolio Holder. There would also be a subsequent SRA saving. Scrutiny should be invited to comment on this proposal.

It was agreed that Appeals and Staffing would work better with a set membership and as a separate body. Standards Committee's role should be increased to include monitoring Members attendances. All other matters should be moved to a single 'Operations' Committee. Scrutiny should also be invited to comment on these proposals.

Reports/Minutes/Decision Records for Members

It was agreed that the use of Summary sheets to reports should be ended as soon as practical. Cabinet discussed the issue of all appendices being made available in electronic form only and it was agreed that there should be copies available in the Members Library and on request, as well as electronically.

The Mayor indicated that it would be helpful to make decision making more responsive but was advised that there was legislation through the Access to Information rules which protected public access and transparency to decision making.

Scrutiny Forums

The Mayor commented that there were only four Scrutiny Committees/Forums when the Council adopted the new structure in 2002 and considered that that had worked well. The numbers on the committees/forums should also reduce proportionally with the reduction in the size of Council. There was national recognition for the scrutiny operation of Hertfordshire County Council which only had one scrutiny committee that transacted all its business in one day. The Mayor suggested that consideration should be given to reducing the numbers to three committees/forums.

Cabinet Members indicated that it had been suggested that the 'Regeneration' and 'Neighbourhoods' Forums could be combined comfortably. 'Health' could recombine with the 'Adults' forum as previously, particularly in light of the changes in legislation and the work the new Health and Wellbeing Board would be responsible for. It was suggested that this board would be an additional check and balance on the NHS, which would allow Scrutiny to devote more time to the Council's new Public Health Function. The statutory powers, currently discharged by Health Scrutiny, would be retained within the scrutiny function.

Cabinet considered the suggestion that any Special Responsibility Allowance (SRA) savings should go back to Scrutiny. Cabinet suggested that as this was an exercise in reducing the overall budget of Members Support, the savings should be made as a contribution to the overall process.

Cabinet considered that Scrutiny was well aware of issues the Council would face from May 2012 and referred this element to Scrutiny for its deliberation.

Size of Committees

Members agreed that the change in the overall size of Council should as a minimum be reflected in the size of committees, forums and other groups after May 2012. Concerns were expressed about the membership of some of the Licensing Committee sub committees and their capacity to cope with a reduced overall membership and that this would have to be looked at specifically in the round.

Cabinet

The Mayor noted that the Constitution (and legislation) allowed a Cabinet of between two and ten members including himself. With a reduced council of 33 members the Mayor considered that based on current numbers a Cabinet of up to seven would reflect that change but the issue would need to be judged sensibly.

Members ICT

Members did not feel it was appropriate to set a 'pre-requisite standard' in relation to members' use of ICT. Cabinet was of the view that the current systems were cumbersome and frequently prone to problems and Members would gravitate to a system that could be shown to be easy to operate and reliable. The Assistant Chief Executive requested that should any member have issues with the authorities ICT systems or equipment, they should report them to him so that they could be addressed.

Accommodation

Cabinet considered that further discussions were required on accommodation and that all Members should have the right to input on this issue. Members commented that the accommodation was essentially what Members were given as opposed to an assessment of need.

The Mayor also added that a review of the Council's Outside Bodies should be undertaken to review exactly what bodies the Council did need to be part of. Reducing the numbers on bodies should also be a part of the review.

At the conclusion of the debate, Cabinet indicated that in order to complete the review appropriately, Scrutiny's views on the issues referred should be requested to be reported to Cabinet before Christmas.

Decision

1. That the following Cabinet recommendations be forwarded to scrutiny for its view with a report coming back to Cabinet prior to Christmas 2011.
 - (i) That the constitution be reviewed annually through the Monitoring officer and that the Constitution Committee be abolished, following the 2012 elections.
 - (ii) That the functions of the Standards Committee be extended to include monitoring attendance of Members at induction and training sessions.
 - (iii) That the General Purposes (Appeals and Staffing) become a standalone committee with a fixed membership.
 - (iv) That the remaining General Purposes Committee functions be combined with the functions of the Audit Committee to form one expanded "Operations Committee", with exclusively backbench membership.
 - (v) That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive.

