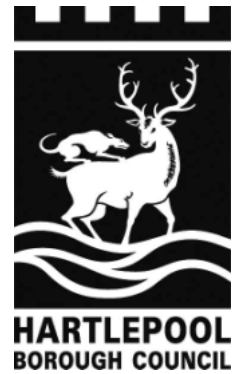


SCRUTINY COORDINATING COMMITTEE AGENDA



Friday 9 March 2012

at 1.00 p.m.

in the Council Chamber, Civic Centre, Hartlepool.

MEMBERS: SCRUTINY COORDINATING COMMITTEE:

Councillors C Akers-Belcher, S Akers-Belcher, Cook, Fenwick, Griffin, James, Loynes, A Marshall, Preece, Richardson, Rogan, Shaw, Shields, Thomas, Wells and Wilcox.

Resident Representatives: Maureen Braithwaite, Evelyn Leck and John Maxwell.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

No items.

4. RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO REPORTS OF THE SCRUTINY COORDINATING COMMITTEE

No Items.

5. CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS FROM COUNCIL, EXECUTIVE MEMBERS AND NON EXECUTIVE MEMBERS

No Items.

6. FORWARD PLAN

No Items.

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

- 7.1 Corporate Plan and Departmental Plans 2012/13 – *Assistant Chief Executive/Director of Child and Adult Services and Director of Regeneration and Neighbourhoods*

8. CONSIDERATION OF FINANCIAL MONITORING/CORPORATE REPORTS

- 8.1 Quarter 3 – Council Overview of Performance and Risk 2011/12 – *Corporate Management Team*

9. ITEMS FOR DISCUSSION

- 9.1 Final Report - Employment and Training Opportunities for Young People Aged 19-25 - *Chair of the Regeneration and Planning Services Scrutiny Forum*
- 9.2 Final Report - Provision of Support and Services to Looked After Children and Young People - Holding Report - *Scrutiny Manager*
- 9.3 Use of Agency Workers Within the Council - *Chief Customer & Workforce Services Officer*
- 9.4 Voluntary and Community Sector Strategy - *Assistant Director (Neighbourhood Services)*
- 9.5 Crime and Disorder Committee / Police and Crime Commissioners – Update Presentation - *Assistant Director (Neighbourhood Services)*
- 9.6 Six Monthly Monitoring of Agreed Scrutiny Co-ordinating Committee's Recommendations - *Scrutiny Manager*

10. CALL-IN REQUESTS

11. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT

FOR INFORMATION: - Date of Next Meeting - Friday 13 April, 2012 commencing at 2.00 p.m. in the Civic Centre, Victoria Road, Hartlepool.

SCRUTINY COORDINATING COMMITTEE

Date: 9 March 2012



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

Subject: Corporate Plan and Departmental Plans 2012/13

1. PURPOSE OF REPORT

- 1.1 To enable the Scrutiny Coordinating Committee to consider and comment on the proposed Corporate Plan and three Departmental Plans 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 Scrutiny Coordinating Committee on 10 December 2010 Central Government removed the requirement to prepare a new LAA and the 2011/12 Departmental Plans and Corporate 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 it accurately reflects the key outcomes that the Council and Partners have identified as being important for the future of the Town.
- 2.3 As in previous years the Departmental and Corporate Plans have included a small number of additional outcomes under the Organisational Development theme. These additional 'Council' outcomes were included in the reports to Scrutiny Coordinating Committee and Cabinet in November/December 2011.
- 2.4 As in previous years detailed Departmental Plan proposals have been considered by each of the Scrutiny Forums. Specifically a number of issues were raised at Scrutiny Coordinating Committee at its meeting on 17 February 2012 and **Appendix A** (to be sent under separate cover) details the issues raised and a response to each issue.

3. TIMETABLE FOR APPROVING THE PLANS

- 3.1 The full Corporate Plan forms part of the Budget and Policy Framework and final approval rests with full Council.
- 3.2 Following this meeting the proposed Corporate Plan and the three Departmental Plans will be considered by Cabinet at their meeting on 19 March 2012.
- 3.3 Final approval of the Corporate Plan will be by Council at their meeting on 12 April 2012.

4. 2012/13 CORPORATE PLAN

- 4.1 The proposed Corporate Plan is attached at **Appendix B**, setting out how the Council propose to deliver the priority outcomes. The plan contains the Key Performance Indicators and targets, where available, which will be used to monitor progress throughout 2012/13.
- 4.2 All of the actions and key performance indicators included in the Corporate Plan have been drawn from the relevant Departmental Plan. Officers from across the Council have identified key actions and indicators that should be included in the Corporate Plan and progress on these will be reported throughout the year to both Scrutiny Coordinating Committee and Cabinet.
- 4.3 In line with last year the timetable for producing the Corporate Plan, and Departmental Plans, means that some target information for the Performance Indicators can not be included at this stage as the information is not yet available. However, a detailed year end performance report will be produced for Scrutiny Coordinating Committee and Cabinet later in the year which will include this information.

5. 2012/13 DEPARTMENTAL PLANS

- 5.1 Attached to this report are the three Departmental Plans for 2012/13 as below:-
- **Appendix C** - Chief Executive's Departmental Plan 2012/13
 - **Appendix D** – Child and Adult Services Departmental Plan 2012/13
 - **Appendix E** – Regeneration and Neighbourhoods Departmental Plan 2012/13
- 5.2 Scrutiny Coordinating Committee and the relevant Scrutiny Forums have had the opportunity to consider the proposals contained within the Departmental Plans at meetings in January and February and, where appropriate, comments have been incorporated into the relevant plans.
- 5.3 As previously stated, in para 4.2, a small number of key actions and performance indicators have been drawn from each of the three departmental plans to form the Corporate Plan for 2012/13. The actions and

indicators that are also included in the Corporate Plan have been clearly marked within the action plan for information.

- 5.4 Officers will monitor progress against the key actions and performance indicators included in the Departmental Plans and progress on these will be reported throughout the year to Cabinet and Scrutiny Coordinating Committee.

6. RECOMMENDATION

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

7. BACKGROUND PAPERS

- 7.1 None.

Contact Officer: - Andrew Atkin
Assistant Chief Executive
Tel: 01429 523040
E-mail: Andrew.Atkin@Hartlepool.gov.uk

Responses to comments raised at Scrutiny Coordinating Committee Meeting on 17th February 2012

Issue Raised	Response
Outcome 6 - Members suggested that the action “Implement Child Poverty Action Plan” be included in the Health and Wellbeing Theme, as well as the Jobs and Economy Theme where it currently sits.	The action “Implement Child Poverty Action Plan” has been included in Outcome 10 (Be healthy - children enjoy good physical and emotional health and live a healthy lifestyle), within the Health and Wellbeing Theme.
Outcome 6 - Members queried the Performance Indicator “Proportion of Children in poverty” – specifically if this should read “Proportion of families in poverty”	The data is provided nationally and is only available as the proportion of children in poverty, and not the proportion of families in poverty. The reason for this is a family can be defined as two adults without children. In order to be measured the Performance Indicator needs to remain as “Proportion of Children in poverty”.
Outcome 3 - NI 80 (Percentage of young people achieving a Level 3 qualification by the age of 19). The 2012/13 target is 47.0% and Members were of the opinion that this was too low and the target should be higher – approaching 67%	It is proposed to increase the 2012/13 target to 49%. It is felt that anything above that would be unrealistic given the level of pupils entitled to free school meals and the deprivation levels within the town. For information, and to put this figure into context, the latest published data show the average for the North East region as 47% and England as 52%
Outcome 9 – Members suggested that the action “Draft the Health & Wellbeing Strategy through shadow Health & Wellbeing board” be reworded – “The Health and Wellbeing Strategy be agreed by the shadow Health and Wellbeing Board”	Action amended as per Member’s suggestion.

Issue Raised	Response
Outcome 10 – Members requested that the issue of breastfeeding should be reflected in the Corporate Plan.	The action, “Implement Breast Feeding Strategy” and Performance Indicator “Prevalence of breast-feeding at 6-8 weeks from birth – Percentage of infants being breastfed at 6-8 weeks” (NI 53a) have been included in the Corporate Plan. They were already included in the Child and Adult Services Departmental Plan.
Outcome 10 – Members suggested that the issue of child immunisation rates should be included in the Corporate Plan.	The action, “Increase the uptake of child vaccinations” and two new Performance Indicators “Measles, Mumps and Rubella (MMR) immunisation rate – children aged 2 (1 st dose) and (2 nd dose)” have been included in the Corporate Plan. They were already included in the Child and Adult Services Departmental Plan.
Members queried whether tackling the harm caused by alcohol should be included in the Health and Wellbeing theme	The action “Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy” that was previously only in the Community Safety theme has been added into the Health and Wellbeing Theme, under Outcome 9 (Improve health by reducing inequalities and improving access to services).
Housing Theme – Members queried whether the issue of white goods and furniture should be reflected in the plans?	The options for and the financing of the white goods and furniture project are still being considered. An action has been added into the Regeneration and Neighbourhoods Departmental Plan, “Explore opportunities and options surrounding the provision of affordable white goods and essential items of furniture”.

Other comments made that may require a response

Issue Raised	Response
Members stated that in the absence of 'shadow scrutiny arrangements', in relation to the Health and Wellbeing Board, that the Health and Wellbeing Strategy should be considered by Health Scrutiny as a minimum, and desirably also by Scrutiny Coordinating Committee.	The Health and Wellbeing Strategy will be subject to consultation with all stakeholders throughout its production. As part of this process proposals will be considered by both the Health Scrutiny Forum and Scrutiny Coordinating Committee.
In relation to Housing, Members highlighted the need to identify 'disabled friendly' properties for families, and the need to offer elderly tenants 2 bedroom properties as part of rehousing policy.	<ul style="list-style-type: none"> • The need to identify 'disabled friendly' property for families already takes place on an individual basis as and when they apply for accommodation. An Occupational Therapist professional will be involved in the process and suitable properties identified. • Caution needs to be exercised in relation to re-housing tenants into 2 bedroom properties as individual cases may fall foul of the bedroom tax the Government are proposing. In addition it does not compliment the Choice Based Letting scheme.



Hartlepool Borough Council

Corporate Plan 2012/13

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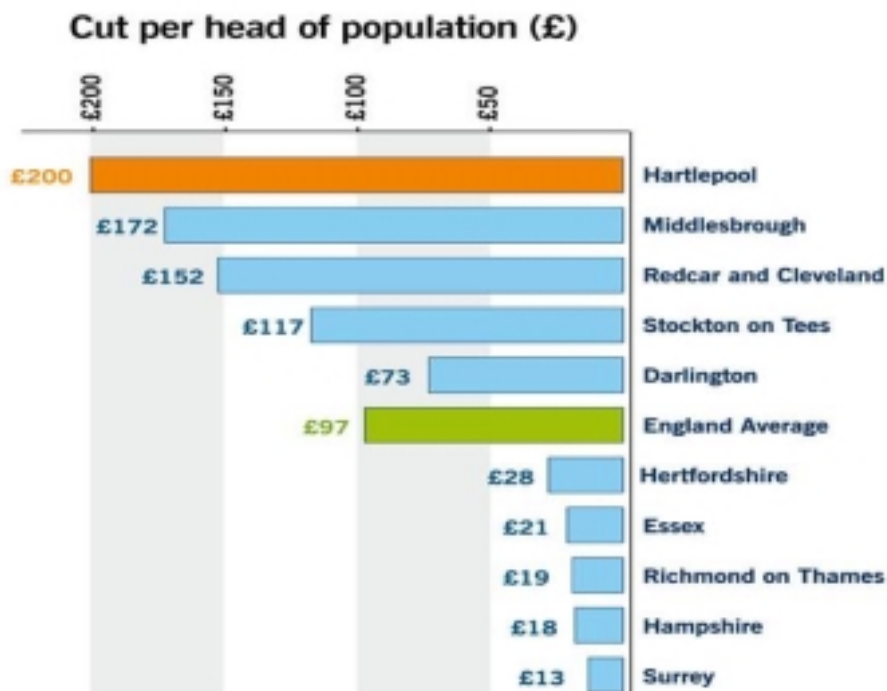
Introduction

This document is Hartlepool Council's Corporate Plan for 2012/13 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the Council, and includes an action plan that draws the key actions and performance indicators from the Council's three Departmental Plans.

The Plan has been prepared in parallel with development of the Council's 2012/13 budget. The Coalition Governments Spending review included a 28% reduction in Council grants over 4 years with most reductions to be achieved in the first 2 years. The cuts in Government funding have a disproportionate impact on the North East, including Hartlepool, which have greater reliance on Government grant and serve some of the most deprived communities in the Country.

The key points from the Council's budget include:

- A cumulative reduction in Council's spending power for 2011/12 and 2012/13 of £200 per resident, more than twice the national average of £97
- Hartlepool's spending power cut per resident is also significantly more than the reductions in more affluent areas of the country, as illustrated in the following table: -



- £5.4million of efficiencies and service cuts implemented to produce a balanced budget for 2012/13, which is on top of the cuts implemented in 2011/12 of £10m

The details of the Council's budget decisions are available in Cabinet and Council reports:

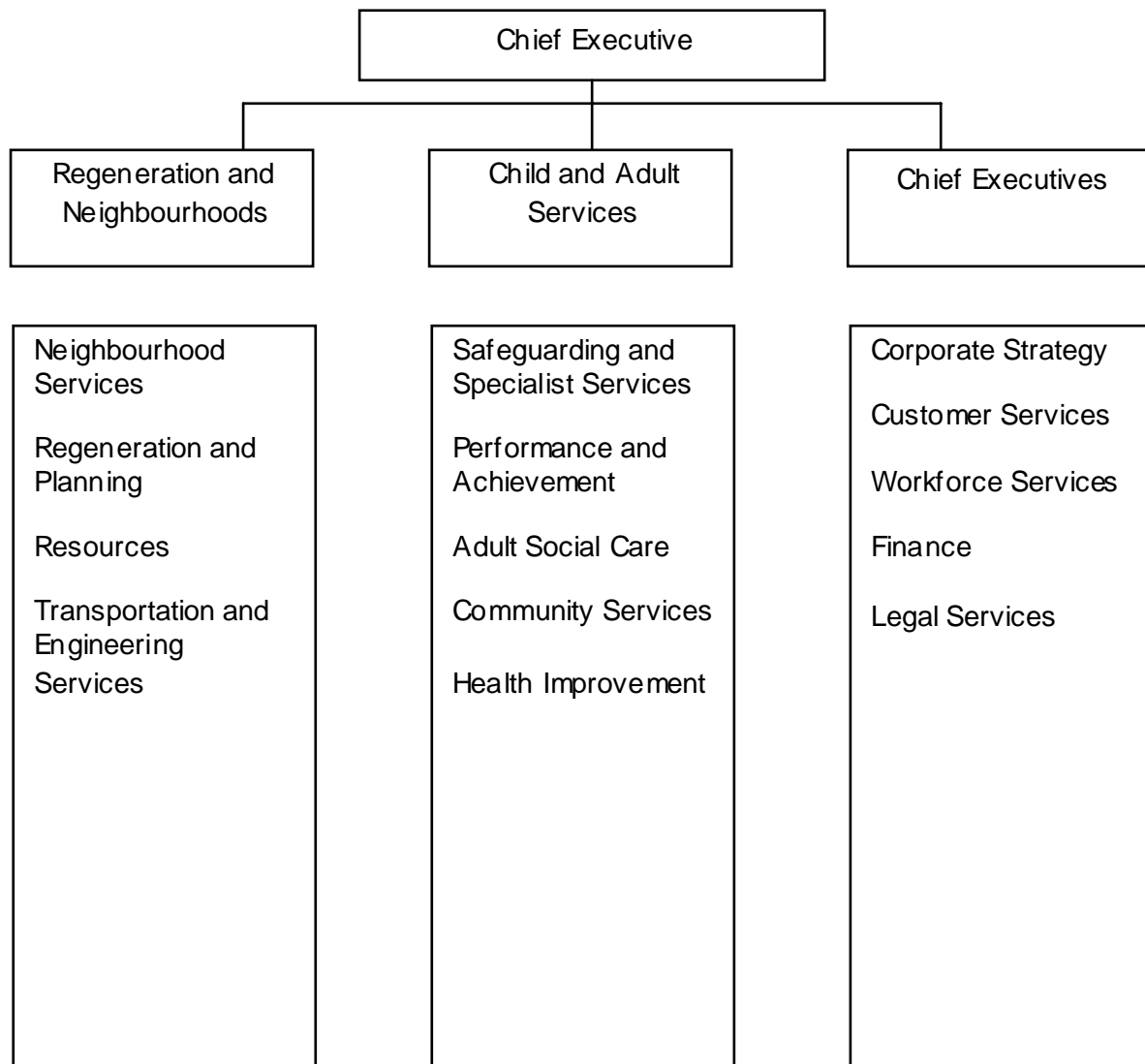
<http://www.hartlepool.gov.uk/meetings/meeting/2357/council>

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

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

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

Organisational Structure



Performance and Risk Monitoring and Reporting

- **Monitoring and Reporting**

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

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

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

Priorities

- **Overall Aim/Vision**

The Council's overall aim remains: -

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

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

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

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

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

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

- Organisational Development

- **Council Priorities**

The Council has identified a number of key outcomes that it will contribute towards in 2012/13, encompassing the following themes: -

Theme	Outcome
Jobs and the Economy	<ol style="list-style-type: none"> 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 and is tackling financial exclusion 5. Hartlepool has a boosted visitor economy 6. Fewer Hartlepool children experience the effects of poverty
Lifelong Learning and Skills	<ol style="list-style-type: none"> 7. 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 8. Provision of high quality community learning and skills opportunities that widen participation and build social justice
Health and Wellbeing	<ol style="list-style-type: none"> 9. Improve health by reducing inequalities and improving access to services 10. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle 11. Children & young people are safe 12. 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	<ol style="list-style-type: none"> 13. Hartlepool has reduced crime and repeat victimisation 14. There is reduced harm caused by drugs and alcohol misuse 15. Communities have improved confidence and feel more cohesive and safe 16. Offending and re-offending has reduced

Theme	Outcome
Environment	17. Hartlepool has an improved natural and built environment 18. Quality local environments where public and community open spaces are clean, green and safe 19. Provide a sustainable, safe, efficient, effective and accessible transport system 20. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects
Housing	21. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design 22. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment 23. Housing Services and housing options respond to the specific needs of all communities within Hartlepool
Culture and Leisure	24. People enjoy equal access to leisure, culture, sport, libraries which enrich their lives, improve the places where they live, and strengthen communities
Strengthening Communities	25. Local people have a greater voice and influence over local decision making and the delivery of services 26. Make a positive contribution – people are involved with the community and society
Organisational Development	27. Improve the efficiency and effectiveness of the organisation 28. Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction 29. Maintain effective governance arrangements for core business and key partnerships 30. Maintain effective Performance, Finance and Risk Management Arrangements 31. Maintain the profile and reputation of the Council 32. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function

- Annual Action Plan**

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

Appendix B**Corporate Plan 2012//13 – Actions, Performance Indicators and Targets****1 Jobs and the Economy**

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

Outcome No.	Description
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 and is tackling financial exclusion
5	Hartlepool has a boosted visitor economy
6	Fewer Hartlepool children experience the effects of poverty

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
1	Undertake audit of existing commercial premises and business infrastructure in context of growth sectors and produce report for commercial premises and business parks.	Sept 2012	Mick Emerson
1	Undertake study of existing vacant properties / sites to identify potential end use for businesses and implement marketing campaign to promote sites.	Sept 2012	Mick Emerson
2	Adopt the Core Strategy	October 2012	Derek Gouldburn
2	Establish Local Development Orders covering identified Enterprise Zones to facilitate regeneration through the simplification of the planning process.	April 2012	Derek Gouldburn
3	Develop partnership agreements with work programme prime providers	March 2013	Antony Steinberg
3	Submit bid for the new 'Innovation Fund' to help address youth unemployment	Sept 2012	Antony Steinberg
3	Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.	March 2013	James Sindair
3	Implement the Hartlepool 14-19 Strategy.	March 2013	Tom Argument
4	Support Big Lottery Financial Inclusion bid submission	Jun 2012	John Morton
4	Develop referral channels for adults to access financial advice services	Mar 2013	John Morton
4	Deliver Money Matters engagement programme	Mar 2013	John Morton
5	Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Master Plan.	March 2013	Andrew Golightly
6	Implement Child Poverty Action Plan	March 2013	Danielle Swainston