- (vi) That the number of Scrutiny forums be reduced from six to four through the merging of neighbourhood services and regeneration and planning forums and Health to be combined with Adult Services to reflect the council's new public health role.
2. That the following Cabinet recommendations be implemented forthwith;
- (i) That Members' Seminars be deleted from the council diary and replaced with ad hoc briefing / training sessions, to be organized following identification of issues by Members/Officers and be held immediately in advance of meetings of full Council.
 - (ii) That the introduction of Task and Finish / Working Groups be monitored to ensure they are resourceable.
 - (iii) That task and finish groups be conducted in public, except where the information being discussed is exempt under the Local Government (Access to Information) (Variation) Order 2006.
 - (iv) That Committee / Forum / Group Chairs be made advised of their responsibility in ensuring that only those additional meetings that are unavoidable are called in light of the additional workload the number of additional meetings over and above the agreed Council Diary are creating.
 - (v) That a 'freeze' to be introduced in respect of attendance at conferences where conference costs are incurred. In exceptional circumstances that attendance at conference is justified, the Member attending the Conference is required to feedback to all Members of the Council in both written and verbal form.
 - (vi) That a review of Members accommodation be undertaken involving all Councillors based on the principle of need.
 - (vii) That further consideration be given to improving Members' ICT with the aim of reducing costs and simplifying its use and that all Councillors be encouraged to utilise the systems available to them.
 - (viii) That the practice of producing summary sheets for reports cease as soon as practicable and that appendices to reports are not customarily printed but available electronically, on request and in the Members Library.
3. That the following Cabinet recommendations be approved for implementation for the 2012/13 Municipal Year.
- (i) That the size of all committees / forums established / reappointed after May 2012 reflect the reduction in the overall size of Council.

- (ii) The Mayor to consider the potential options for the size of the Cabinet and any associated savings in line with the parameters set out in legislation and the Constitution.

The meeting concluded at 12.15 p.m.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 14 NOVEMBER 2011

Hartlepool Borough Council

Overview and Scrutiny – Call-in Notice – Scrutiny Chairs



1. Which decision would you like to call-in?

(Please include details of the decision, when it was taken and by whom)

Cabinet Decision – 7 November 2011 - Minute No. 148 – Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions

Decision:-

1. That the following Cabinet recommendations be forwarded to scrutiny for its view with a report coming back to Cabinet prior to Christmas 2011.
 - (i) That the constitution be reviewed annually through the Monitoring officer and that the Constitution Committee be abolished, following the 2012 elections.
 - (ii) That the functions of the Standards Committee be extended to include monitoring attendance of Members at induction and training sessions.
 - (iii) That the General Purposes (Appeals and Staffing) become a standalone committee with a fixed membership.
 - (iv) That the remaining General Purposes Committee functions be combined with the functions of the Audit Committee to form one expanded "Operations Committee", with exclusively backbench membership.
 - (v) That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive.
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 - (iv) That Committee / Forum / Group Chairs be made advised of their responsibility in ensuring that only those additional meetings that are unavoidable are called in light of the additional workload the number of additional meetings over and above the agreed Council Diary are creating.
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 - (vi) That a review of Members accommodation be undertaken involving all Councillors based on the principle of need.
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3. That the following Cabinet recommendations be approved for implementation for the 2012/13 Municipal Year.
 - (i) That the size of all committees / forums established / reappointed after May 2012 reflect the reduction in the overall size of Council.
 - (ii) The Mayor to consider the potential options for the size of the Cabinet and any associated

savings in line with the parameters set out in legislation and the Constitution.