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
3	NI 151	Overall employment rate (proportion of people of working age population who are in employment)	Monitor Only
3	RPD P054	Youth unemployment rate (Hartlepool) the proportion of economically active 18 to 24 year olds who are unemployed.	Monitor Only
3	NI 117	Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)	6.6%
3	NI 79	Percentage of young people achieving a Level 2 qualification by the age of 19	76.5%
3	NI 80	Percentage of young people achieving a Level 3 qualification by the age of 19	49.0%
6	New	Proportion of children in poverty	30%

2 Lifelong Learning and Skills

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

Outcome No.	Description
7	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
8	Provision of high quality community learning and skills opportunities that widen participation and build social justice

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
7	Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through Foundation Stage Profile software.	September 2013	Danielle Swainston
7	Analyse Key Stage 2 data in English and mathematics. Identify schools below 60% floor target in combined English and mathematics and with below average progress in English and mathematics separately and report to Portfolio Holder under Council's schools causing concern.	March 2013	Caroline O'Neill
7	Analyse Key Stage 4 data. Identify schools below 35% for 5A*-C (including English and mathematics) threshold and report to Portfolio Holder under Council's schools causing concern.	March 2013	Tom Argument

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
7	NI 73	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2	78%
7	NI 75	Percentage of pupils achieving 5 or more A* - C grades at GCSE or equivalent including English and Maths	58%
7	NI 93	Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2	88%
7	NI 94	Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2	86%
8	ACS P053	Number of learners participating in Adult Education Programmes	Not Required

3 Health and Well-Being

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

Outcome No.	Description
9	Improve health by reducing inequalities and improving access to services
10	Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
11	Children & young people are safe
12	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

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
9	Ensure implementation of the Cardiovascular Primary Preparation programme across all practices in Hartlepool	March 2013	Louise Wallace
9	Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu	March 2013	Louise Wallace
9	The Health and Wellbeing Strategy be agreed by the shadow Health and Wellbeing Board	March 2013	Louise Wallace
9	Review Joint Strategic Needs Assessment (JSNA) in the context of the local authority responsibilities as described in the NHS White Paper	July 2012	Louise Wallace
9	Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Dec 2012	Chris Hart
10	Implement Breast Feeding Strategy	March 2013	Louise Wallace
10	Implement Child Measurement Programme	March 2013	Louise Wallace
10	Implement Smoking in Pregnancy Action Plan	March 2013	Carole Johnson
10	Implement Teenage Pregnancy Strategy and action plan	March 2013	Deborah Gibbin
10	Develop a robust Public Health Transition action plan	March 2013	Louise Wallace
10	Implement Child Poverty Action Plan	March 2013	Danielle Swainston
10	Increase the uptake of child vaccinations	March 2013	Louise Wallace
11	Implement the Youth Justice strategic plan	March 2013	Mark Smith
11	Implement the strategic priorities from the Looked After Children strategy	March 2013	Jane Young
11	Implement the Early Intervention strategy	March 2013	Sally Robinson
12	Maximise use of preventative approaches such as assistive technology to support people to maintain their independence.	March 2013	Phil Hornsby / John Lovatt

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
9	NI 39	Alcohol related hospital admissions	TBC

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
9	NI 123	Stopping smoking	
9	NI 123 (NRA)	Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator)	
10	LAA HW P001	Percentage of women smoking at time of delivery	22
10	NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks	Monitor Only
10	NI 55(iv)	The percentage of children in Reception who are obese	Monitor Only
10	NI 56(ix)	The percentage of children in Year 6 who are obese	Monitor Only
10	New	Measles, Mumps and Rubella (MMR) immunisation rate – children aged 2 (1 st dose)	Monitor Only
10	New	Measles, Mumps and Rubella (MMR) immunisation rate – children aged 5 (2 nd dose)	Monitor Only
11	CSD P035	Children who became the subject of a Child Protection (CP) plan, or were registered per 10,000 population under 18	40
11	NI 62	Stability of placements of looked after children: number of moves	10%
12	NI 132	Timeliness of social care assessment (all adults)	85%
12	NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	25%
12	NI 136	People supported to live independently through social services (all adults)	4700
12	ACS P051	Access to equipment and telecare: users with telecare equipment	850

4 Community Safety

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

Outcome No.	Description
13	Hartlepool has reduced crime and repeat victimisation
14	There is reduced harm caused by drugs and alcohol misuse
15	Communities have improved confidence and feel more cohesive and safe
16	Offending and re-offending has reduced

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
13	Deliver in conjunction with partners a strategic assessment which is monitored through the Safer Hartlepool Partnership executive.	Dec 2012	Sally Forth
14	Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Dec 2012	Chris Hart
14	Strengthen safeguarding and address Hidden Harm issues within substance misuse services	March 2013	Karen Clark
15	Deliver the Anti-Social Behaviour Strategy action plan	March 2013	Nicholas Stone
15	Develop and implement troubled families approach incorporating the team around the households initiative to 'break the cycle' of households having a detrimental affect on communities'	July 2012	Denise Ogden

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
13	RPD P028a	Number of reported crimes in Hartlepool	Monitor Only
13	RND P065	Number of repeat victims of crime	Monitor Only
14	NI 30	Reoffending rate of prolific and other priority offenders	TBC

5 Environment

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

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

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
17	Complete the Hartlepool Managed workspace feasibility study for former Crown House site and selection of preferred business model	August 2012	Rob Smith
19	Deliver year 2 schemes as identified in the Local Transport Plan 2011 – 2015.	March 2013	Peter Frost
20	Progress changes to Waste Management Service including changes to kerbside collections; suspension of green waste winter collections; route optimisation and provision of 4 day working week for refuse operatives.	March 2013	Craig Thelwell

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
17	RND P069	Crown House site business model produced	Yes
18	RND P050	Percentage of streets that fall below an acceptable level of cleanliness.	To be set
19	NI 168	The percentage of principal roads where maintenance should be considered	4%
19	NI 169	The percentage of non-classified roads where maintenance should be considered	12%
20	NI 191	Number of kilograms of residual household waste collected per household	710
20	NI 192	Percentage of household waste sent for reuse, recycling or composting	46%
20	NI 193	Percentage of municipal waste land filled	6%

6 Housing

Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live.

Outcome No.	Description
21	Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design
22	Hartlepool has improved housing stock where all homes across tenures offer a decent living environment
23	Housing Services and housing options respond to the specific needs of all communities within Hartlepool

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
21	Implement Baden Street Improvement Scheme	Dec 2012	Gemma Day
21	Produce an annual assessment and evidence based housing need document using information obtained from Registered Providers.	Dec 2012	Nigel Johnson
22	Produce a new strategic housing market assessment that will identify housing need, including affordable housing need, across the borough for now and the future.	June 2012	Derek Gouldburn
23	Review the performance of the current selective licensing scheme by obtaining baseline data and use this review to inform a decision to expand the scheme	March 2013	Nigel Johnson

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
21	NI 155	Number of affordable homes delivered (gross)	80
21	LAA H P001	Number of long term (over 6 months) empty homes brought back into use.	To be set
22	RND P071	Number of properties improved through grants or loans schemes.	Monitor Only
23	RND P051	Number of households where homelessness has been prevented through Local Authority action	To be set

7 Culture and Leisure

Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.

Outcome No.	Description
24	People enjoy equal access to leisure, culture, sport, libraries which enrich their lives, improve the places where they live, and strengthen communities.

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
24	Achieve Service Accreditation as required across community services.	March 2013	John Mennear
24	Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	March 2013	Pat Usher
24	Deliver New Renaissance Programme to improve access to Museum Services and develop new audiences	March 2013	David Worthington

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
24	LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	1115
24	P059 (LAA CL 003)	Overall average attendance at Mill House, Brierton and Headland Leisure Centres	410,000

8 Strengthening Communities

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

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

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
25	Refresh the Voluntary & Community Sector (VCS) Strategy and combine with the Compact	March 2013	Karen Oliver
25	Implement revised Neighbourhood Management arrangements including revisions to Neighbourhood Action Plans and ward boundary changes	June 2012	Denise Ogden
25	Develop a Neighbourhood plan for the rural area of Hartlepool in line with new neighbourhood planning policy under the localism act.	April 2013	Adele Wilson
25	Develop and implement response to the Assets of Community Value within the Localism Act	March 2013	Dale Clarke
26	Develop parents forums within Early Intervention Localities that inform service design and planning	March 2013	Tracy Liveras
26	Support children and young people(0-19) to participate in service design and democratic processes	March 2013	Mark Smith

Performance Indicators

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

9 Organisational Development

Outcome No.	Description
27	Improve the efficiency and effectiveness of the organisation
28	Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction
29	Maintain effective governance arrangements for core business and key partnerships
30	Maintain effective Performance, Finance and Risk Management Arrangements
31	Maintain the profile and reputation of the Council
32	Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function

Actions

Outcome No.	Actions	Date to be completed	Responsible officer
27	Assess the impact of the e-quotation procurement system to ensure the aims are being met and compliance achieved.	March 2013	David Hart
27	Review and update Medium Term Financial Strategy (MTFS)	Mar 2013	Chris Little
27	Determine and implement a revised programme to deliver the savings required in light of MTFS and budget settlement for 2012/13 and 2013/14 incorporating options for service delivery including collaboration.	Mar 2013	Andrew Atkin / Chris Little
27	Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the Authority	Mar 2013	Joan Chapman
27	Delivery of key projects identified in ICT Strategy	Mar 2013	Joan Chapman
28	Continue to Model Impacts of Dept for Work and Pension changes to Housing Benefits system	Mar 2013	John Morton
28	Develop framework for new Local Council Tax Rebate Scheme	Feb 2013	John Morton
28	Ensure that the Council has procedures in place to meet the requirements of the Equality Act 2010 by co-ordinating activities across departments to meet the items included in the Equality & Diversity Action Plan	Mar 2013	Christine Armstrong
28	Implement Customer Service and Channel Strategy Action Plan	Mar 2013	Christine Armstrong
29	Ensure lawfulness and fairness of decisions	Mar 2013	Peter Devlin
29	Promote and maintain high standards of conduct by Members and co-opted members.	Mar 2013	Peter Devlin
29	Review governance arrangements for the Partnership working arrangements in the town including Strategic Partners Group and Theme Groups	Mar 2013	Catherine Frank
30	Produce statement of accounts	June 2013	Chris Little
30	Review 2012/13 service planning approach and make recommendations to improve service planning for 2013/14	Oct 2012	Catherine Frank
31	Implement the Corporate Communications Strategy Action Plan	Mar 2013	Alastair Rae
31	Continue to Promote Healthy Working	Mar 2013	Stuart Langston

Outcome No.	Actions	Date to be completed	Responsible officer
31	Continue to support how employees are recognised, engaged and rewarded	Mar 2013	Joanne Machers
31	Continue to apply and develop the Single Status Agreement and other equality in employment arrangements	Mar 2013	Wally Stagg
31	Compile and deliver the Scrutiny Work Programme for 2012/13	Mar 2013	Joan Stevens

Performance Indicators

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
27	CEDCS P042	Actual savings from efficiency programme to support the MTFS	£3.2m (initial planning assumptions)
27	CEDFI P002	Percentage of Council Tax collected	97%
27	CEDFI P003	Percentage of non-domestic rating collected	98.4%
28	CEDFI P004	Average time to process new Housing Benefit/Council Tax Benefit claims	20 days
28	CEDFI P005	Average time to process Housing Benefit/Council Tax Benefit changes of circumstances	9 days



Chief Executive's Department

Departmental Plan 2012/13

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Introduction

This document is the Chief Executive's Departmental Plan for 2012/13 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

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

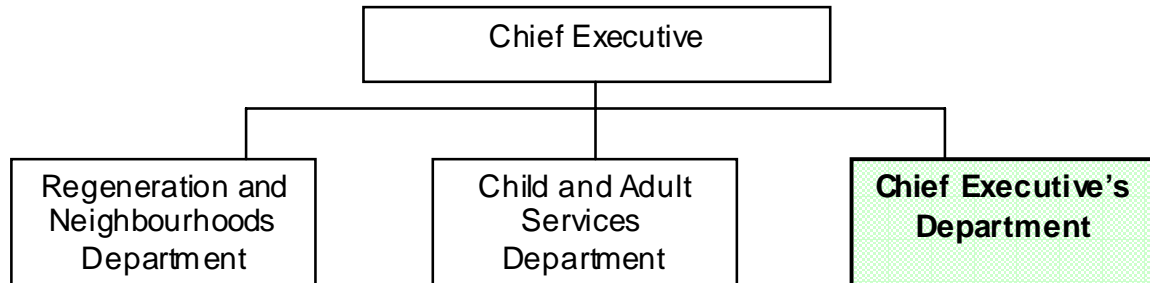
Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

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

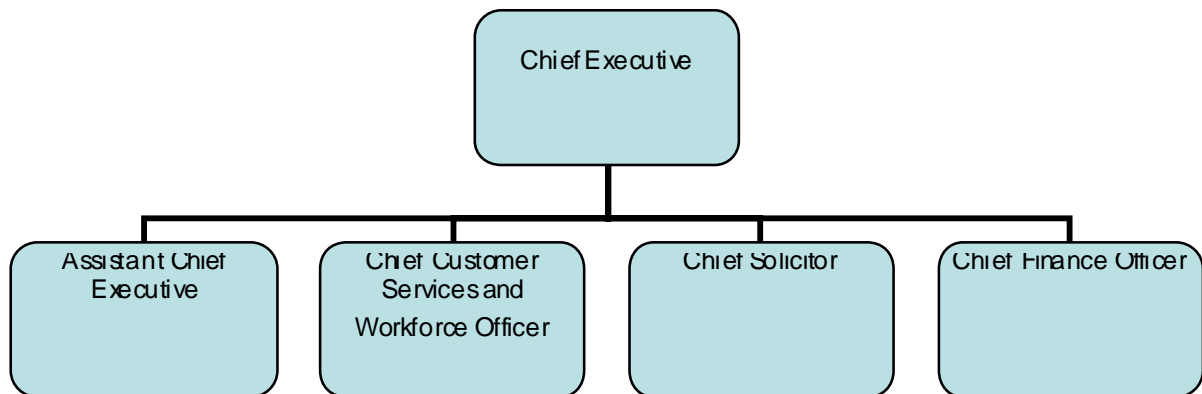
- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards the achievement of the outcomes

Departmental Structure

Hartlepool Borough Council Structure



Chief Executive's Departmental Structure



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

Assistant Chief Executive	Chief Customer Services and Workforce Officer	Chief Solicitor	Chief Finance Officer
Corporate Strategy Division	Workforce Development Division	Legal Division	Finance Division
Business Transformation	Health, Safety & Wellbeing	Elections	(Corporate) Accountancy
Democratic Services	Human Resources	Land Charges	Audit
E-Government / ICT	Advisory Services	Legal	Financial Management
Partnership	Organisational Development	Member services	Benefits
Performance and Consultation	Shared Head of HR role with Darlington BC being trialled to 30/4/12		Fraud
Public Relations			Means Tested Services
Scrutiny			Payments
Contact Centre			Revenues
Customer Services			Revenues Transactional Service
Diversity			
Chief Execs Support Services			

Performance and Risk Monitoring and Reporting

- **Monitoring and Reporting**

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

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

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

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

Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:-

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

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

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

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

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

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

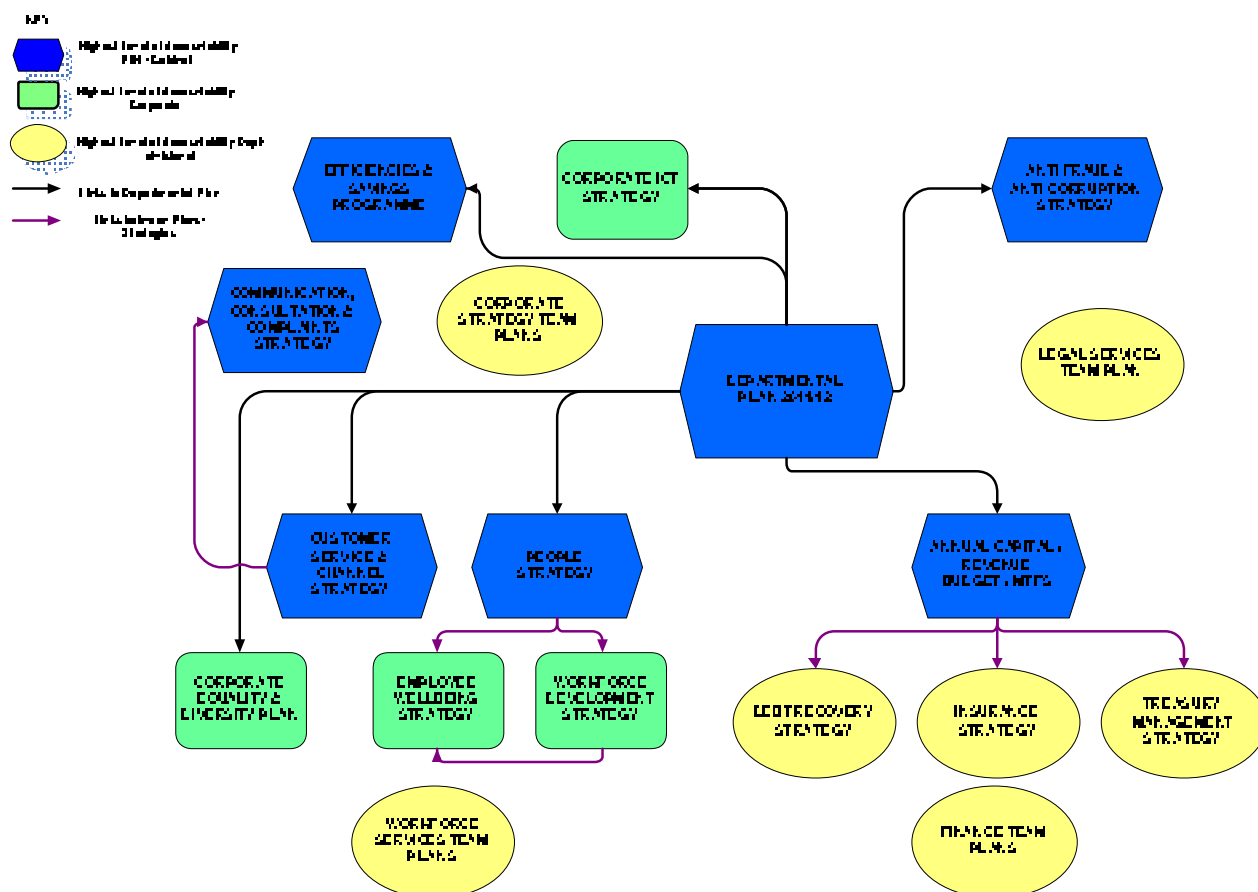
- Organisational Development

- **Departmental Priorities**

The department has identified a number of key outcomes that it will contribute towards in 2012/13, encompassing the following themes: -

Theme	Outcome	Relevant Strategies and Plans
Jobs and the Economy	4. Hartlepool has increased economic inclusion of adults is tackling financial exclusion and has fewer children experiencing the effects of poverty	Economic Regeneration Strategy Child Poverty Strategy
Organisational Development	27. Improve the efficiency and effectiveness of the organisation	Business Transformation Programme Corporate ICT Strategy
	28. Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction	Customer Service & Channel Strategy Corporate Equality & Diversity Plan Services Communication, Consultation & Complaints Strategy
	29. Maintain effective governance arrangements for core business and key partnerships	Anti Fraud and Anti Corruption Strategy
	30. Maintain effective Performance, Finance and Risk Management Arrangements	Annual Revenue Budget / MTFS Annual Capital Budget Treasury Management Strategy Insurance Strategy Debt Recovery Strategy
	31. Maintain the profile and reputation of the Council	Communication, Consultation & Complaints Strategy
	32. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function	People Strategy Employee Well-Being Strategy Workforce Development Strategy Corporate Equality & Diversity Plan - employment

The Department has a number of strategies and plans in place to support the delivery of the outcomes. These are illustrated in the diagram below.



• Annual Action Plan

The Chief Executive's Department's annual action plan (attached below) draws on these other strategies and plans and reflects the department's day to day delivery priorities. The quarterly reports on progress provide accountability of teams to senior officers and senior officers to the executive. The action plan provides details on how the department will be working towards achieving the outcomes set out above.

Chief Executive's Departmental Action Plan 2012/13

SECTION 1 OUTCOME DETAILS

Outcome:	4. People have greater access to financial information, advice and support particularly those currently excluded.	Hartlepool Partnership Outcome?	Yes
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Owner	John Morton
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Lead Dept:	Chief Executive's
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Theme:	Jobs and the Economy
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Other Contributors:	
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SECTION 2 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Support Big Lottery Financial Inclusion bid submission	Yes	Jun 2012	John Morton
Develop referral channels for adults to access financial advice services	Yes	Mar 2013	John Morton
Deliver Money Matters engagement programme	Yes	Mar 2013	John Morton

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target 2012/13	Future Targets	
							13/14	14/15
CEDFI P025	Number of Credit Union Current Accounts/ Saving Accounts opened by adults	John Morton	Targeted		Financial Year	200	300	400
CEDFI P026	Number of Credit Union savings accounts opened by school age / college age individuals	John Morton	Targeted		Financial Year	100	150	200
CEDFI P027	Number of successful applications for Council Tax reductions	John Morton	Targeted		Financial Year	88	100	130

SECTION 1 OUTCOME DETAILS

Outcome:	27. Improve the efficiency and effectiveness of the organisation		Hartlepool Partnership Outcome?	No
Owner:	Andrew Atkin / Chris Little	Lead Dept:	Chief Executive's	
Theme:	Organisational Development	Other Contributors:		

SECTION 2 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Implement and monitor revised corporate compliance framework for ordering and debtor income processes		Dec 2012	Kevin Shears
Review and update Medium Term Financial Strategy (MTFS)	Yes	Mar 2013	Chris Little
Determine and implement a revised programme to deliver the savings required in light of MTFS and budget settlement for 2012/13 and 2013/14 incorporating options for service delivery including collaboration.	Yes	Mar 2013	Andrew Atkin / Chris Little
Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the Authority	Yes	Mar 2013	Joan Chapman
Delivery of key projects identified in ICT Strategy	Yes	Mar 2013	Joan Chapman
Review efficiency and effectiveness of Chief Executive's Dept Customer & Support Services function		Mar 2013	Christine Armstrong

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2012/13)	Future Targets	
							13/14	14/15
CEDFI P001	Percentage of Invoices paid in 30 days	Kevin Shears	Targeted		Financial Year	94%	95%	96%
CEDCS P042	Actual savings from efficiency and savings Programme (Outcome 26)	Andrew Atkin / Chris Little	Targeted	Yes	Financial Year	£6.6m	£3.2m (initial planning assumptions)	£5.2m (initial planning assumptions)
ICT PI 4	Percentage of ICT incidents resolved within agreed service levels	John Bulman	Targeted		Financial Year	96%	96%	96%
ICT SI 3	Unavailability of ICT services to users	John Bulman	Targeted		Financial Year	4.25%	4.25%	4.25%
CEDCS P017	Number of website hits – unique visitors	Paul Diaz	Targeted		Financial Year	325,000	+ 5%	+ 5%
CEDCS P018	Number of online transactions	Paul Diaz	Targeted		Financial Year	6,500	+ 5%	+ 5%
CEDFI P002	Percentage of Council Tax collected	Roy Horseman	Targeted	Yes	Financial Year	97%	97%	97%
CEDFI P003	Percentage of non-domestic rating collected	Roy Horseman	Targeted	Yes	Financial Year	98.4%	98.4%	98.4%

SECTION 1 OUTCOME DETAILS

Outcome:	28. Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction		Hartlepool Partnership Outcome?	No
Owner:	Andrew Atkin	Lead Dept:	Chief Executive's	
Theme:	Organisational Development	Other Contributors:		

SECTION 2 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Continue to Model Impacts of Dept for Work and Pension changes to Housing Benefits system	Yes	Mar 2013	John Morton
Develop framework for new Local Council Tax Rebate Scheme	Yes	Feb 2013	John Morton
Implement Engagement Strategy to notify claimants and stakeholders on changes to benefits support		Mar 2013	John Morton
Ensure that the Council has procedures in place to meet the requirements of the Equality Act 2010 by co-ordinating activities across departments to meet the items included in the Equality & Diversity Action Plan	Yes	Mar 2013	Christine Armstrong
Implement Customer Service and Channel Strategy Action Plan	Yes	Mar 2013	Christine Armstrong
Implement Registration & Nationality Service Delivery Plan		Mar 2013	Christine Armstrong
Coordinate corporate complaints process and responses to Local Government Ombudsman complaints		Mar 2013	Catherine Frank
Seek opportunities to develop cost effective consultation mechanisms and generate income for the Council		Mar 2013	Catherine Frank
Complete Viewpoint surveys – rounds 38 and 39 and identify alternative approach to the delivery of the Household Survey / Place Survey.		Mar 2013	Catherine Frank

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2012/13)	Future Targets	
							2013/14	2014/15
CEDFI P004	Average time to process new Housing Benefit/Council Tax Benefit claims	Julie Pullman	Targeted	Yes	Financial Year	20 days	20 days	20 days
CEDFI P005	Average time to process Housing Benefit/Council Tax Benefit changes of circumstances	Julie Pullman	Targeted	Yes	Financial Year	9 days	9 days	9 days
	Average wait for telephone calls to be answered	Julie Howard	Targeted		Financial Year	30 secs	30 secs	30 secs
	Average wait for fact to face visitors without appointment	Julie Howard	Targeted		Financial Year	8 mins	8 mins	8 mins
	% emails responded to the same day	Julie Howard	Targeted		Financial Year	90%	90%	90%
	% customer enquiries dealt with a 1 st point of contact (across 3 primary channels)	Julie Howard	Targeted		Financial Year	80%	80%	80%
	% customers satisfied with Hartlepool Connect services	Julie Howard	Targeted		Financial Year	85%	85%	85%
CEDCS PO04	Council formal complaints - percentage dealt with within deadlines (Comps 2)	Catherine Frank	Targeted		Financial Year	80%	80%	80%
CEDCS PO02	Satisfaction with complaint handling (BVPI 4 – measured via Viewpoint every three years)	Catherine Frank	Monitor		Every 3 years	Not Required		
CEDCS PO03	Number of formal complaints received by the Council	Catherine Frank	Monitor		Financial Year	Not Required		
CEDCS P043a	LGO Complaints – LGO Investigative team decisions – total number investigated	Catherine Frank	Monitor		Financial Year	Not Required		

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2012/13)	Future Targets	
							2013/14	2014/15
CEDCS P043b	LGO Complaints – LGO Investigative team decisions – total maladministration or local settlement	Catherine Frank	Monitor		Financial Year		Not Required	
CEDCS PO16	Percentage of residents agreeing that HBC regularly asks local people about views and opinions	Catherine Frank	Monitor		Every 3 years		Not Required	
CEDCS P001	Percentage of citizens satisfied with the overall service provided by the local authority	Catherine Frank	Monitor		Every 2 years		Not Required	

SECTION 1 OUTCOME DETAILS					
Outcome:	29. Maintain effective governance arrangements for core business and key partnerships		<table border="1"> <tr> <td>Hartlepool Partnership Outcome?</td> <td>No</td> </tr> </table>	Hartlepool Partnership Outcome?	No
Hartlepool Partnership Outcome?	No				
Owner:	Peter Devlin	Lead Dept:	Chief Executive's Department		
Theme:	Organisational Development	Other Contributors:			

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Ensure lawfulness and fairness of decisions	Yes	Mar 2013	Peter Devlin
Promote and maintain high standards of conduct by Members and co-opted members.	Yes	Mar 2013	Peter Devlin
Maintain and promote whistle blowing policy		Mar 2013	Peter Devlin
Implement statutory acts of compliance with regards to new and emerging legislation.		Mar 2013	Peter Devlin
Provide full opinion on Governance arrangements to Audit Committee		May 2013	Noel Adamson
Review governance arrangements for the Partnership working arrangements in the town including Strategic Partners Group and Theme Groups	Yes	Mar 2013	Catherine Frank
Ensure continuation of robust and relevant governance arrangements in relation to ICT arrangements		Mar 2013	Joan Chapman

SECTION 3 PERFORMANCE INDICATORS & TARGETS
There are no Performance Indicators considered appropriate

SECTION 1 OUTCOME DETAILS

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

SECTION 2 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Implement reclassification and valuation of highways assets		Dec 2012	Chris Little
Produce statement of accounts	Yes	Jun 2013	Chris Little
Review 2012/13 service planning approach and make recommendations to improve service planning for 2013/14	Yes	Oct 2012	Catherine Frank
Agree and implement service planning framework for 2013/14		May 2013	Catherine Frank
Coordinate regular performance, finance and risk reporting for 2012/13 to the Hartlepool Partnership to ensure accountability of partners and that component bodies make well informed decisions.		Mar 2013	Catherine Frank
Coordinate quarterly performance and risk reporting for 2012/13 to ensure well informed decision making and accountability of Executive and senior managers		Mar 2013	Catherine Frank

SECTION 3 PERFORMANCE INDICATORS & TARGETS

There are no Performance Indicators considered appropriate

SECTION 1 OUTCOME DETAILS			
Outcome:	31. Maintain the profile and reputation of the Council	Hartlepool Partnership Outcome?	No
Owner:	Andrew Atkin	Lead Dept:	Chief Executive's
Theme:	Organisational Development	Other Contributors:	

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement the Corporate Communications Strategy Action Plan	Yes	Mar 2013	Alastair Rae
Plan for the additional responsibility of communicating key health messages in light of LA responsibilities for public health		Mar 2013	Alastair Rae
Progress use of social media as a means of communication between council and public through the Social Media Group		Mar 2013	Andrew Atkin
Secure contracts to deliver necessary income generation targets.		Mar 2013	Alastair Rae

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2012/13)	Future Targets	
							2013/14	2014/15
CEDCS P026	Percentage of residents feeling they are fairly well or very well informed	Alastair Rae	Monitor		Every 2 years		Not Required	
CEDCS P027	Percentage of residents who read some or most of Hartbeat	Alastair Rae	Monitor		Every 2 years		Not Required	
CEDCS P028	Percentage of residents who are fairly satisfied or very satisfied with Hartbeat	Alastair Rae	Monitor		Every 2 years		Not Required	
CEDCS PO16	Percentage of residents agreeing that HBC regularly asks local people about views and opinions	Catherine Frank	Monitor		Every 3 years		Not Required	

7.1

Appendix C

CEDCS P001	Percentage of citizens satisfied with the overall service provided by the local authority	Catherine Frank	Monitor		Every 2 years	Not Required
SECTION 1 OUTCOME DETAILS						
Outcome:	32. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function				Hartlepool Partnership Outcome?	No

Owner:	Andrew Atkin / Peter Devlin / Joanne Machers / Chris Little
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Lead Dept:	Chief Executive's
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Theme:	Organisational Development
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Other Contributors:	
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SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement ResourceLink corporate workforce development and recruitment modules		Mar 2013	Kevin Shears
Support of the development and updating of the constitution		Mar 2013	Peter Devlin/ Amanda Whitaker
Provide legal advice and support to officers and members		Mar 2013	Peter Devlin
Continue to support developing the Skills of the Workforce		Mar 2013	Joanne Machers
Continue to Promote Healthy Working	Yes	Mar 2013	Stuart Langston
Continue to support how employees are recognised, engaged and rewarded	Yes	Mar 2013	Joanne Machers
Continue to apply and develop the Single Status Agreement and other equality in employment arrangements	Yes	Mar 2013	Wally Stagg
Support of Council's Executive, Non Executive and Scrutiny Processes		May 2013	Amanda Whitaker
Support of School Admission and Exclusion Appeal Hearings		May 2013	Amanda Whitaker
Support and Process Petitions received in accordance with Petition Scheme		May 2013	Amanda Whitaker
Maintain and develop the Overview and Scrutiny function		Mar 2013	Joan Stevens
Compile and deliver the Scrutiny Work Programme for 2012/13	Yes	Mar 2013	Joan Stevens

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Monitor recommendations made across all Overview and Scrutiny Committees and report progress to Scrutiny Coordinating Committee – July 2012 and Jan 2013		Mar 2013	Joan Stevens
Prepare and deliver the Overview and Scrutiny Annual Report (2012/13		Mar 2013	Joan Stevens

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2012/13)	Future Targets	
							2013/14	2014/15
CEDCS P012	Percentage of draft Minutes of Non executive meetings produced within 10 days of the meeting	Amanda Whitaker	Targeted		Financial Year	98%	98%	98%
CEDCS P013	Percentage of draft Minutes of Executive meetings produced within 3 days of the meeting	Amanda Whitaker	Targeted		Financial Year	98%	98%	98%
CEDCS Feeder 01	Number of Non Executive Meetings requiring minutes	Amanda Whitaker	Monitor		Financial Year	Not Required		
CEDCS Feeder 03	Number of Executive meetings requiring minutes	Amanda Whitaker	Monitor		Financial Year	Not Required		
CEDCS P014	Percentage of Minutes of Executive meetings published within 4 days of the meeting	Amanda Whitaker	Monitor		Financial Year	Not Required		

Appendix 1 Risks by theme**Organisational Development****Outcomes**

27	Improve the efficiency and effectiveness of the organisation
28	Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction
29	Maintain effective governance arrangements for core business and key partnerships
30	Maintain effective Performance, Finance and Risk Management Arrangements
31	Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function
32	Maintain the profile and reputation of the Council

Code	Risk	Assignee	Outcome
CED R059	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims (Actively Managed)	Joanne Machers and Andrew Atkin	28
CED R062	The risk of a breach of conduct by elected Members/co-opted members (Actively Managed)	Peter Devlin	32
CED R088	Future and Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims (Actively Managed)	Joanne Machers	32
CED R089	Experiencing failure or lack of access to Critical ICT systems (Actively Managed)	Andrew Atkin	27
CED R091	Failure to have corporately adequate arrangements in place to manage and deliver the budget strategy and the BT programme (Actively Managed)	Andrew Atkin; Chris Little	27
CED R005	The failure to maintain a positive/excellent reputation.	Alastair Rae	31
CED R031	Performance management arrangement fails to operate as intended resulting in unanticipated service/governance failure within the Council / Partnership	Catherine Frank	30
CED R037	Failure to embed risk management framework leads to service/governance failures resulting in reputation/financial loss	Catherine Frank	29
CED R063	Lack of data quality for performance information results in poor decision making and worsening performance	Catherine Frank	30
CED R073	Maintain skill and knowledge of appropriate employees across the Council in relation to PM, risk, consultation, complaints and data quality procedures through the Business transformation Process	Catherine Frank	27

Code	Risk	Assignee	Outcome
CED R076	Partnership structures no longer fit for purpose resulting in relationship breakdown between Hartlepool Borough Council and key partners.	Catherine Frank	30
CED R092	The risk of ineffective delivery of PR representation when the Council PR Team is representing more than one organisation	Alastair Rae	31
CED R052	Failure of Contact Centre to improve service delivery	Christine Armstrong	28
CED R028	Failure to provide Statutory Registration duties	Christine Armstrong	28
CED R079	Full opinion on governance arrangements not provided.	Noel Adamson	29
CED R080	Statutory deadlines for the production of the Council's accounts may not be met	Chris Little	30
CED R051	Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and/or accidents to employees, resulting in industrial, criminal or civil action against the Council.	Joanne Machers	32
CED R054	A major health and safety accident or incident may occur as a result of employees actions or inactions	Stuart Langston	32
CED R055	Significant breach of confidentiality and/or personal data security creating poor industrial relations and morale leading to criminal and/or civil proceedings and adverse publicity	Rachel Clark	32
CED R060	Delivery of an effective Corporate Service	Alyson Carman	29
CED R061	Electoral problems/failures/legal challenges lead to Mayor/councillors not being elected to Council	Peter Devlin	29
CED R062	The risk of a breach of conduct by elected Members/co-opted members	Peter Devlin	29
CED R068	Failure to carry out a statutory process (STR R043)	Peter Devlin	29
CED R093	Failure to perform a statutory duty across the authority	Peter Devlin	29



Child and Adult Services Department

Departmental Plan 2012/13

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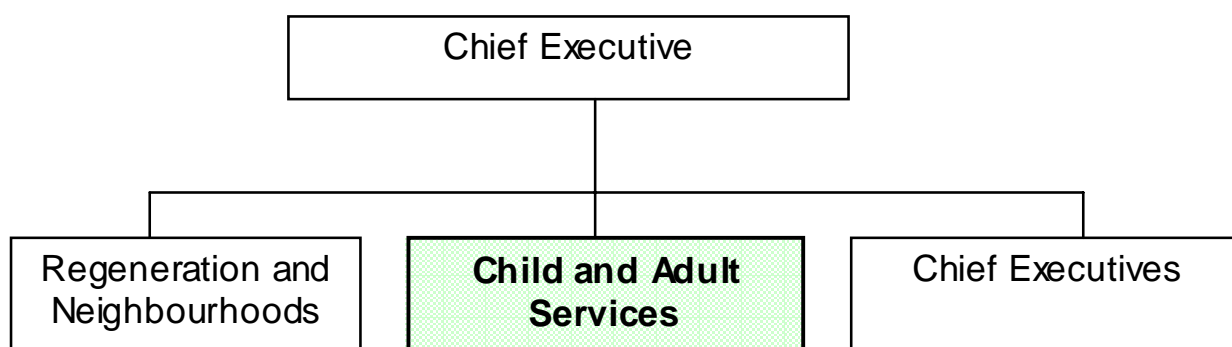
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- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

Hartlepool Borough Council Structure**Department of Child and Adult Services Departmental Structure**

Nicola Bailey
Director of Child & Adult Services

Sally Robinson
 Assistant Director
 Safeguarding &
 Specialist Services

Vacant
 Assistant Director
 Performance & Achievement

Jill Harrison
 Assistant Director
 Adult Social Care

John Menear
 Assistant Director
 Community Services

Louise Wallace
 Assistant Director
 Health Improvement

Safeguarding, Assessment & Support Child Protection Children looked after and leaving care Children with disabilities Fostering and adoption Safeguarding and Review Independent Reviewing Officers Local Safeguarding Children Board Parenting, Children's Fund and preventative services Acorn Team Integrated Youth Support Services Youth Offending Service Early Intervention and Prevention Services Extended School and Children's Centre development Sure Start Early Years Team (including Play)	School improvement monitoring, challenge and support Curriculum development & enrichment Performance management and self-evaluation Pupil Referral Unit ICT in schools Transformation of Learning Primary Capital Programme Social & Educational Inclusion School Transformation Special Educational Needs, Educational Psychology Early Years Foundation Stage Quality Performance Management and Management Information Departmental Administration Schools Admission and School Place Planning	Older Peoples Commissioning Mental Health Commissioning Commissioning for Working Age adults Social Care Transformation Adult Social Work Teams Safeguarding Vulnerable Adults Integrated Mental Health Services Occupational Therapy Assistive Technology Carers Direct Care and Support Services Day Services Commissioned Services Team	Sport & recreation;- Three Leisure Centres, Sport & Physical Activity, Grayfields Football Devt centre, Carlton Outdoor Education Centre, Primary Swimming programme, Summerhill Country Park Cultural Services;- Hartlepool Maritime Experience, Museums & Art Gallery, Tourist Information, Arts Devt, Strategic Events, Town Hall Theatre and Borough Hall. Libraries;- Central Library, 4 branch libraries, mobile library, homelibrary service, Community centres and youth facilities. Adult Education;- communitybased learning serving over 3000 students pa. Tees Archaeology;- Historic Environment Record management and planning advice Workforce Development and Complaints for the Dept	Drug and alcohol Commissioning Health Improvement and Development Teenage Pregnancy Commissioning and Delivery Tobacco Control Emergency Planning (NHS) Public Health Workforce Development Partnership Working Public Health initiatives e.g. young people's health Health Protection e.g. screening/immunisation/communicable disease Obesity and nutrition
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Performance and Risk Monitoring and Reporting

- **Monitoring and Reporting**

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

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

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

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

Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:-

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

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

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

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

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

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

- Organisational Development

- **Departmental Priorities**

The department has identified a number of key outcomes that it will contribute towards in 2012/13, encompassing the following themes: -

Theme	Outcome
Jobs and the Economy	3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy 6. Fewer children experiencing the effects of poverty
Lifelong Learning and Skills	7. 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 8. Provision of high quality community learning and skills opportunities that widen participation and builds social justice
Health and Wellbeing	9. Improve health by reducing inequalities and improving access to services 10. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle 11. Children and young people are safe 12. 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	14. There is reduced harm caused by drugs and alcohol misuse
Culture and Leisure	24. People enjoy equal access to leisure, culture, sport and libraries which enrich their lives, improve the places where they live, and strengthen communities
Strengthening Communities	26. Make a positive contribution – people are involved with the community and society

- **Annual Action Plan**

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

Child and Adult Services Departmental Action Plan 2012/13

SECTION 1 OUTCOME DETAILS					
Theme	Jobs and the Economy	Outcome	3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.	Yes	March 2013	James Sindair
Implement the Hartlepool 14-19 Strategy.	Yes	March 2013	Tom Argument
Provide support for vulnerable young people to progress into employment, education or training.		March 2013	Tom Argument/Mark Smith
Ensure access to high quality learning opportunities that increase the skills and qualifications of local residents via implementing the Adult Education Service Plan		July 2013	Maggie Heaps
Increase the take up of Apprenticeships by liaising with local employers to increase opportunities		July 2013	Maggie Heaps