2. What are the reasons for calling-in this decision?

Call-in must only be used in exceptional circumstances and the justification for the call must be either: Please tick as appropriate

- that the decision or proposed decision is outside the Budget and Policy Framework ✓
- that the decision was not taken in accordance with the principles of decision making set out in Article 13 of the Constitution ✓

Budget and Policy Framework:-

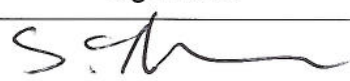
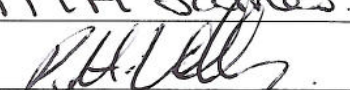
- i) Decision 2(v) – Reason: The intimation received from cabinet members in relation to this decision is that it is intended to be active from April 2012 however the Mayor has already issued instructions that the pending meeting of NAC and the associated attendance arrangements be cancelled.

The decision relating to conference attendance is contrary to the Council decision and current budget (e.g. the Council has appointed 3 delegates to the National Association of Councillors and a budget to enable them to participate in the groups work).

Principles of Decision Making:-

The decision(s) taken by Cabinet, as detailed above, contravene the principles of decision making as detailed below: **Reasons see attached**

- i) Proportionality - Decision 2 (i-iii and v) 3 (i and ii)
- ii) In accordance with the constitution - Decision 1 (i-vi)
- iii) Due consultation and the taking of professional advice from officers - Decision 1 (i-v) 3 (i)
- iv) Respect for human rights and equality - Decision 2 (i, iv and v)
- v) Best value - Decision 1 (i-v) 2 (v) 3 (ii)
- vi) A presumption in favour of openness - Decision 1 (i-vi) 2 (iii) 3 (i and ii)
- vii) Clarity of aims and desired outcomes - Decision 1 (i-v) 2 (iii and v)
- viii) Due consideration of options available to the decision taker - Decision 1 (i-v) 2 (i-viii) 3 (1 and ii)
- x) Subsidiarity (i.e. delegation of decisions to the most appropriate level) - Decision 1 (i-v) 2 (i - v) 3 (i)
- xi) Efficiency (i.e. decisions must not be unnecessarily delayed) - Decision 3 (ii)
- xii) Reasonableness - Decision 1 (i-v) 2 (i - vi) 3 (i and ii)

| | Position and Party Group | Signature |
|-------------------|---|---|
| 1. STEPHEN THOMAS | CHAIR NEIGHBOURHOOD SERVICES
SCRUTINY - LABOUR GROUP |  |
| 2. MARJORIE JAMES | CHAIR OF SCC
LABOUR GROUP. | MA James. |
| 3. RAY WELLS | GROUP LEADER CONSERVATIVES. |  |

NB. Each of the Scrutiny Chairs may initiate call-ins providing they have the support of at least two members of the Scrutiny Co-ordinating Committee. The three signatories must represent at least two of the Council's political groups.

Councillor: MA JAMES.

Signed: MA James.

Date: 18th Nov 2011

For office use only

Date received:

Initials:

SCC Agenda:

Reasons for Call In:-

1. That the following Cabinet recommendations be forwarded to scrutiny for its view with a report coming back to Cabinet prior to Christmas 2011.

- (i) That the constitution be reviewed annually through the Monitoring officer and that the Constitution Committee be abolished, following the 2012 elections.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

- (ii) That the functions of the Standards Committee be extended to include monitoring attendance of Members at induction and training sessions.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

- (iii) That the General Purposes (Appeals and Staffing) become a standalone committee with a fixed membership.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

- (iv) That the remaining General Purposes Committee functions be combined with the functions of the Audit Committee to form one expanded "Operations Committee", with exclusively backbench membership.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

- (v) That the Contract Scrutiny Committee be abolished and the functions relating to contracts/tenders be undertaken by the executive.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

General Comment

There is also the fact that within the time-frame (before Christmas, which means by Cabinet of 19th December) it is not possible for SCC to deal with the matters referred to it without setting up additional meetings to do so. This is placing an unfair burden on Scrutiny Staff and members who are already involved in a full work programme and Budget matters.

- (vi) That the number of Scrutiny forums be reduced from six to four through the merging of neighbourhood services and regeneration and planning forums and Health to be combined with Adult Services to reflect the council's new public health role.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

As this matter does directly affect Scrutiny we will arrange appropriate meeting time to enable us to form a view, however we would still expect to be able to participate fully in the deliberations of the joint working group as outlined above.