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 117	Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)	James Sinclair/Mark Smith	Targeted	Yes	Financial Year	6.9%	6.6%	TBC
NI 79	Percentage of young people achieving a Level 2 qualification by the age of 19	Tom Argument	Targeted	Yes	Financial Year	74.7%	76.5%	78.5%
NI 80	Percentage of young people achieving a Level 3 qualification by the age of 19	Tom Argument	Targeted	Yes	Financial Year	45.6%	49.0%	49.5%
NI 81	Percentage gap in the achievement of a Level 3 qualification by the age of 19 between those claiming	Tom Argument	Targeted		Financial Year	22.9%	22.5%	21.0%

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
	free schools meals at academic age 15 and those that were not							
NI 82	Percentage of young people who were in receipt of free school meals at academic age 15 who attained Level 2 Qualifications by the age of 19	Tom Argument	Targeted		Financial Year	62.5%	65.4%	67.4%
NI 91	Percentage of 17 year-olds in education or training	Tom Argument	Targeted		Financial Year	83.6%	85.0%	92.0%
NI 106	Percentage gap between those young people from low income backgrounds and those that are not progressing to higher education	Kelly Armstrong	Targeted		Financial Year	22.0%	21.0%	20.0%

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SECTION 1 OUTCOME DETAILS					
Theme	Jobs and the Economy	Outcome:	6. Fewer children experiencing the effects of poverty	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement Child Poverty Action Plan	Yes	March 2013	Danielle Swainston
Develop pathways within Early Intervention Strategy to improve parents' access to support		March 2013	Danielle Swainston
Develop training package for family workforce to identify poverty issues and support parents in poverty		March 2013	Danielle Swainston

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
New	Proportion of children in poverty	Danielle Swainston	Targeted	Yes	Financial Year	31.2% (current) 2010	30%	28%
NI 106	Percentage gap between those young people from low income backgrounds and those that are not progressing to higher education	Kelly Armstrong	Targeted		Financial Year	22.0%	21.0%	20.0%
NI 102a	Percentage gap between pupils eligible for free school meals and their peers achieving at least level 4 in English and Maths at Key Stage 2	TBC	Monitor		Academic Year	Not Required		
NI 102b	Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	Tom Argument	Monitor		Academic Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Lifelong Learning and Skills	Outcome:	7. 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	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through Foundation Stage Profile software.	Yes	September 2013	Danielle Swainston
Analyse Key Stage 2 data in English and mathematics. Identify schools below 60% floor target in combined English and mathematics and with below average progress in English and mathematics separately and report to Portfolio Holder under Council's schools causing concern.	Yes	March 2013	Caroline O'Neill
Analyse Key Stage 4 data. Identify schools below 35% for 5A*-C (including English and mathematics) threshold and report to Portfolio Holder under Council's schools causing concern.	Yes	March 2013	Tom Argument
Implement appropriate actions from Children and Young Person's Plan and 14-19 strategy		March 2013	Caroline O'Neill
Provide challenge, intervention and support in inverse proportion to school success.		September 2013	Caroline O'Neill
To implement all the actions identified in the SEN (Special Educational Needs) Pathfinder Project Initiation Document		March 2013	Zoe Westley

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 73	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2	Caroline O'Neill	Targeted	Yes	Academic Year	82% (10/11)	78% (11/12)	79% (12/13)
NI 75	Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths	Tom Argument	Targeted	Yes	Academic Year	57.1% (10/11)	58% (11/12)	60% (12/13)
NI 93	Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2	Caroline O'Neill	Targeted	Yes	Academic Year	94% (10/11)	88% (11/12)	89% (12/13)
NI 94	Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2	Caroline O'Neill	Targeted	Yes	Academic Year	92% (10/11)	86% (11/12)	87% (12/13)

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 99	Percentage of looked after children reaching level 4 in English at Key Stage 2	Zoe Westley	Monitor		Academic Year		Not required	
NI 100	Percentage of looked after children reaching level 4 in mathematics at Key Stage 2	Zoe Westley	Monitor		Academic Year		Not required	
NI 101	Percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	Zoe Westley	Monitor		Academic Year		Not required	
NI 102a	Percentage gap between pupils eligible for free school meals and their peers achieving at least level 4 in English and Maths at Key Stage 2	Caroline O'Neill	Monitor		Academic Year		Not required	
NI 102b	Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	Tom Argument	Monitor		Academic Year		Not required	
NI 104	Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving level 4 or above in both English and Maths at Key Stage 2	Zoe Westley	Monitor		Academic Year		Not required	
NI 105	Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving 5 A*-C grades or equivalent including English and Maths at Key Stage 4	Zoe Westley	Monitor		Academic Year		Not required	
CSD P040	Percentage of pupils achieving the English Baccalaureate	Tom Argument	Monitor		Academic Year		Not required	
NI 87	Percentage of Secondary school pupils who are persistently absent	Jackie Webb	Monitor		Academic Year		Not required	
CSD P041	Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent	Tom Argument	Monitor		Academic Year		Not required	
New	Number of primary schools below the floor standard at Key Stage 2 (less than 60% of pupils achieving Level 4 or above in combined English and mathematics and making less than average progress in English and mathematics separately)	Caroline O'Neill	Monitor		Academic Year		Not required	
New	Number of primary schools with attendance above the national average for autumn and spring term combined	Jackie Webb	Monitor		Academic Year		Not required	

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
New	Number of primary schools with more than 15 pupils in the 15% persistent absence category for autumn and spring term combined	Jackie Webb	Monitor		Academic Year		Not required	

SECTION 1 OUTCOME DETAILS

Theme	Lifelong Learning and Skills	Outcome	8. Provision of high quality community learning and skills opportunities that widen participation and builds social justice	Hartlepool Partnership Outcome?	Yes
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SECTION 2 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Ensure a wide range of learning opportunities are available which encourage participation.		July 2013	Maggie Heaps
Ensure a wide range of learning opportunities are available which encourage community involvement via implementation of the Adult Education Service Plan		July 2013	Maggie Heaps
Ensure a wide range of learning opportunities are available which encourage participation in Lifelong Learning via implementation of the Adult Education Service Plan		July 2013	Maggie Heaps

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
ACS P053	Number of learners participating in Adult Education Programmes	Maggie Heaps	Monitor	Yes	Academic Year		Not Required	

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SECTION 1 OUTCOME DETAILS					
Theme	Health and Wellbeing	Outcome	9. Improve health by reducing inequalities and improving access to services	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Be an active lead partner in the physical activities workstream for Public Health		March 2013	Pat Usher
Ensure coordination of mental health activity across the town		March 2013	Geraldine Martin
Ensure implementation of the Cardiovascular Primary Preparation programme across all practices in Hartlepool	Yes	March 2013	Louise Wallace
Implement the early detection & awareness of cancer programme across Hartlepool		March 2013	Louise Wallace
Ensure that the department has procedures in place to meet the requirements of the Equality Act 2010 by co-ordinating activities across the department to contribute to the items included in the Equality & Diversity Action Plan.		March 2013	Leigh Keeble
Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu	Yes	March 2013	Louise Wallace
Ensure all eligible groups for respective screening programmes are aware and able to access screening		March 2013	Louise Wallace
The Health and Wellbeing Strategy be agreed by the shadow Health and Wellbeing Board	Yes	March 2013	Louise Wallace
Review Joint Strategic Needs Assessment (JSNA) in the context of the local authority responsibilities as described in the NHS White Paper	Yes	July 2012	Louise Wallace
Influence the commissioning of effective evidence based Stop Smoking Services and work collaboratively through the Smoke Free alliance to reduce illicit tobacco across the town		March 2013	Louise Wallace
Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Yes	December 2012	Chris Hart

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 39	Alcohol related hospital admissions	Louise Wallace	Targeted	Yes	Financial Year	Not Set	TBC	TBC
NI 123	Stopping smoking	Carole Johnson	Targeted	Yes	Financial Year	1918	TBC	TBC
NI 123 (NRA)	Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator)	Carole Johnson	Targeted	Yes	Financial Year	650	TBC	TBC
NI 131	Delayed transfers of care	John Lovatt	Targeted		Financial Year	0	0	TBC
P081	GP Referrals - The number of participants completing a 10 week programme of referred activity	Pat Usher	Targeted		Financial Year	325	325	TBC
P035	GP Referrals – of those participants completing a 10-week programme for the percentage going onto mainstream activity	Pat Usher	Targeted		Financial Year	50%	50%	TBC
P080	Vascular Risk Register (Vital Signs)	Louise Wallace	Monitor		Financial Year	Not Required		
NI 120a	All-age all cause mortality rate - Females	Louise Wallace	Monitor		Calendar Year	Not Required		
NI 120b	All-age all cause mortality rate - Males	Louise Wallace	Monitor		Calendar Year	Not Required		
NI 121	Mortality rate from all circulatory diseases at ages under 75	Louise Wallace	Monitor		Calendar Year	Not Required		
NI 122	Mortality for all cancers aged under 75	Louise Wallace	Monitor		Calendar Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Health and Wellbeing	Outcome:	10. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Reviewing and evaluating the effectiveness of services delivered, including Child and Adolescent Mental Health Services (including targeted school provision), Children with complex needs, Health Visiting, Speech and Language Therapy, Paediatric Occupational Therapy, Physiotherapy and School Nursing		March 2013	Louise Wallace
Implement Breast Feeding Strategy	Yes	March 2013	Louise Wallace
Implement Child Measurement Programme	Yes	March 2013	Louise Wallace
Ensure range of Physical Activity available for children & young people		March 2013	Pat Usher
Implement Smoking in Pregnancy Action Plan	Yes	March 2013	Carole Johnson
Work with partner agencies, young people, schools and families to tackle substance misuse (including alcohol)		March 2013	John Robinson
Implement Teenage Pregnancy Strategy and action plan	Yes	March 2013	Deborah Gibbin
Commission effective substance misuse services for young people		March 2013	John Robinson
Implement the British Heart Foundation Younger Wiser funding and roll out across schools		March 2013	Louise Wallace
Develop a robust Public Health Transition action plan	Yes	March 2013	Louise Wallace
Increase the uptake of child vaccinations	Yes	March 2013	Louise Wallace
Implement Child Poverty Action Plan	Yes	March 2013	Danielle Swainston

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
LAA HW P001	Percentage of women smoking at time of delivery	Carole Johnson	Targeted	Yes	Financial Year	22	22	TBC
NI 57	Percentage of children aged 5-16 participating in at least 2 hours a week of high quality curriculum time PE and sport	Andrew Jordan	Monitor		Financial Year – biennial	Not Required		
VSB12_MO2	Access to Mental Health Services for 16-17 year olds	Louise Wallace	Monitor		Financial Year	Not Required		
NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks	Louise Wallace	Monitor		Financial Year	Not Required		
New	Measles, Mumps and Rubella (MMR) immunisation rate – children aged 2 (1 st dose)	Louise Wallace	Monitor		Financial Year	Not Required		
New	Measles, Mumps and Rubella (MMR) immunisation rate – children aged 5 (2 nd dose)	Louise Wallace	Monitor		Financial Year	Not Required		
NI 55(iv)	The percentage of children in Reception who are obese	Louise Wallace	Monitor	Yes	Academic Year	Not Required		
NI 56(ix)	The percentage of children in Year 6 who are obese	Louise Wallace	Monitor	Yes	Academic Year	Not Required		
NI 112	The change in the rate of under 18 conceptions per 1,000 girls aged 15-17, as compared with the 1998 rate	Deborah Gibbin	Monitor		Financial Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Health and Wellbeing	Outcome:	11. Children and young people are safe	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement the Youth Justice strategic plan	Yes	March 2013	Mark Smith
Implement the action plans arising from areas for development identified through inspections		March 2013	Sally Robinson
Implement the strategic priorities from the Looked After Children strategy	Yes	March 2013	Jane Young
Develop the work of the Local Safeguarding Children Board via implementation of the strategy & business plan		March 2013	Jim Murdoch
Implement the Early Intervention strategy	Yes	March 2013	Sally Robinson
Ensure sufficiency of placements for Looked After Children		March 2013	Jane Young

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
CSD P035	Children who became the subject of a Child Protection (CP) plan, or were registered per 10,000 population under 18	Sally Robinson	Targeted	Yes	Financial Year	36	40	40
NI 59	Initial assessments for children's social care carried out within ten working days of referral	Wendy Rudd	Targeted		Financial Year	80%	80%	80%
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement	Wendy Rudd	Targeted		Financial Year	80%	70%	70%
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child	Jane Young	Targeted		Financial Year	80%	80%	80%

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
	should be placed for adoption							
NI 62	Stability of placements of looked after children: number of moves	Jane Young	Targeted	Yes	Financial Year	10%	10%	10%
NI 63	Stability of placements of looked after children: length of placement	Jane Young	Targeted		Financial Year	70%	70%	70%
NI 64	Child protection plans lasting two years or more	Maureen McEnaney	Targeted		Financial Year	8%	8%	8%
NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	Maureen McEnaney	Targeted		Financial Year	10%	10%	10%
NI 66	Looked after children cases which were reviewed within required timescales	Maureen McEnaney	Targeted		Financial Year	95%	95%	95%
NI 67	Child protection cases which were reviewed within required timescales	Maureen McEnaney	Targeted		Financial Year	100%	100%	100%
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Sally Robinson	Monitor		Financial Year	Not Required		
NI 19	Rate of proven re-offending by young offenders	Sally Robinson	Monitor		Financial Year	Not Required		
NI 111	Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population (aged 10-17)	Sally Robinson	Monitor		Financial Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Health and Wellbeing	Outcome	12. 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	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Work with strategic partners to further develop reablement services to meet the needs of all client groups (including people with dementia and disabilities) and to prevent hospital and care home admissions or reduce dependency on health and social care services.		March 2013	Phil Hornsby / John Lovatt
Maximise use of preventative approaches such as assistive technology to support people to maintain their independence.	Yes	March 2013	Phil Hornsby / John Lovatt
Increase the number of people accessing personal budgets through focused work with mental health services, development of personal budgets for carers, work with health partners on personal health budgets and health direct payments and the development of personal budgets for children and young people.		March 2013	Geraldine Martin / Sarah Ward
Further develop local arrangements to safeguard vulnerable adults, ensuring the engagement of all strategic partners and an appropriate and timely response to any new legislation that is introduced.		March 2013	John Lovatt
Develop and implement new models for day services, in partnership with people using services, carers, providers and commissioners taking into account the outcomes of recent Working Together for Change reviews.		March 2013	Neil Harrison / Phil Hornsby
Continue to explore ways to improve efficiency and effectiveness through collaborative working with other Local Authorities and strategic partners.		March 2013	Jill Harrison

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 125	Achieving independence for older people through rehabilitation / intermediate care	John Lovatt	Monitor		Financial Year	70%	Not Required	Not Required
NI 130b	Social care clients receiving Self Directed Support	Geraldine Martin	Targeted		Financial Year	65%	70%	TBC
NI 132	Timeliness of social care assessment (all adults)	John Lovatt	Targeted	Yes	Financial Year	85%	85%	TBC
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	Phil Hornsby	Targeted	Yes	Financial Year	23%	25%	TBC
NI 136	People supported to live independently through social	John Lovatt	Monitor	Yes	Financial Year	4700	4700	TBC

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
	services (all adults)							
NI 145	Adults with learning disabilities in settled accommodation	Neil Harrison	Targeted		Financial Year	70%	70%	TBC
NI 146	Adults with learning disabilities in employment	Neil Harrison	Monitor		Financial Year	Not Required		
NI 149	Adults in contact with secondary Mental Health in settled accommodation	Geraldine Martin	Targeted		Financial Year	70%	70%	TBC
NI 150	Adults in contact with secondary mental health services in employment	Geraldine Martin	Monitor		Financial Year	Not Required		
P050	Access to equipment; percentage equipment delivered in 7 days.	Phil Hornsby	Targeted		Financial Year	91%	91%	TBC
P051	Access to equipment and telecare: users with telecare equipment	Phil Hornsby	Targeted	Yes	Financial Year	725	850	TBC
P066	Admissions to residential care – age 65+	John Lovatt	Targeted		Financial Year	140	130	TBC
P072	Clients receiving a review	John Lovatt	Targeted		Financial Year	75%	75%	TBC
P079	Number of Safeguarding Referrals	John Lovatt	Monitor		Financial Year	Not Required		
NEW	Proportion of people provided with a reablement package in the period per 1000 population of adults (over 18)	Trevor Smith	Monitor		Financial Year	Not Required		
NEW	% of people provided with a reablement package in the period as a % of clients referred for community care assessments in the period	Trevor Smith	Targeted		Financial Year	N/A	TBC	TBC
NEW	% of reablement goals (user perspective) met by the end of a reablement package/episode (in the period)	Trevor Smith	Targeted		Financial Year	N/A	TBC	TBC
NEW	% of people who received intermediate care or reablement package on discharge from hospital who remain at home 91 days after discharge (NI 125)	Trevor Smith	Targeted		Financial Year	N/A	TBC	TBC
NEW	% of people who have <u>no</u> ongoing care needs following provision of a completed reablement package	Trevor Smith	Monitor		Financial Year	Not Required		
NEW	% of people not completing a reablement package as a total of those starting a reablement package in the period	Trevor Smith	Monitor		Financial Year	Not Required		
NEW	% of people whose need for home care intervention has reduced through the provision of a reablement package	Trevor Smith	Monitor		Financial Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Community Safety	Outcome	14. There is reduced harm caused by drugs and alcohol misuse	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Yes	December 2012	Chris Hart
Establish criminal justice alcohol programmes for offenders		September 2012	Gemma Sparrow
Deliver comprehensive education and prevention campaigns re substance misuse		June 2012	Sharon Robson
Establish 'Whole Family' support network for substance misusers		September 2012	Chris Hart
Strengthen safeguarding and address Hidden Harm issues within substance misuse services	Yes	March 2013	Karen Clark

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 30	Reoffending rate of prolific and other priority offenders	Gemma Sparrow	Targeted	Yes	Quarterly		TBC	TBC
NI 40	Change in number of drug users recorded as being in effective treatment compared to 2007/08 baseline	Karen Clark	Monitor		Annual Financial Year	Not Required		
P082	Number of alcohol users successfully completing treatment and recovering from their dependence	Sharon Robson	Monitor		Annual Financial Year	Not Required		
P083	Reduce alcohol-related violent crimes	Sally Forth	Monitor		Annual Financial Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Culture and Leisure	Outcome	24. People enjoy equal access to leisure, culture, sport and libraries which enrich their lives, improve the places where they live, and strengthen communities	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Achieve Service Accreditation as required across community services.	Yes	March 2013	John Mennear
Develop on-line membership services across community services, including sports & libraries		March 2013	David Worthington / Pat Usher
Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	Yes	March 2013	Pat Usher
Undertake a strategic lead for the delivery of Sport and physical activity through the Community Activities Network		March 2013	Pat Usher
Deliver New Renaissance Programme to improve access to Museum Services and develop new audiences	Yes	March 2013	David Worthington
Implement Olympic Legacy Action Plan		March 2013	Pat Usher
Implement revised sport & physical activity strategy action plan		March 2013	Pat Usher
Implement outcome of the agreed scrutiny report into the museum collections & disposals		March 2013	David Worthington
Implement reviewed archaeology delivery arrangements to safeguard the service		March 2013	Robin Daniels
Develop cultural trust or other management arrangements for community services		March 2013	John Mennear
Deliver a number of major cultural events, including Queen's Diamond Jubilee festival & Olympic torch relay		March 2013	David Worthington/Pat Usher

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SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 9	Use of public libraries	David Worthington	Targeted		Financial Year	44%	45%	TBC
NI 10	Visits to museums and galleries	David Worthington	Targeted		Financial Year	54.9%	55.1%	TBC
LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	Leigh Keeble	Targeted	Yes	Financial Year	1112	1115	TBC
P059 (LAA CL 003)	Overall average attendance at Mill House, Brierton and Headland Leisure Centres	Pat Usher	Targeted	Yes	Quarterly	405,000	410,000	TBC
P062	Number of housebound people receiving a home visit from the home library service once every 3 weeks, for as long as they require the service.	David Worthington	Targeted		Financial Year	565	567	TBC
P084	Maintain & enhance the Historic Environment Record (HER) via % reviewed, edited and added.	Robin Daniels	Monitor		Financial Year	Not Required		
P011	People in organised school trips to museums / galleries	David Worthington	Monitor		Financial Year	Not Required		

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SECTION 1 OUTCOME DETAILS					
Theme	Strengthening Communities	Outcome:	26. Make a positive contribution – people are involved with the community and society	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Support parents forum – 1 Hart (One Heart, One Mind, One Future)		March 2013	Tracy Liveras
Develop parents forums within Early Intervention Localities that inform service design and planning	Yes	March 2013	Tracy Liveras
Develop and commission positive activities for children and young people		March 2013	Mark Smith
Support children and young people(0-19) to participate in service design and democratic processes	Yes	March 2013	Mark Smith
Ensure a range of opportunities are available which encourage Community Participation		July 2013	Maggie Heaps

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							12/13	13/14
NI 110	Young people's participation in positive activities	Beth Storey	Monitor				Not Required	
NI 111	First time entrants to the Youth Justice System aged 10-17	Sally Robinson	Monitor				Not Required	

Appendix 1 Risks by Theme**Jobs and the Economy****Outcomes**

3	Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy
6	Fewer children experiencing the effects of poverty

Code	Risk	Assignee	Outcome
CAD R002	Increased demand on services due to demographic pressures and current economic climate	Jill Harrison	6
New	Effect of the economic downturn on jobs and the economy which may prevent young people finding suitable employment.	Tom Argument	3

Lifelong Learning and Skills**Outcomes**

7	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
8	Provision of high quality community learning and skills opportunities that widen participation and builds social justice

Code	Risk	Assignee	Outcome
CAD R001	Service issue as a result of insufficient budget allocation or changes in national funding/grants (Actively Managed)	Caroline O'Neill	7
CAD R004	An increase in the number of schools falling below Department for Education floor standard at Key Stage 2 and Key Stage 4 (Actively Managed)	Caroline O'Neill	7
CAD R005	Failure to meet the statutory duties and requirements vested within the Child and Adult Services department (Actively Managed)	Caroline O'Neill	7
CAD R012	Failure to plan school provision appropriately	Peter McIntosh	7
CAD R015	Failure to carry out specific statutory duties and/or comply with regulatory codes of practice	Caroline O'Neill	7

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Health and Wellbeing

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

Code	Risk	Assignee	Outcome
CAD R001	Service issue as a result of insufficient budget allocation or changes in national funding/grants (Actively Managed)	Jill Harrison	12
CAD R002	Increased demand on services due to demographic pressures and current economic climate (Actively Managed)	Jill Harrison	12
CAD R003	Failure to provide statutory services to safeguard children & vulnerable adults and protect their well-being. (Actively Managed)	Jill Harrison; Sally Robinson	11 + 12
CAD R005	Failure to meet the statutory duties and requirements vested within the Child and Adult Services department (Actively Managed)	Sally Robinson	11 + 12
CAD R006	Alcohol investment does not enable the provision of sufficient services to meet the increased level of need. (Current investment consists of (i) PCT funding for clinical and treatment interventions; (ii) Community Safety grant aid which contributes to specific crime reduction initiatives and offender programmes such as Alcohol Treatment Requirement Orders which are actively managed, and (iii) contributions from the Pooled Treatment Budget a Government substance misuse grant which is expected to be cut for 2012/13)	Chris Hart	10
CAD R007	Adverse publicity and community tension (e.g. in regard to reintegration of drug users/offenders back into community, drug related deaths, establishing community services/Pharmacist) (Actively Managed)	Chris Hart	10
CAD R011	Failure to work in effective partnerships with NHS, including risk of cost shunting. (Actively Managed)	Jill Harrison; Caroline O'Neill	12
CAD R014	Failure to make inroads in Health impact	Louise Wallace	9 + 10
CAD R018	Government reduces grant allocations i.e. Pooled Treatment and DIP (Drug Intervention Programme)	Chris Hart	10
New	Failure to actively manage the transition of Public health from the PCT to the local authority by 2013	Louise Wallace	9 + 10

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Community Safety

Outcomes

14	There is reduced harm caused by drugs and alcohol misuse
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Code	Risk	Assignee	Outcome
CAD R006	Alcohol investment does not enable the provision of sufficient services to meet the increased level of need (e.g. PCT for clinical and treatment interventions, Offender programmes such as Alcohol Treatment Requirements) (Actively Managed)	Chris Hart	14
CAD R007	Adverse publicity and community tension (e.g. in regard to reintegration of drug users/offenders back into community, drug related deaths, establishing community services/Pharmacist) (Actively Managed)	Chris Hart	14
CAD R018	Government reduces grant allocations, i.e. Pooled Treatment and DIP (Drug Intervention Programme)	Chris Hart	14

Culture and Leisure

Outcomes

24	People enjoy equal access to leisure, culture, sport and libraries which enrich their lives, improve the places where they live, and strengthen communities
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Code	Risk	Assignee	Outcome
CAD R013	Failure to achieve required customer and visitor income levels	John Mennear	22

Strengthening Communities

Outcomes

26	Make a positive contribution – people are involved with the community and society
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Code	Risk	Assignee	Outcome
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CAD R001	Service issue as a result of insufficient budget allocation or changes in national funding/grants	Jill Harrison	24
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Regeneration and Neighbourhoods Department

Departmental Plan 2012/13

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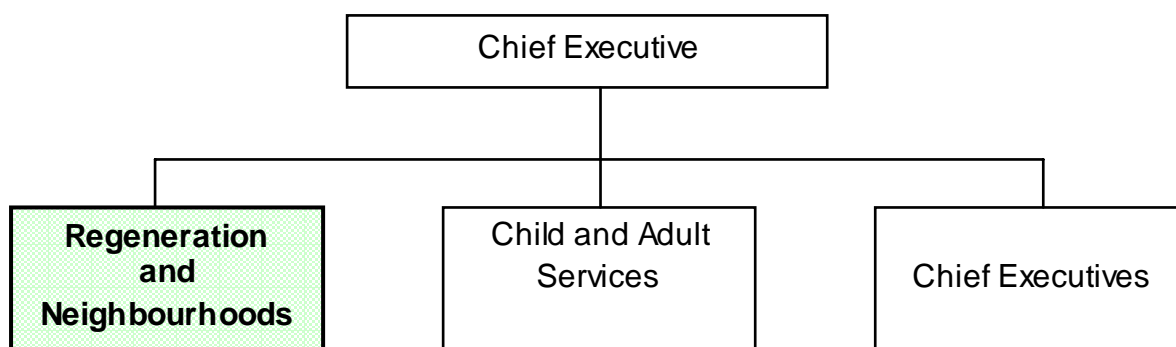
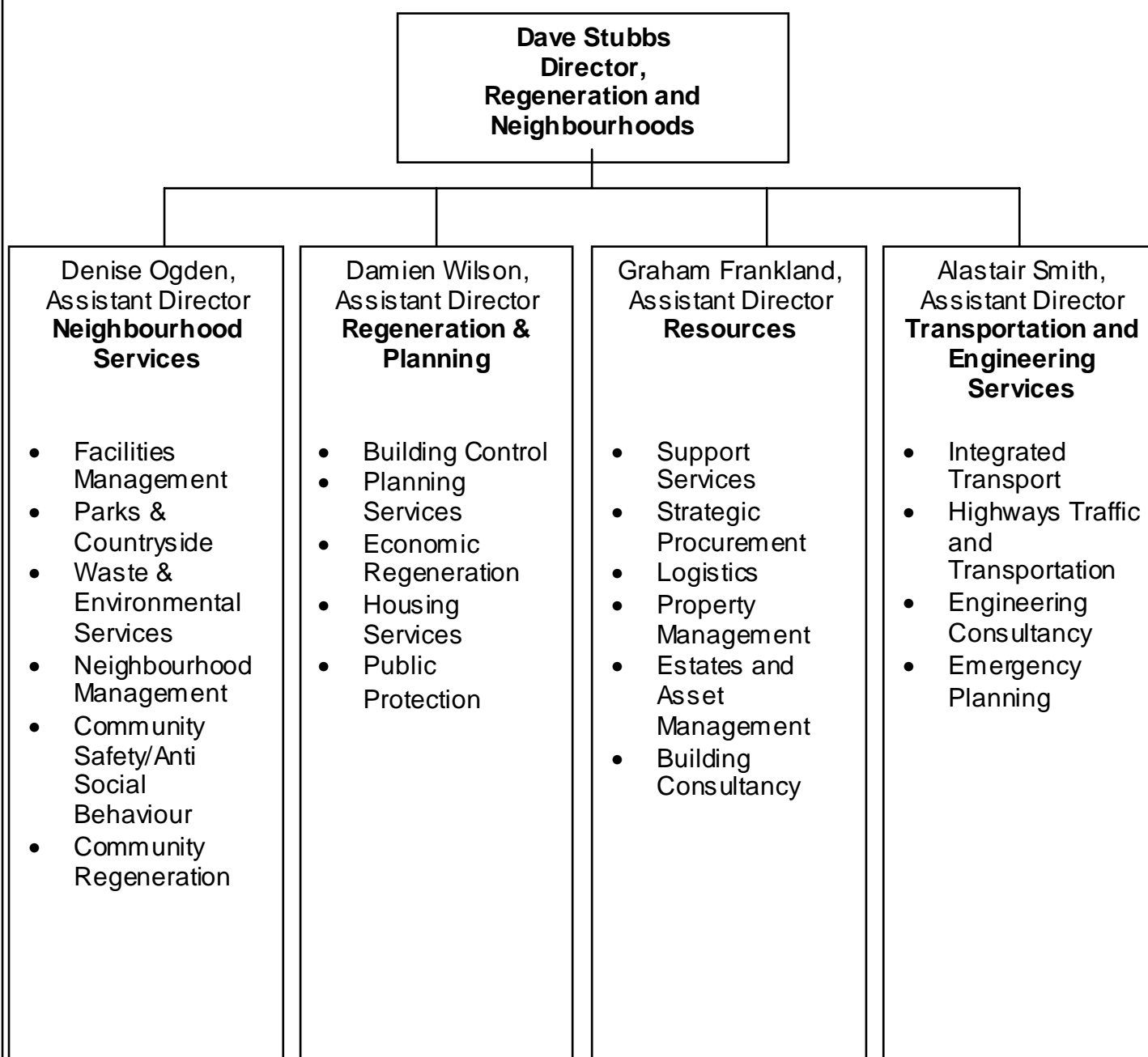
Introduction

This document is the Regeneration and Neighbourhoods Departmental Plan for 2012/13 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

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

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

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

Hartlepool Borough Council Structure**Regeneration and Neighbourhoods Departmental Structure**

Performance and Risk Monitoring and Reporting

Monitoring and Reporting

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

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

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

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

Priorities

Overall Aim/Vision

The Council's overall aim remains: -

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

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

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

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

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

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

- Organisational Development

Departmental Priorities

The department has identified a number of key outcomes that it will contribute towards in 2012/13, encompassing the following themes: -

Theme	Outcome
Jobs and the Economy	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 5. Hartlepool has a boosted visitor economy
Health and Wellbeing	9. Improve health by reducing inequalities and improving access to services 10. Be healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle
Community Safety	13. Hartlepool has reduced crime and repeat victimisation 14. There is reduced harm caused by drugs and alcohol misuse 15. Communities have improved confidence and feel more cohesive and safe 16. Offending and re-offending has reduced
Environment	17. Hartlepool has an improved and built environment 18. Quality local environments where public and community open spaces are clean, green and safe 19. Provide a sustainable, safe, efficient, effective and accessible transport system 20. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects
Housing	21. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design 22. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment 23. Housing services and housing options respond to the specific needs of all communities within Hartlepool
Strengthening Communities	25. Local people have a greater voice and influence over local decision making and the delivery of services

Organisational Development	<ul style="list-style-type: none">27. Improve the efficiency and effectiveness of the organisation28. Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction29. Maintain effective governance arrangements for core business and key partnerships
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Departmental Annual Action Plan 2012/13

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

SECTION 1 OUTCOME DETAILS					
Theme	Jobs and the Economy	Outcome	1.Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action		Corporate Plan	Due Date	Assignee
RND12/13-JE01	Undertake audit of existing commercial premises and business infrastructure in context of growth sectors and produce report for commercial premises and business parks.		Yes	Sept 2012	Mick Emerson
RND12/13-JE02	Undertake study of existing vacant properties / sites to identify potential end use for businesses and implement marketing campaign to promote sites.		Yes	Sept 2012	Mick Emerson

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref.	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P056	Percentage occupancy levels of Hartlepool business units	Mick Emerson	Monitor	No	Financial Year	N/A	N/A	N/A
RND P057	Percentage of newly born business enterprises surviving (a) Twelve Months	Mick Emerson	Target	No	Financial Year	N/A	To be set	To be set
RND P058	Percentage of newly born business enterprises surviving (b) Twenty Four Months	Mick Emerson	Target	No	Financial Year	N/A	To be set	To be set

SECTION 1 OUTCOME DETAILS					
Theme	Jobs and the Economy	Outcome	2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-JE03	Develop a robust planning policy framework to facilitate the regeneration of key sites.	No	March 2013	Chris Pipe	
RND12/13-JE04	Submit the Core Strategy publication Documents to the Secretary of State for approval	No	April 2012	Chris Pipe	
RND12/13-JE05	Undertake examination of the Core Strategy in public.	No	July 2012	Chris Pipe	
RND12/13-JE06	Adopt the Core Strategy	Yes	October 2012	Chris Pipe	
RND12/13-JE07	Establish Local Development Orders covering identified Enterprise Zones to facilitate regeneration through the simplification of the planning process.	Yes	April 2012	Chris Pipe	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P059	Core Strategy approved by Secretary of State	Chris Pipe	Target	No	Financial Year	N/A	Yes	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Jobs and the Economy	Outcome	3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action		Corporate Plan	Due Date	Assignee
RND12/13-JE08	Develop partnership agreements with work programme prime providers		Yes	March 2013	Antony Steinberg
RND12/13-JE09	Submit bid for the new 'Innovation Fund' to help address youth unemployment		Yes	Sept 2012	Antony Steinberg
RND12/13-JE10	Implement the Going Forward Together model to target young people classified as the most 'high risk' of becoming Not in Education, Employment or Training (NEET)		No	July 2012	Patrick Wilson

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
NI 151	Overall employment rate (proportion of people of working age population who are in employment)	Antony Steinberg	Monitor	Yes	Financial Year	Monitor	N/A	N/A
RPD P052	Unemployment rate (Hartlepool) – the proportion of economically active people who are unemployed.	Antony Steinberg	Monitor	No	Financial Year	Monitor	N/A	N/A
RND P060	Number of jobs created	Antony Steinberg	Monitor	No	Financial Year	N/A	N/A	N/A
NI 117	Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)	Antony Steinberg	Monitor	No	Financial Year	N/A	N/A	N/A
RPD P054	Youth unemployment rate (Hartlepool) the proportion of economically active 18 to 24 year	Antony Steinberg	Monitor	Yes	Financial Year	Monitor	N/A	N/A

	olds w ho are unemployed.						
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SECTION 1 OUTCOME DETAILS					
Theme	Jobs and the Economy	Outcome	5. Hartlepool has a boosted visitor economy	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS				
Action Ref	Action	Corporate Plan	Due Date	Assignee
RND12/13-JE11	Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Master Plan.	Yes	March 2013	Andrew Golightly
RND12/13-JE12	Complete initial public consultation on the Seaton Carew Master Plan	No	June 2012	Andrew Golightly
RND12/13-JE13	Commence work on the first site identified under the Seaton Carew master plan.	No	March 2013	Andrew Golightly

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P061	Achieve Quality Coast award for Seaton Carew beach	Debbie Kershaw	Target	No	Financial Year	N/A	Yes	Yes
RND P062	Visitor numbers to Seaton Carew	Andrew Golightly	Monitor	No	Financial Year	N/A	N/A	N/A
RND P063	Turnover of tourism related business in Seaton Carew	Andrew Golightly	Monitor	No	Financial Year	N/A	N/A	N/A
RND P064	Occupancy levels of commercial business premises in Seaton Carew	Andrew Golightly	Monitor	No	Financial Year	N/A	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Health and Wellbeing	Outcome	9. Improve health by reducing inequalities and improving access to services	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action		Corporate Plan	Due Date	Assignee
RND12/13-HW01	Work with colleagues to improvement Public Health through the Health Protection and Improvement elements of the Core Public Health Strategy.		No	March 2013	Sylvia Pinkney

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
NI 184	Percentage of food establishments in the area which are broadly compliant with food hygiene law.	Sylvia Pinkney	Target	No	Financial Year	89%	89%	To be set

SECTION 1 OUTCOME DETAILS					
Theme	Health and Wellbeing	Outcome	10.Be healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS				
Action Ref	Action	Corporate Plan	Due Date	Assignee
RND12/13-HW02	Develop Service Level Agreement arrangements with schools across the range of services delivered through Facilities Management, to provide services tailored to requirements	No	May 2012	Karen Oliver

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
NI 52a	Percentage uptake of school meals – Primary Schools	Lynne Bell	Target	No	Financial Year	61%	62%	To be set
NI 52b	Percentage uptake of school meals – Secondary schools	Lynne Bell	Target	No	Financial Year	53%	54%	To be set
NSD P064	Percentage uptake of free school meals - Primary schools	Lynne Bell	Target	No	Financial Year	88%	To be set	To be set
NSD P065	Percentage uptake of free school meals – Secondary schools	Lynne Bell	Target	No	Financial Year	60%	To be set	To be set

SECTION 1 OUTCOME DETAILS					
Theme	Community Safety	Outcome	13. Hartlepool has reduced crime and repeat victimisation	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-CS01	Deliver in conjunction with partners a strategic assessment which is monitored through the Safer Hartlepool Partnership executive.	Yes	Dec 2012	Sally Forth	
RND12/13-CS02	Deliver the Domestic Violence strategy action plan to be monitored by the Domestic Violence Forum.	No	March 2013	Lisa Oldroyd	
RND12/13-CS03	Implement review of CCTV provision	No	March 2013	Nicholas Stone	
RND12/13-CS04	Review the Council's position in relation to it's obligations under section 17 of the 'Crime and Disorder Act'	No	March 2013	Sally Forth	
RND12/13-CS05	Develop a co-ordinated approach to meeting the needs of victims of crime & disorder and introduce restorative practice across Safer Hartlepool partners to give victims a greater voice in the criminal justice system.	No	March 2013	Sally Forth	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RPD P029a	Number of Domestic Burglaries	Lisa Oldroyd	Monitor	No	Financial Year	394	N/A	N/A
RPD P028a	Number of reported crimes in Hartlepool	Lisa Oldroyd	Monitor	Yes	Financial Year	7,120	N/A	N/A
RPD P031a	Number of incidents of local violence (assault with injury & assault without injury)	Lisa Oldroyd	Monitor	No	Financial Year	1,076	N/A	N/A
RND P065	Number of repeat victims of crime	Lisa Oldroyd	Monitor	Yes	Financial Year	N/A	N/A	N/A
NI 32	Number of repeat incidents of domestic violence	Lisa Oldroyd	Monitor	No	Financial Year	Monitor	N/A	N/A
RNDP047	Percentage of domestic related successful prosecutions	Lisa Oldroyd	Monitor	No	Financial Year	Monitor	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Community Safety	Outcome	14. There is reduced harm caused by drugs and alcohol misuse	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS				
Action Ref	Action	Corporate Plan	Due Date	Assignee
	None Identified			

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
New	Incidents of drug dealing and supply	Lisa Oldroyd	Monitor	No	Financial Year	N/A	N/A	N/A
New	Number of young people found in possession of alcohol	Lisa Oldroyd	Monitor	No	Financial Year	N/A	N/A	N/A
ACS P083	Reduce alcohol-related violent crimes	Sally Forth	Monitor	No	Financial Year	N/A	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Community Safety	Outcome	15. Communities have improved confidence and feel more cohesive and safe	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-CS06	Implement the PREVENT action plan as guided by the Silver group.	No	March 2013	Sally Forth	
RND12/13-CS07	Deliver the Anti-Social Behaviour Strategy action plan	Yes	March 2013	Nicholas Stone	
RND12/13-CS08	Develop new Anti-Social Behaviour Strategy in line with Government policy	No	March 2013	Sally Forth	
RND12/13-CS09	Develop and implement troubled families approach incorporating the team around the households initiative to 'break the cycle' of households having a detrimental affect on communities'	Yes	July 2012	Denise Ogden	
RND12/13-CS10	Embed, monitor and evaluate the repeat victims protocol which links vulnerable victims to services.	No	March 2013	Clare Clark	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RPD P035	Number of criminal damage to dwellings	Lisa Oldroyd	Monitor	No	Financial year	534	N/A	N/A
RPD P034	Number of deliberate fires in Hartlepool	Lisa Oldroyd	Monitor	No	Financial Year	Monitor	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Community Safety	Outcome	16. Offending and re-offending has reduced	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS				
Action Ref	Action	Corporate Plan	Due Date	Assignee
RND12/13-CS11	Co-ordinated the delivery of the offending and re-offending action plan	No	March 2013	Sally Forth

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P066	Re-offending rates of Prolific and Priority Offenders (PPOs) (adults)	Lisa Oldroyd	Target	No	Financial Year	N/A	Reduce	Reduce
RND P067	Re-offending rates of High Crime Causers (HCCs) (adults)	Lisa Oldroyd	Target	No	Financial Year	N/A	Reduce	Reduce
RND P068	Re-offending rates (juveniles)	Lisa Oldroyd	Target	No	Financial Year	N/A	Reduce	Reduce

SECTION 1 OUTCOME DETAILS					
Theme	Environment	Outcome	17. Hartlepool has an improved and built environment	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action		Corporate Plan	Due Date	Assignee
RND12/13-EN01	Develop the innovation and Skills Quarter (ISQ) to assist with the regeneration of the town centre		No	March 2013	Rob Smith
RND12/13-EN02	Complete the Hartlepool Managed workspace feasibility study for former Crown House site and selection of preferred business model		Yes	August 2012	Rob Smith

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
PI Ref	Performance Indicator	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P069	Crown House site business model produced	Rob Smith	Target	Yes	Financial Year	N/A	Yes	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Environment	Outcome	18. Quality local environments where public and community open spaces are clean, green and safe	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-EN03	Undertake a review of the Terms and Conditions of allotment tenancy, agree with stakeholders and implement with tenants	No	June 2012	Helen Beaman	
RND12/13-EN04	Undertake a review of the service delivery and implement changes in street cleansing, grounds maintenance and highways to reflect the revised Neighbourhoods	No	March 2013	Jon Wright	
RND12/13-EN05	Undertake improvements to areas of Burn Valley Gardens as identified in the Wild Green Spaces project	No	March 2013	Deborah Jefferson	
RND12/13-EN06	Encourage volunteer and community input into local green space management	No	March 2013	Deborah Jefferson	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P050	Percentage of streets that fall below an acceptable level of cleanliness.	Jon Wright	Target	Yes	Financial Year	Monitor	To be set	To be set
RND P070	No of volunteer days spent working on local green space management initiatives	Deborah Jefferson	Monitor	No	Financial Year	N/A	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Environment	Outcome	19. Provide a sustainable, safe, efficient, effective and accessible transport system	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action		Corporate Plan	Due Date	Assignee
RND12/13-EN07	Deliver year 2 schemes as identified in the Local Transport Plan 2011 – 2015.		Yes	March 2013	Peter Frost
RND12/13-EN08	Seek funding for highway improvement in the A689 / Wynyard area, particularly through developer contributions		No	Sept 2012	Mike Blair
RND12/13-EN09	Introduce Tees Valley Urban Traffic Management Control system common database, in conjunction with other Tees Valley authorities.		No	March 2013	Peter Frost.