2. That the following Cabinet recommendations be implemented forthwith;

- (i) That Members' Seminars be deleted from the council diary and replaced with ad hoc briefing / training sessions, to be organized following identification of issues by Members/Officers and be held immediately in advance of meetings of full Council.

Cabinet is already aware that the deletion of diarised seminars has the full consent of Councillors across the political spectrum. There does however need to be some discussion as to the actual start time for "immediately in advance of meetings of full Council" as all political groups already meet prior to Council this could cause difficulties for members who have work commitments or caring responsibilities and should be discussed by Council before such a decision is implemented.

- (ii) That the introduction of Task and Finish / Working Groups be monitored to ensure they are resourceable.

Task and Finish/Working Groups are in a general sense formed in order to permit members to deal with a large piece of work which would take up more than one formal meeting.

- (iii) That task and finish groups be conducted in public, except where the information being discussed is exempt under the Local Government (Access to Information) (Variation) Order 2006.

To conduct Task and Finish/Working Groups in public would defeat the objective of having the same, because they are not in public they do not require the 7 days statutory notice so allowing members to move large amounts of business quickly, they then report back their findings into a formal meeting which is open to the public in most cases. The introduction of Statutory Notice periods and diary arranging would result in additional work for Democratic Services and other officers not reduce it. It would also raise the question as to why Cabinet would wish to instigate a removal of the right of non-executive members to meet in this way whilst retaining for themselves Cabinet's "briefings" which now take up significant amounts of Senior Officer time each fortnight.

- (iv) That Committee / Forum / Group Chairs be made advised of their responsibility in ensuring that only those additional meetings that are unavoidable are called in

light of the additional workload the number of additional meetings over and above the agreed Council Diary are creating.

Members are well aware of the additional burden that extra meetings place on officers however they also increase their own burden when asking for such meetings so it is unlikely that they do this without there being a clear reason for doing so.

- (v) That a 'freeze' to be introduced in respect of attendance at conferences where conference costs are incurred. In exceptional circumstances that attendance at conference is justified, the Member attending the Conference is required to feedback to all Members of the Council in both written and verbal form.

This decision is flawed, it has the effect of preventing learning amongst members and the opportunity for members to receive a wider view which in most cases increases their self esteem and confidence.

When Scrutiny members attend conferences or seminars/learning events outside of the immediate locality, they already report back to their relevant forum and therefore to SCC and Council via the minutes. To formalise reports and circulate them in the way suggested will surely take up more officer time and also expend resources such as stationery and printing.

- (vi) That a review of Members accommodation be undertaken involving all Councillors based on the principle of need.

This is a recurring theme undertaken every 3 years or so, there is already minimal space provided for members, it would be difficult to reduce it much beyond its current arrangements.

- (vii) That further consideration be given to improving Members' ICT with the aim of reducing costs and simplifying its use and that all Councillors be encouraged to utilise the systems available to them.
- (viii) That the practice of producing summary sheets for reports cease as soon as practicable and that appendices to reports are not customarily printed but available electronically, on request and in the Members Library.

- 3. That the following Cabinet recommendations be approved for implementation for the 2012/13 Municipal Year.

- (i) That the size of all committees / forums established / reappointed after May 2012 reflect the reduction in the overall size of Council.

There is already a joint working group of Constitution Committee and General Purposes looking at the potential structure of Council and its Committees post May 2012 in order to report to Council so that a decision can be made. Therefore, for SCC to now spend time looking at the same issues would be a duplication of both member/officer time and the general resources within the Council.

However the above decision infers a pro-rata reduction which in some cases may reduce current arrangements beneath the legal requirements.

- (ii) The Mayor to consider the potential options for the size of the Cabinet and any associated savings in line with the parameters set out in legislation and the Constitution.

"Consider?" Council requires a clear timetable and direction of travel if it is to set a budget.