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
NI167	Congestion – average journey time per mile during the morning peak	Peter Frost	Monitor	No	Financial Year	Monitor	N/A	N/A
NI 47	The % change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years.	Peter Frost	Target	No	Calendar Year	34	33	31
NI 48	The % change in the number of children killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years.	Peter Frost	Target	No	Calendar Year	7	6	6
NI 168	The percentage of principal roads where maintenance should be considered	Ralph Young	Target	Yes	Financial Year	3%	4%	4%
NI 169	The percentage of non-classified roads where maintenance should be considered	Ralph Young	Target	Yes	Financial Year	12%	12%	12%

SECTION 1 OUTCOME DETAILS					
Theme	Environment	Outcome	20. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-EN10	Progress changes to Waste Management Service including changes to kerbside collections; suspension of green waste winter collections; route optimisation and provision of 4 day working week for refuse operatives.	Yes	March 2013	Craig Thelwell	
RND12/13-EN11	Undertake annual review of the Carbon Reduction and efficiency group work plan to assist in reducing the Carbon footprint of the Authority	No	March 2013	Paul Hurwood	
RND12/13-EN12	Undertake a review of the Carbon Reduction Strategy and associated actions and targets	No	March 2013	Paul Hurwood	
RND12/13-EN13	Complete initial phase of Photovoltaic (PV) installation works to Council Buildings	No	April 2012	Colin Bolton	
RND12/13-EN14	Implement the energy Invest to Save projects	No	March 2013	Albert Williams	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
NI 191	Number of kilograms of residual household waste collected per household	Fiona Srogi	Target	Yes	Financial Year	712	710	To be set
NI 192	Percentage of household waste sent for reuse, recycling or composting	Fiona Srogi	Target	Yes	Financial Year	45%	46%	To be set
NI 193	Percentage of municipal waste land filled	Fiona Srogi	Target	Yes	Financial Year	5%	6%	To be set
NI 185	Percentage CO2 reduction from local authority operations	Paul Hurwood	Target	No	Financial Year	-7%	-7%	To be set
NI 186	Percentage per capita reduction in CO2 emissions in the LA area	Paul Hurwood	Monitor	No	Financial Year	3.8	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Housing	Outcome	21.Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-HO01	Develop a system for monitoring the quality standards of privately developed homes to understand how many homes are being built to lifetime homes and high levels of energy efficiency	No	Sept 2012	Val Hastie	
RND12/13-HO02	Implement Baden Street Improvement Scheme	Yes	Dec 2012	Gemma Day	
RND12/13-HO03	Commence implementation of the Carr/Hopps Street regeneration scheme	No	March 2013	Nigel Johnson	
RND12/13-HO04	Produce an annual assessment and evidence based housing need document using information obtained from Registered Providers.	Yes	Dec 2012	Nigel Johnson	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
NI 155	Number of affordable homes delivered (gross)	Nigel Johnson	Target	Yes	Financial Years	80	80	To be set
LAA HP001	Number of long term (over 6 months) empty homes brought back into use.	Nigel Johnson	Target	Yes	Financial Years	58	To be set	To be set

SECTION 1 OUTCOME DETAILS					
Theme	Housing	Outcome	22. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action		Corporate Plan	Due Date	Assignee
RND12/13-HO05	Produce a new strategic housing market assessment that will identify housing need, including affordable housing need, across the borough for now and the future.		Yes	June 2012	Chris Pipe
RND12/13-HO06	Evaluate the feasibility of buying empty properties which have been repossessed.		No	March 2013	Amy Waller
RND12/13-HO07	Implement identified improvements to the tenant/landlord liaison service.		No	March 2013	Nigel Johnson
RND12/13-HO08	Explore investment opportunities to identify public realm initiatives to ensure all homes across tenures offer a decent living environment.		No	Dec 2012	Clare Clark

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P071	Number of properties improved through grants or loans schemes.	Amy Waller	Monitor	Yes	Financial Years	N/A	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Housing	Outcome	23. Housing services and housing options respond to the specific needs of all communities within Hartlepool	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-HO09	Review the performance of the current selective licensing scheme by obtaining baseline data and use this review to inform a decision to expand the scheme	Yes	March 2013	Nigel Johnson	
RND12/13-HO10	In partnership with BME housing advisors improve the range of information and advice available to people from BME groups – specifically information on shared ownership, disabled adaptations grants; welcome packs for refugee groups.	No	March 2013	Karen Kelly	
RND12/13-HO11	Review the impact of Welfare and Social housing reforms on tenancy sustainability, homelessness, tenancy satisfaction and vulnerable people on the housing waiting list	No	March 2013	Nigel Johnson	
RND 12/13 – HO12	Explore opportunities and options surrounding the provision of affordable white goods and essential items of furniture	No	July 2012	Gemma Day	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P051	Number of households where homelessness has been prevented through Local Authority action	Lynda Igoe	Target	Yes	Financial Year	Monitor	To be set	To be set
NI 156	Number of households accommodated in temporary accommodation each quarter	Lynda Igoe	Monitor	No	Financial Years	Monitor	N/A	N/A

SECTION 1 OUTCOME DETAILS					
Theme	Strengthening Communities	Outcome	25. Local people have a greater voice and influence over local decision making and the delivery of services	Hartlepool Partnership Outcome?	Yes

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-SC01	Refresh the Voluntary & Community Sector (VCS) Strategy and combine with the Compact	Yes	March 2013	David Frame	
RND12/13-SC02	Implement revised Neighbourhood Management arrangements including revisions to Neighbourhood Action Plans and ward boundary changes	Yes	June 2012	Denise Ogden	
RND12/13-SC03	Implement revised Neighbourhood consultation mechanisms	No	March 2013	Clare Clark	
RND12/13-SC04	Develop and implement Neighbourhood Plans as determined by the Localism Act	No	March 2013	Clare Clark	
RND12/13-SC05	Develop a Neighbourhood plan for the rural area of Hartlepool in line with new neighbourhood planning policy under the localism act.	Yes	April 2013	Adele Wilson	
RND12/13-SC06	Develop and implement response to the Community Right To Challenge within the Localism Act	No	March 2013	David Hart	
RND12/13-SC07	Develop and implement response to the Assets of Community Value within the Localism Act	Yes	March 2013	Dale Clarke	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
	None Identified							

SECTION 1 OUTCOME DETAILS					
Theme	Organisational Development	Outcome	27. Improve the efficiency and effectiveness of the organisation	Hartlepool Partnership Outcome?	No

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-OD01	Agree the Council's Capital Funding Team programme to inform the 2013/14 budget process.	No	January 2013	Dale Clarke	
RND12/13-OD02	Review the Council's Asset Management Plan	No	March 2013	Dale Clarke	
RND12/13-OD03	Review the Council's Commissioning and Procurement Strategy	No	March 2013	David Hart	
RND12/13-OD04	Assess the impact of the e-quotation procurement system to ensure the aims are being met and compliance achieved.	Yes	March 2013	David Hart	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
RND P072	Achieve the Capital Receipts Target	Dale Clarke				£1.5m	To be set	To be set

SECTION 1 OUTCOME DETAILS					
Theme	Organisational Development	Outcome	28.Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction	Hartlepool Partnership Outcome?	No

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-OD05	Ensure that the department has procedures in place to meet the requirements of the Equality Act 2010 by co-ordinating activities across the department to contribute to the items included in the Equality & Diversity Action Plan	No	March 2013	Angela Read	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
	None Identified							

SECTION 1 OUTCOME DETAILS					
Theme	Organisational Development	Outcome	29. Maintain effective governance arrangements for core business and key partnerships	Hartlepool Partnership Outcome?	No

SECTION 2 ACTIONS					
Action Ref	Action	Corporate Plan	Due Date	Assignee	
RND12/13-OD06	Develop and implement effective Information Governance arrangements to the department in line with corporate programme	No	March 2013	Steve Russell	

SECTION 3 PERFORMANCE INDICATORS & TARGETS								
Indicator Ref	Indicator Description	Assignee	Target or Monitor	Corporate Plan	Collection Period	Previous Target (2011/12)	Future Targets	
							2012/13	2013/14
	None Identified							

Appendix 1 – Risks by Theme

Jobs and the Economy			
Outcomes			
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			
5. Hartlepool has a boosted visitor economy			
Code	Risk	Assignee	Outcome
RND R050	Continued economic uncertainty	Antony Steinberg	1, 2
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.	Antony Steinberg	2, 5

Community Safety			
Outcomes			
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			
Code	Risk	Assignee	Outcome
RND R031	Failure to secure co-operation of partners in undertaking CCTV review	Sally Forth	13

Environment			
Outcomes			
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			
Code	Risk	Assignee	Outcome
RND R060	Failure to deliver current regeneration programmes	Antony Steinberg	17
RND R054	Failure to maintain infrastructure to acceptable standard resulting in additional cost implications through insurance claims	Mike Blair	19
RND R048	Failure to achieve the Council's 5 year carbon reduction target of 35% and carbon credit penalties within market.	Paul Hurwood	20
RND R067	Failure to achieve Government recycling targets	Fiona Srogi	20
RND R076	Consequences of climate change through the failure of the Council to tackle climate issues locally.	Paul Hurwood	20

Housing			
Outcomes			
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			
Code	Risk	Assignee	Outcome
RND R015	Failure to secure funding for delivery of empty homes strategy	Nigel Johnson	21, 22
RND R053	Failure to effectively implement selective licensing	Nigel Johnson	23
RND R057	Reduction in funding for housing investment	Nigel Johnson	21
RND R061	Inability to meet very high levels of local housing needs including affordable housing	Nigel Johnson	21, 22
RND R062	Effective delivery of housing market renewal affected by external decisions and funding.	Nigel Johnson	21, 22

Strengthening Communities			
Outcomes			
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			
Code	Risk	Assignee	Outcome
RND R056	Failure of service providers to focus resources on neighbourhood renewal areas	Denise Ogden	25

Organisational Development			
Outcomes			
27. Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction			
29. Maintain effective governance arrangements for core business and key partnerships			
Code	Risk	Assignee	Outcome
RND R083	Loss of personal or sensitive data resulting from a lack of information security (RND)	Jeff Mason	29
RND R084	Unsafe or unsatisfactory building conditions occurring due to lack of available maintenance resources	Albert Williams	27
RND R085	Failure to achieve the Council's Capital Receipts target because of the difficult economic climate and market conditions	Dale Clarke	27
RND R086	Failure to achieve the required level of financial rebate through the NEPO arrangements	David Hart	27

SCRUTINY CO-ORDINATING COMMITTEE

9 March 2012



Report of: Corporate Management Team

Subject: QUARTER 3 – COUNCIL OVERVIEW OF
PERFORMANCE AND RISK 2011/12

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To provide details of progress made against the Council's suite of 2011/12 Departmental Plans, for the period ending 31 December 2011.

2. CONSIDERATION OF ISSUES

- 2.1 A separate report has not been prepared for your Committee as a comprehensive report was submitted to Cabinet on 20th February 2012 (**Appendix 1**). This report sets out the key issues to bring to your attention.
- 2.2 In line with previous monitoring reports, the attached report provides an overall picture of performance and risk against the approved 2011/12 suite of Departmental Plans.

3. RECOMMENDATIONS

- 3.1 Members consider the report.

Report of: Corporate Management Team

Subject: QUARTER 3 – COUNCIL OVERVIEW OF PERFORMANCE AND RISK 2011/12

1 PURPOSE OF REPORT

- 1.1 To inform Cabinet of the progress made against the Council's 2011/12 Corporate and Departmental Plans, for the period ending 31 December 2011.

2 BACKGROUND

- 2.1 The Corporate Plan was agreed by Council on 14 April 2011 and the three Departmental Plans were agreed by Cabinet on 8 April 2011.
- 2.2 All of the plans contain an action plan setting out how the Council proposed to deliver the Council's priority outcomes. Key Performance Indicators are also included which can then be used to monitor progress throughout the year or at the year end. Departmental Plans also contained a section listing the Risks that could prevent the Department from delivering the priority outcomes.
- 2.3 The Council's Performance Management System (Covalent) is used to collect and analyse progress against the actions, performance indicators and risks detailed in the Corporate Plan and the three Departmental Plans. The information in the system was used to prepare this report.
- 2.4 The structure of the report is:

Paragraphs	Content
3.1 - 3.10	Council overview of performance and risk
4.1 – 4.7	Child and Adult Service Departmental Plan
5.1 – 5.11	Regeneration and Neighbourhoods Departmental Plan
6.1 – 6.7	Chief Executives Department
7.1	Recommendations

3 PERFORMANCE AND RISK MANAGEMENTCouncil Overview of Performance and Risk

- 3.1 In total the three departmental plans, include 169 actions, 164 performance indicators to deliver and measure improvements across key priority areas (outcomes) identified in the Community Strategy and Council Corporate Plan.
- 3.2 Of the 164 indicators, 51 have targets set and can be monitored on a quarterly basis so only these indicators, plus 12 annual indicators with outturn data available, are included in this report. The remaining indicators have targets which can only be assessed after the year end or have no target and are for monitoring purposes only.
- 3.3 Officers have assessed progress against these indicators and the actions included in the plans, making judgements based on progress to the 31 December 2011. Progress is categorised as: -

PI Target achieved or Action Completed
PI On track to achieve target or Action to be completed
PI /Action Progress acceptable
PI /Action Intervention Required
PI Target not achieved or Action not Completed

- 3.4 The Corporate Plan addresses the key priorities and issues facing the Council, and includes an action plan that draws the key actions and performance indicators from the Council's three Departmental Plans. The Corporate Plan 2011/12 action plan includes 59 actions and 32 performance indicators.
- 3.5 Charts 1 and 2 below summarises officers' assessments of the Corporate Plan actions and indicators that have targets **and** are measurable throughout the year, including annually collected indicators with 2011/12 outturns available. As at 31 December 2011, the position was a positive one, with: -
- 55 actions (93%) have already been completed or assessed as being on target to be achieved by their scheduled completion date
 - 19 indicators (59%) have already achieved their year end target or been assessed as being on track to do so
 - 1 action (2%) and 7 PIs (22%) have been assessed as having made acceptable progress
 - The remaining 3 actions (5%) and 6 PIs (19%) have been assessed as requiring intervention, having not achieved target or no longer being possible to complete (1 action). Further information relating to these actions and indicators can be found later in the report – see 4.4, 5.3, 5.4 and 5.6.

Chart 1: Corporate Plan Overall Action Progress – to 31 December 2011

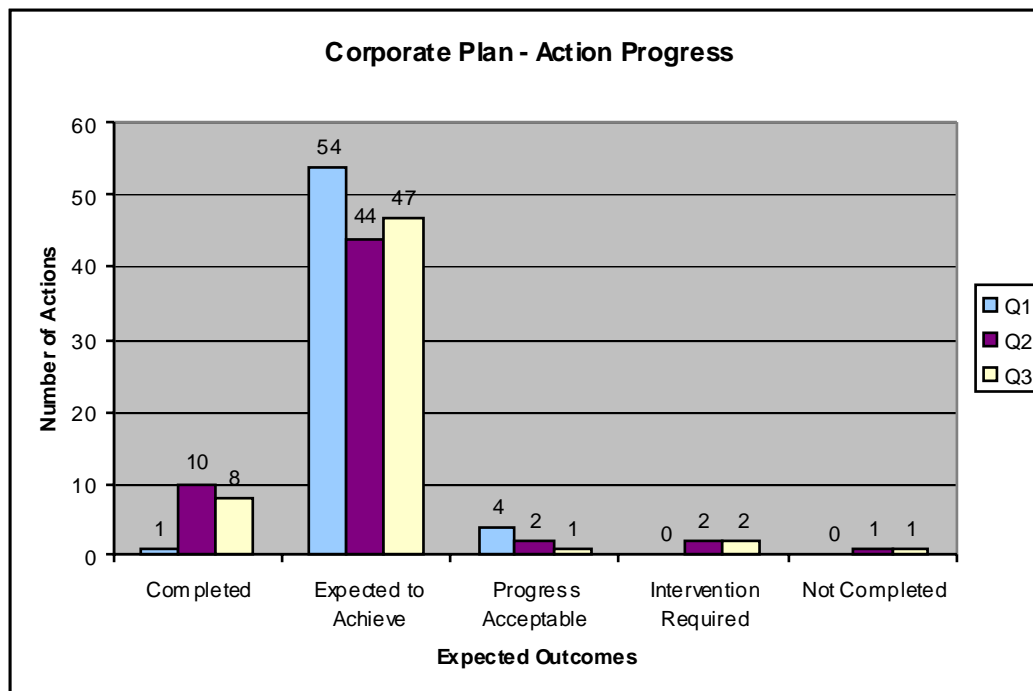
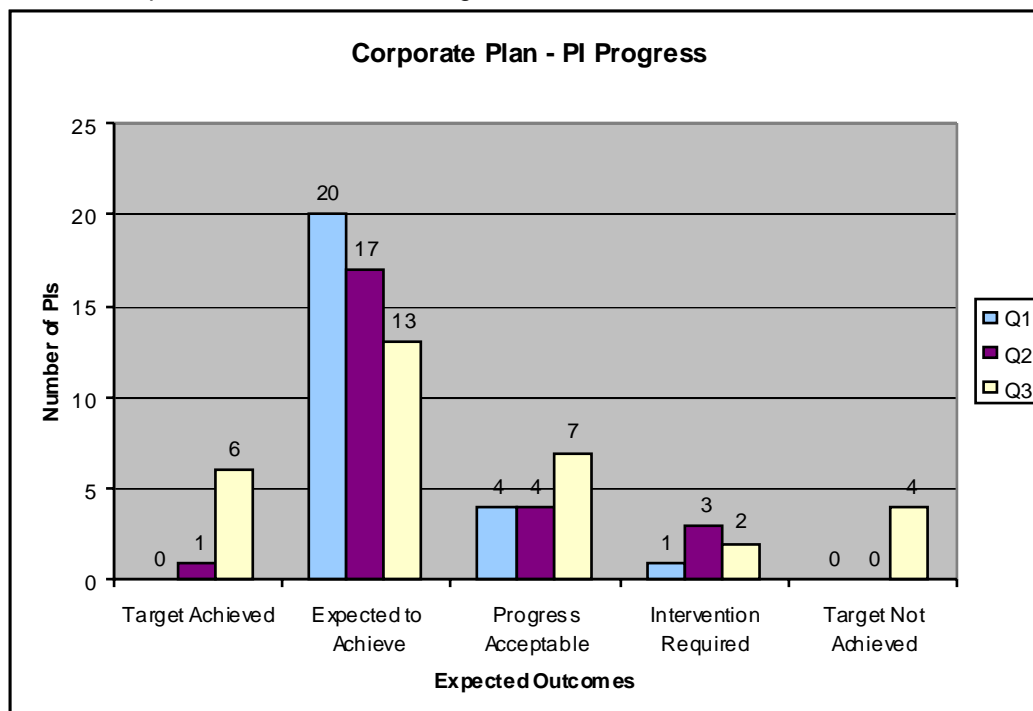


Chart 2: Corporate Plan Overall PI Progress – to 31 December 2011



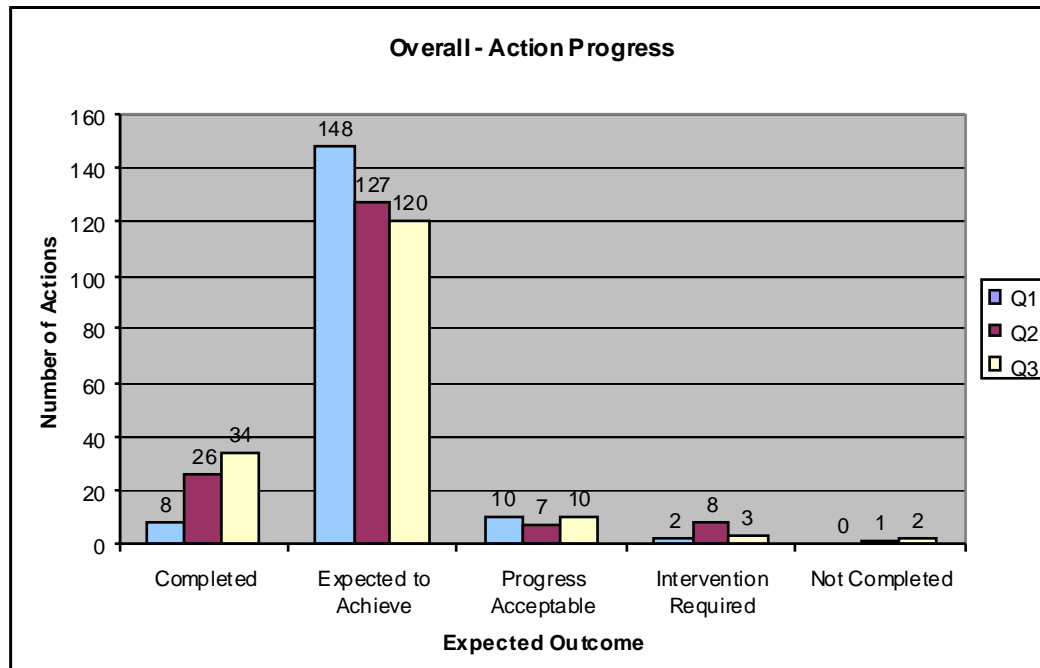
3.6 As previously stated (in paras 3.1 and 3.2) the three departmental plans include 169 actions and 64 performance indicators that can be monitored on a quarterly basis or already have 2011/12 outturns available. Progress is illustrated in Charts 3 and 4.

- Across all 3 Departmental Plans progress is good,
- Over 91% of actions have already been completed or are expected to be achieved; and

- Over 73% of PIs either having already reached their targets or are expected to do so.

3.7 Of the 169 actions, 6% (10 actions) have been assessed as having made acceptable progress (an increase from 7 actions in quarter 2), with the remaining 5 actions (3%) having been assessed as requiring intervention or marked as no longer being possible to complete – down from 9 actions in quarter 2. More details on these 5 actions are included later in the report, in the relevant departmental plan sections.

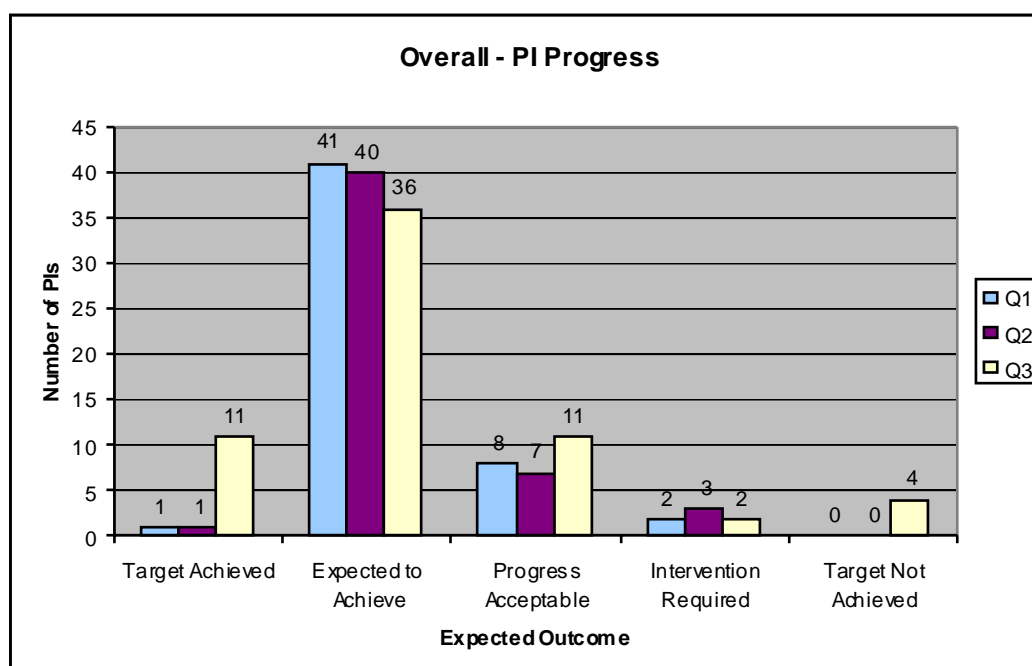
Chart 3: Department Plans Overall Action Progress for period to 31 Dec 2011



3.8 Chart 3, above, also shows that the number of actions completed has increased from 26 at the end of quarter 2 to 34 at the end of quarter 3. This has contributed to the fall in those actions expected to be completed on time from 127 to 120 over the same period.

3.9 Chart 4, detailing the progress made for PIs shows that 58 indicators (91%) have been assessed as having already achieved target, being on track to do so or having made acceptable progress. The remaining 6 indicators have been flagged as requiring intervention or having not achieved target. As with the actions, these indicators are shown later in the report.

Chart 4: Department Plans Overall PI Progress for period to 31 December 2011



3.10 There were 87 risks identified across the Council. These are now being managed in accordance with the Council's Risk Management Framework agreed by Performance Portfolio Holder on 23 March 2011. This splits risks into Actively Managed Risks: those where additional control measures are being pursued or need highlighting and monitoring through senior managers and elected member and Accepted Risks: those risks that have been identified by departments as under control. Accepted risks continue to be monitored by individual departments to ensure the risk is kept at an acceptable level. Sections 4.6, 5.9 and 6.6 of this report provide an update about progress on all Actively Managed Risks.

DEPARTMENTAL PERFORMANCE MONITORING

4 Child and Adult Service Department Plan 2011/12

4.1 The Child and Adult Departmental Plan contributes to 11 outcomes, spread across 6 themes:

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

Following the recent reorganisation of the Council's Cabinet the work of the department cuts across the remit of 5 Portfolio Holders:

- Adult and Public Health
- Children's Services

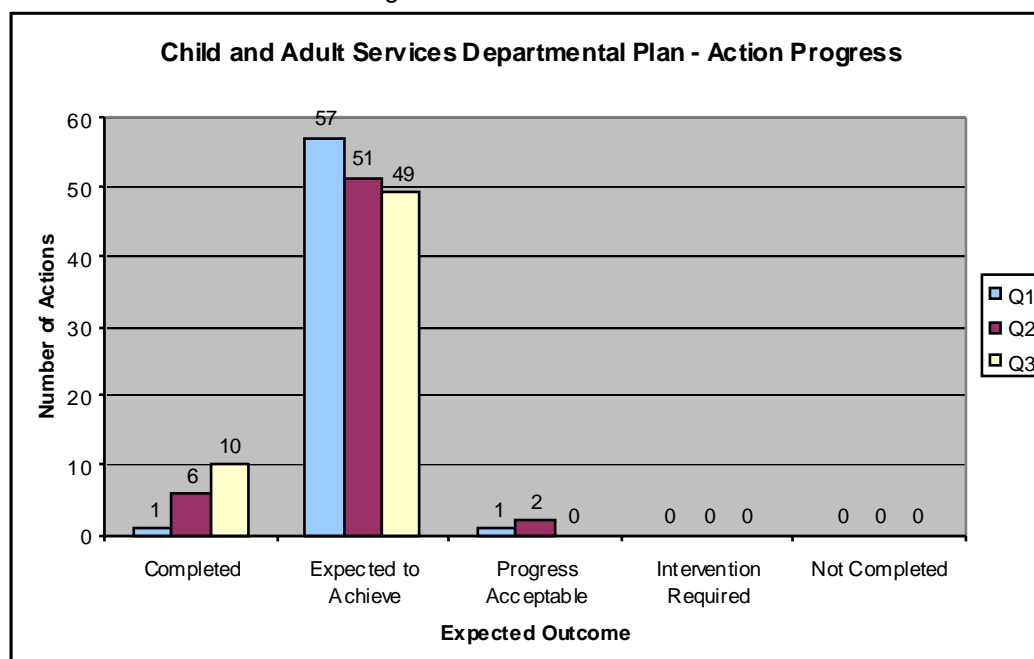
- Culture, Leisure and Tourism
- Community Safety and Planning
- Regeneration and Economic Development

Included in the departmental plans were 59 actions and 87 performance indicators spread across the 6 outcomes, together with 17 risks from the Council's Risk Registers.

Actions

- 4.2 As can be seen in the chart below, overall progress is good with all 59 actions already having been completed or assessed as being on target to be achieved by their scheduled completion date.

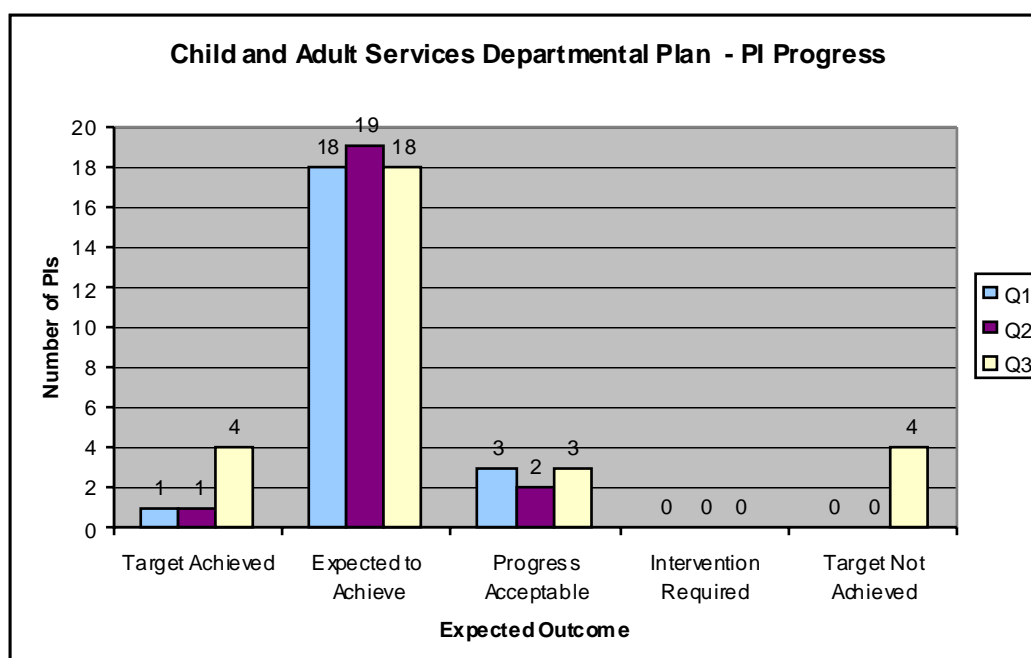
Chart 5: CAD Overall Action Progress – to 31 December 2011.



Performance Indicators

- 4.3 Chart 6, below, summarises officers' assessments of the 22 Performance Indicators that have targets **and** are measurable throughout the year, and the 7 annual indicators with outturns available. As at 31 December 2011, the position was a positive one, with 25 indicators (86%) either having already achieved year end target, having been assessed as being expected to achieve year end target or having had made acceptable progress. The remaining 4 indicators (14%) are all annual indicators that have not achieved their target.

Chart 6: CAD Targeted Performance Indicators - Progress to 31 December 2011.



A further 58 indicators have targets which can only be assessed at the year end or are for monitoring purposes only.

4.4 The four indicators that have not achieved target are shown in more detail below: -

Outcome: 05 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				
Ref	Indicator	2011/12 Outturn	Year End Target	Note
NI 73	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2	77.0%	82.0%	In 2011, 77% was achieved against a target of 82%. Although the target was not met the results for 2011 had improved against tests taken in 2009, Hartlepool was above the national average figure of 74% (data taken from DfE performance tables)
NI 75	Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths	56.1%	57.1%	In 2011 56.4% was achieved against a target of 57.1%. Although the target was not met the year on year value continues to improve. Hartlepool's 56.4% can be compared to the national figure of 58.9%
NI 93	Percentage of pupils progressing by 2 levels in English	88.0%	94.0%	In 2011, 88% was achieved against an unrealistic target of

Outcome: 05 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				
Ref	Indicator	2011/12 Outturn	Year End Target	Note
	between Key Stage 1 and Key Stage 2			94%. Although the target was not met the results for 2011 had improved significantly against tests taken in 2009, Hartlepool was substantially above the national average figure of 84% (data taken from DfE performance tables)
NI 94	Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2	85.0%	92.0%	In 2011, 85% was achieved against an unrealistic target of 92%. Although the target was not met Hartlepool was higher than the national average figure of 83% (data taken from DfE performance tables)

Summary of Performance by Portfolio

4.5 The tables below provide a summary of progress against actions and performance indicators by portfolio.

Table 1: CAD Overall Action Progress – to 31 December 2011.

Portfolio	Completed	Expected to Achieve	Progress Acceptable	Intervention Required	Not Completed
Adult & Public Health	3	14	0	0	0
Children's Services	3	20	0	0	0
Culture, Leisure and Tourism	1	7	0	0	0
Regeneration and Economic Development	0	3	0	0	0
Community Safety and Planning	3	5	0	0	0
Total	10	49	0	0	0

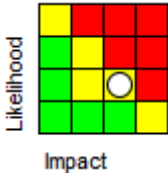
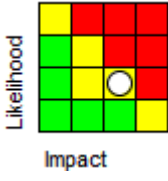
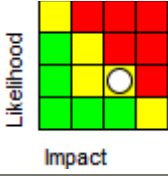
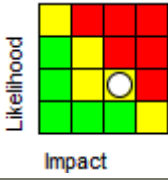
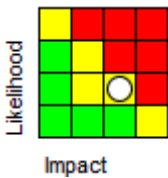
Table 2: CAD Performance Indicator progress to 31 December 2011

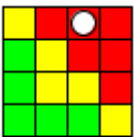
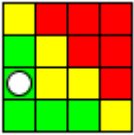
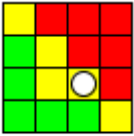
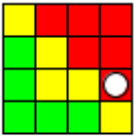
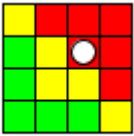
Portfolio	Completed	Expected to Achieve	Progress Acceptable	Intervention Required	Not Completed
Adult & Public Health	0	13	2	0	0
Children's Services	2	2	1	0	4

Culture, Leisure and Tourism	2	3	0	0	0
Regeneration and Economic Development	0	0	0	0	0
Community Safety and Planning	0	0	0	0	0
Total	4	18	3	0	4

Risk Registers

4.6 There are 7 risks on the Accepted Risk Register within the Child and Adult Department and a further 10 on the Actively Managed Risk. The table below provides a summary of the position of the risks on the Actively Managed Risk Registers along with details as to what action is being taken with regards to these risks.

Code	Title	Current Risk Matrix	Latest Note
CAD R001	Service issue as a result of insufficient budget allocation or changes in national funding/grants (Actively Managed)		2012/13 savings for adult social care have been identified and approved through the Service Review process, and are expected to be achieved with minimal impact on frontline services. Exit strategies are in place for short term funding, and non recurrent funding from health will assist with management of in year pressures.
CAD R002	Increased demand on services due to demographic pressures and current economic climate (Actively Managed)		Despite demographic pressures relating to an ageing population and increasing prevalence of dementia, investment in reablement and preventative services is supporting effective demand management, although increasing complexity of cases is creating pressure within operational teams. There is potential for this risk to become more likely if short term health funding is not maintained.
CAD R003	Failure to provide statutory services to safeguard children & vulnerable adults and protect their well-being. (Actively Managed)		No change to risk score. Service continues to implement previously detailed management and quality assurance arrangements to manage risk.
CAD R004	An increase in the number of schools falling below Performance Achievement Standard (Actively Managed)		3 primary schools are currently below the DfE floor standard - 2011. All schools receiving LA support, including LA reviewers to provide a baseline on standards and quality of Teaching & Learning.
CAD R005	Failure to meet the statutory duties and requirements vested within the Child and Adult Services department (Actively Managed)		No change to risk status - internal controls being maintained.

Code	Title	Current Risk Matrix	Latest Note
CAD R006	Alcohol investment does not enable the provision of sufficient services to meet the increased level of need. (Actively Managed)		Total Place exercise across all organisations planned for Q3/Q4 to analyse and determine business case for alcohol investment. Discussions with transition GP Consortia re commissioning intentions ongoing.
CAD R007	Adverse publicity and community tension (e.g. in regard to reintegration of drug users,/offenders back into community, drug related deaths, establishing community services/Pharmacist) (Actively Managed)		Ongoing programme of campaigns and positive press articles. Targeted work in communities
CAD R008	Damage / Disruption due to violence to staff, health & safety incidents or poor working conditions (Actively Managed)		Violence to staff procedures and guidance have been reviewed corporately and are with the trade unions for approval. Training is ongoing via the H&S wellbeing team. The VAS group meet on a monthly basis to review EPR entries. All teams have procedures in place for out of office and out of hours working, the lone working policy currently being reviewed by out of office H&S meeting.
CAD R009	Failure to plan future needs and be able to respond to market pressures. (Actively Managed)		Pressure on placement is being managed through the commissioned placement panel. Tees valley Children's Commissioners Group under direction of Directors of Children's Services is developing sub regional arrangements to increase sufficiency in relation to placements for children.
CAD R011	Failure to work in effective partnerships with NHS, including risk of cost shunting. (Actively Managed)		While effective partnership working continues in relation to issues such as reablement and early intervention, and good relationships are being built and maintained in some areas, issues in relation to Continuing Health Care funding are escalating in both children's services and adult services and beginning to have an adverse impact on budgets.

4.7 For the period up to 31 December 2011 the Child and Adult Services Department have identified a number of achievements and issues including:

-

- The percentage of 17 year olds in learning is 90.63%. This continues to represent good progress towards full participation following the national withdrawal of an automatic entitlement to Education Maintenance Allowance for young people wishing to stay on in learning
- The mid year review of the substance misuse service by the National Treatment Agency was extremely positive. The pathway continues to be effective and will be duplicated when the service is recommissioned. The Tender document for the service has been published and the commissioning process is well on the way. The

screening tool has been tested and is in the final stages before implementation

- Increased pool opening times during school holidays allowing greater swimming usage. Increased availability / times / days for Hartlepool Swimming Club
- Have agreed with Hartlepool Mail to be involved in the '2012 race for Fitness Campaign' which means Sport and Recreation will have at least one article a week in the public domain leading up to the Olympics. This will increase public awareness of the amount of opportunities available
- Unfortunately the negative publicity of increasing student fees has had an impact on young people from the North East progressing to higher education. Applicants from this area have dropped more than any other area across the country. Previously the applications from young people who live in families with lower income were very high from the North East and in particular Hartlepool, which had seen a rise in applications over the last 5 years. Data on applications will not be available until September 2012
- The Centre for Independent Living has been operational since April 2011 and has brought together a range of user led organisations and a trusted assessor facility. Meeting and training rooms are well used and are generating income. Further capital investment has been agreed to replace windows and refurbish the remainder of the building and to replace the kitchen, allowing for further development of catering opportunities.
- The Cardiovascular Primary Prevention programme continues to be delivered in all Hartlepool practices. There were issues relating to the recording of data in some practices, however, the primary care engagement nurse has been working with individual practices to resolve this. In addition, the engagement nurse is planning to undertake checks in the community to ensure we reach local people and consequently reduce inequalities.
- Online membership form agreed with CICT. Implementation requirements identified and being progressed. Terms and conditions to be agreed.
- New athletes have signed up to the Olympic Legacy programme including Amy Campbell (ice hockey player) and Jasmin Langley (Hartlepool Wadokai). The aim is to complete the photography element of the project by March at the latest and host a launch event in Middleton Grange shopping centre
- The Alcohol Structured Intervention (ASI) is now working with the 3rd cohort of offenders. Referral pathways are clear, staff in the criminal justice system are referring into the project without prompt and communication about offenders subject to the intervention is free flowing between ASI workers and other professionals working with the offender. There has been a review of the impact of ASI on the first cohort (completed by the Criminal Justice Integrated Team data manager, this review highlighted that there was a 63% completion rate and all offenders completing the programme had reduced their AUDIT score (indicating reduced levels of problematic alcohol use).

- To date campaigns have been held around: National Depression Week, Mental Health Action Week, Carer's Week, International Day Against Drug Abuse and Illicit Trafficking, Minimum Pricing Campaign, World Hepatitis Day & Fresher's Week. Specifically in the last quarter the following campaigns have taken place and have been a huge success. World Mental Health Day – Oct 2011, Substance Misuse Week to include Alcohol Awareness Week & National Tackling Drugs Week – Nov 2011, World Aids Day – Dec 2011, Christmas Staying Safe Harm Reduction Campaign – Dec 2011 and The 'It Could Be You' Campaign Recovery & Moving on from Substance Misuse Treatment that will continue from the Christmas events into Jan & Feb 2012.

5 Regeneration and Neighbourhoods Department Plan 2011/12

5.1 The Regeneration and Neighbourhoods Departmental Plan contributes to 20 outcomes, spread across 8 themes:

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

Following the recent reorganisation of the Council's Cabinet the work of the department cuts across the remit of 8 Portfolio Holders:

- Regeneration and Economic Development Portfolio
- Finance and Procurement Portfolio
- Community Safety and Planning Portfolio
- Culture, Leisure and Tourism Portfolio
- Adult and Public Health Portfolio
- Transport and Neighbourhoods Portfolio
- Housing and Transition Portfolio
- Children's Services

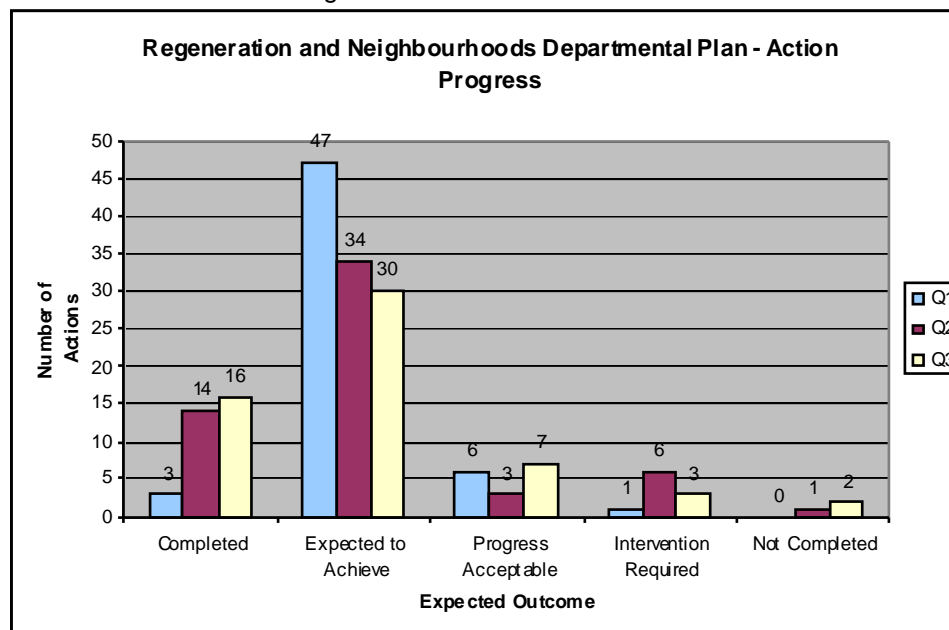
Included in the departmental plans were 58 actions and 43 performance indicators spread across the 20 outcomes, together with 33 risks from the Council's Risk Registers.

Actions

5.2 As can be seen in the chart below, overall progress is good with 53 actions (91%) have already been completed, being assessed as being on target to be achieved by their scheduled target date, or having made acceptable progress – an increase from 51 actions in quarter 2. The remaining 5

indicators (9%) have been flagged up as requiring intervention or not being achieved – down from 7 actions at the end of quarter 2.

Chart 7: Overall Action Progress – to 31 December 2011.



- 5.3 The 3 actions that were flagged as requiring intervention are described below in more detail. All actions have a proposed new date and Cabinet is asked to agree to the revised completion dates.

Outcome: 05 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			
Ref	Action	Due Date	Note
RND11/12-LL01	Through Hartlepool skills partnership, produce new skills strategy and action plan	31-Dec-2011	DATE CHANGE REQUEST The new skills strategy and action plan is being incorporated into the Economic Development Strategy, with a target completion of February 2012 (see JE14 - below).
Outcome: 25 Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels			
Ref	Action	Due Date	Note
RND11/12-JE14	Produce a new Hartlepool economic regeneration strategy	31-Oct-2011	DATE CHANGE REQUEST It has not been possible to produce the new Economic Development Strategy as

			planned due to the need for further consultation work with partners. With the creation of a new Economic Regeneration Forum it is intended to dovetail this strategy with the Forum and include it in the inaugural meeting. It is expected that this additional work will have been completed by the end of February and the action therefore concluded. It is requested that approval be given to revise the due date for this action to 29th February 2012.
Outcome: 26 Key public buildings and spaces are improved to reflect Hartlepool's economic ambition			
Ref	Action	Due Date	Note
RND11/12-JE18	Implement 5 targeted environmental improvements to key sites within the Southern Business Zone undertaken by Environmental Task Force	30-Nov-2011	DATE CHANGE REQUEST from 30 November 2011 to 31 March 2012 - Reason: Delays in getting applications in from businesses for approval.

- 5.4 There are two actions remaining that were flagged up as 'not completed'. One of these was reported to Cabinet on 21 November 2011 and it was agreed that no further updates would be provided. The remaining action that can no longer be completed is detailed below, and Cabinet is asked to agree that this action is removed from the Departmental Plan and not included in future reports.

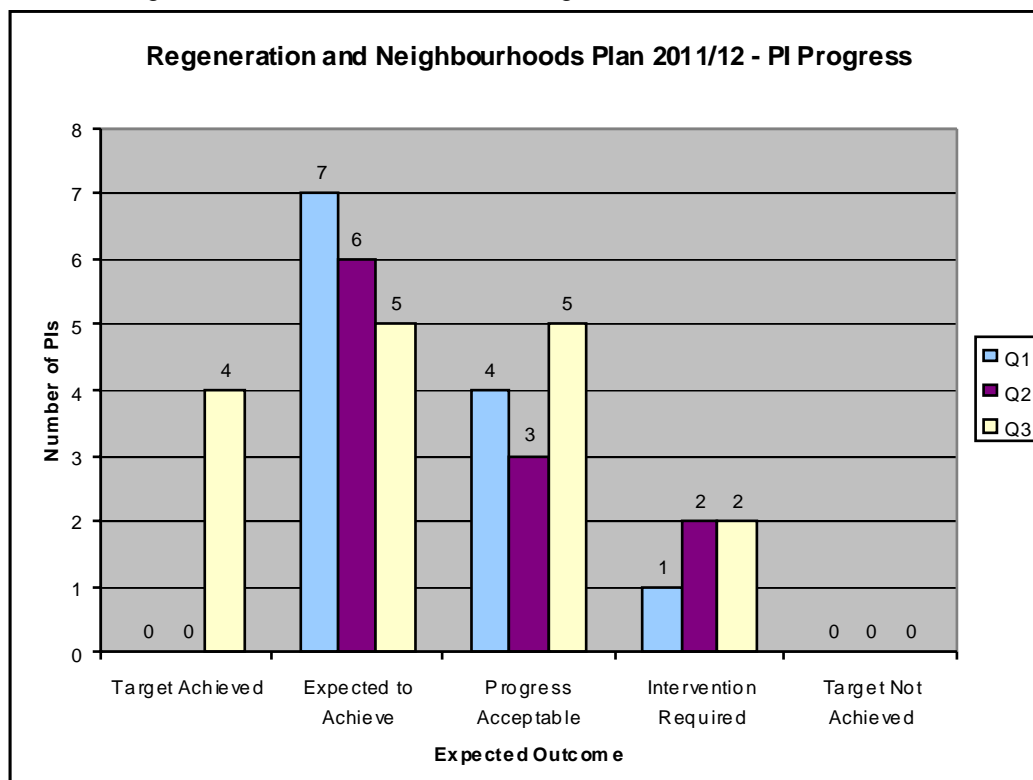
Outcome: 23 Local people have a greater voice and influence over local decision making and the delivery of services			
Ref	Action	Due Date	Note
RND11/12-SC03	Prepare the 2012/13 Compact Action Plan with partners	31-Mar-2012	It has been agreed at Cabinet on the 21st November 2011 that the Compact and the Voluntary Sector Strategies are combined. This combined strategy is currently being produced with an expected completion date of May 2012. Once complete an

			associated Action Plan will be developed. A revised Action for the completion of these strategies has been incorporated into the Regeneration & Neighbourhoods Draft Departmental Plan for 2012/13.
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Performance Indicators

5.5 Chart 8, below, summarises officers' assessments of the 11 Performance Indicators that have targets **and** are measurable throughout the year, and the 5 annual indicators with outturn data available. It can be seen that, as at 31 December 2011, the position was a positive one, with 14 indicators (88%) having already achieved target, been assessed as being expected to achieve year end target or having had made acceptable progress – up from 82% of indicators at the end of quarter 2. The remaining 2 indicators have been flagged up as requiring intervention, and further information is provided below.

Chart 8: Targeted Performance Indicators - Progress to 31 December 2011.



5.6 The 2 indicators that have been assessed as requiring intervention are detailed below: -

Outcome: 08 Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle				
Ref	Indicator	Q3 Outturn	Year End Target	Note
NI 52a	Percentage uptake up of school meals - Primary Schools	57.4%	61.0%	Take up is currently showing an increase and hopefully this upward trend will continue in the next quarter. Although this take up has increased this is mostly due to the increase in free school meals rather than paid pupils.
Outcome: 18 Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects				
Ref	Indicator	2011/12 Outturn	Year End Target	Note
NI 185	Percentage CO2 reduction from local authority operations	-0.4%	7.0%	Work continues to reduce the Council's CO2 emissions with various projects including the installation of voltage optimisation units in Council buildings. Consideration is being given to funding options for energy saving projects from the Salix energy efficiency loan schemes. Despite the progress made to date and future potential schemes the Council is not going to achieve its aspirational target of a 35% reduction over a 5 year period, due in part to the removal of the Building Schools for the Future Programme, which was to have made significant contribution to the reductions.

5.7 A further 27 indicators have targets which can only be assessed at the year end or are for monitoring purposes only.

Summary of Performance by Portfolio

5.8 The tables below summarise progress against actions and performance indicators by portfolio.

Table 3: RND Overall Action Progress – to 31 December 2011.

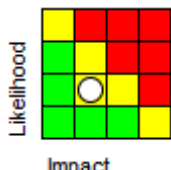
Portfolio	Completed	Expected to Achieve	Progress Acceptable	Intervention Required	Not Completed
Regeneration & Economic Dev.	8	7	0	3	1
Finance and Procurement	2	3	0	0	0
Community Safety & Planning	1	5	5	0	0
Culture, Leisure and Tourism	1	2	1	0	0
Adult and Public Health	0	1	0	0	0
Transport and Neighbourhoods	1	9	1	0	1
Housing and Transition	3	3	0	0	0
Children's Services	0	0	0	0	0
Total	16	30	7	3	2





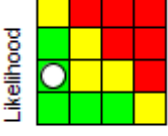




Table 4: Performance Indicator progress to 31 December 2011

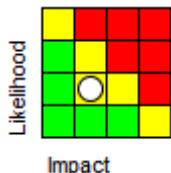
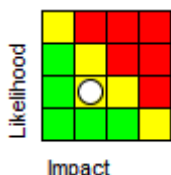
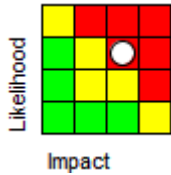



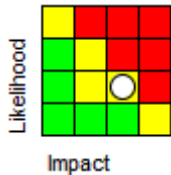
Portfolio	Completed	Expected to Achieve	Progress Acceptable	Intervention Required	Not Completed
Regeneration & Economic Dev.	No performance indicators to be monitored on a quarterly basis				
Finance and Procurement	No performance indicators to be monitored on a quarterly basis				
Community Safety & Planning	0	0	2	0	0
Culture, Leisure and Tourism	1	0	1	0	0
Adult and Public Health	No performance indicators to be monitored on a quarterly basis				
Transport and Neighbourhoods	2	4	1	1	0
Housing and Transition	1	1	0	0	0
Children's Services	0	0	1	1	0
Total	4	5	5	2	0

Risk Registers

5.9 There are 16 risks on the Accepted Risk Register within the Regeneration and Neighbourhoods Department and a further 17 on the Actively Managed Risk. The table below provides a summary of the position of the risks on the Actively Managed Risk Registers along with details as to what action is being taken with regards to these risks.

Code	Title	Current Risk Matrix	Latest Note
RND R015	Failure to secure funding for delivery of empty homes strategy (Actively Managed)		Housing Hartlepool has been allocated funding for empty homes in Dec 2011, Central Government have also announced further funding opportunities for funding so the risk of not being able to achieve improvements in this area has

Code	Title	Current Risk Matrix	Latest Note
			decreased.
RND R051	Failure to comply with DDA legislation in Council buildings (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	Awaiting Capital bid for 2012/2013
RND R052	Council liability for RTA related accidents resulting from employees driving whilst on council business (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	Review being administered in line with corporate driving licence checks.
RND R053	Failure to effectively implement selective licensing (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	This process is being actively managed by fortnightly action plan meetings and reviews
RND R054	Failure to maintain highway infrastructure to acceptable standard resulting in additional cost implications through insurance claims (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	No change at present.
RND R055	Failure to provide an effective transport infrastructure for disabled people (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	Although the service discontinued in April 2010 a programme of dropped crossings and low-floor bus infrastructure installation continues.
RND R056	Failure of service providers to focus resources on neighbourhood renewal areas (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	The Council has a Neighbourhood Management and Engagement Strategy which brings in all partners who work together to address the Neighbourhood Renewal Areas. We also have Neighbourhood Action Forums which discuss these issues at a local level.
RND R057	Reduction in funding for Housing Investment (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	Funding announcements have been made and Hartlepool have been awarded funding for the next 3 years via Registered Providers Housing Hartlepool and Endeavour HA, plus Developers Dunelm.
RND R059	Failure to provide a 'sound' Planning Policy Framework leading to a lack of clear planning guidance (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	draft Core Strategy Publication document has been produced and will be reported to Cabinet in January. On track to achieve adoption on Core Strategy in autumn 2012. Meanwhile Local Plan 'saved policies' remain in place.
RND R060	Failure to deliver current regeneration programmes (Actively Managed)	 <p>Likelihood</p> <p>Impact</p>	Significant reduction in availability external public grant aid has required the Council to look at alternative methods of delivering regeneration. The establishment of a partnership with a private developer will help deliver regeneration schemes at Seaton Carew. Regeneration of town centre is being affected by lack of available funding

Code	Title	Current Risk Matrix	Latest Note
			for investment in major public realm improvements, but potential funding is being explored for town centre business incubation units and a granted programme to support improvement to business premises is in place. Completion of the Economic Regeneration Strategy will help focus future priorities.
RND R061	Inability to meet very high levels of local housing needs including affordable housing (Actively Managed)		Risk has decreased due to the numbers of allocation being made to Band 4 waiting list applicants over the last 2 years and the number of units of affordable housing provided in the past 3 years and due to be provided in the next 3 years
RND R062	Effective delivery of housing market renewal affected by external decisions and funding (Actively Managed)		HBC have been successful in getting an allocation of funding from DCLG for HMR T for to complete Carr/Hopps Area, this needs match funding from HBC, report going to Council Feb 2012 and Cabinet March 2012
RND R063	Lack of resources to maintain building stock (Actively Managed)		Capital bid made for 2012/2013. likelihood is an overall reduction in funding and only on a contingency basis.
RND R064	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation (Actively Managed)		Implementation of the key strategy documents through the Council's Corporate Funding Team provides a dynamic process driving the performance & rationalisation of the Council's portfolio.
RND R079	Failure to meet the statutory requirements of the Regeneration and Neighbourhoods department (Actively Managed)		Ongoing monitoring of the requirements of potential legislative changes.
RND R080	Failure to monitor and maintain Council owned trees (Actively Managed)		An inspection programme of highways trees is in place, prioritising high traffic area. Where issues are identified remedial action is being taken to address the identified issue.
RND R081	Failure to provide sound planning advice / enforcement in relation to waste sites in the borough (Actively Managed)		Waste sites are complex planning issues, whilst advice is given in good faith, we do not have specialist planning officers who deal with these as their main element of work. Where necessary we do use consultants or Counsel on particular contentious planning issues, as an example Niramax. Monthly meetings to discuss problem sites occur and multi agency visits carried out, group working well albeit some issues can be protracted.

5.10 During the third quarter it was decided to deactivate a number of risks – 2 on the accepted risk register and 1 for the actively managed risk register.

The table below details these risks with an explanation as to why they are no longer required.

Code	Title	Reason for deactivation
RND R058	Continued support of partners in partnership activities (Actively Managed)	Much of the Council is now involved in partnership working or collaboration of some sort and the approach is firmly embedded in working practices. It is therefore felt that no specific risk in this regard needs to be highlighted.
RND R074	Inability to meet public demand for conservation area grants	This was a risk set up some years ago at the time new council funding was being given for conservation grants when it was recognised that the money identified would never be enough to satisfy all of the demands. However in the current climate it is felt that conservation grants no longer need to be singled out as a risk.
RND R082	Failure to determine planning applications without regard to the development plan and / or material planning considerations	The stated risk that applications are somehow determined without full regard to the development plan or that fundamental considerations are neglected is so low as to not be retained as a formal risk.

5.11 For the period up to 31 December 2011 the Regeneration and Neighbourhoods Department have identified a number of achievements and issues including: -

- Sustainable waste management practices and operations continue to be reviewed and developed with the team being able to exploit the current market for plastic and cardboard collected from the kerbside, bringing in considerable income to the Council
- Due to the withdrawal of Government funding to deliver an Eco-schools/Green flag programme to schools, the Council was left with no choice but to levy a charge for the continuation of the initiative, through the introduction of Service Level Agreements. Many schools have been reluctant to sign up to an SLA for the delivery of this programme, although we have successfully signed up 18 schools.
- Work continues to reduce the Council's CO2 emissions with various projects including the installation of voltage optimisations units in Council buildings. Consideration is being given to funding options for energy saving projects from the Salix energy efficiency loan schemes. Despite the progress made to date and future potential schemes the Council is not going to achieve its aspirational target of a 35% reduction over a 5 year period, due in part to the removal of the Building Schools for the Future programme, which was to have made a significant contribution to the reductions.
- Worksmart programme continues to be delivered to local businesses with 10 seminars delivered over the year on issues such as employment legislation
- A design and feasibility study for the former Crown House site has been completed with a report to be presented to the Regeneration Economic Development and Skills Portfolio in February 2012
- Enterprise week has been held during the last quarter incorporating Education – Business Link and highlighting future career opportunities
- The new skills strategy and action plan is being incorporated the Economic Development Strategy, with a target completion of February 2012
- Various programmes of work continue to be implemented to protect the health and well-being of people in Hartlepool. Complaints have been raised with both the Council and the Local Government Ombudsman in connection

with the former Steetley site which have all been found to have been satisfactorily addressed by the Council

- We have been undertaking a pilot of the e-quotation system to assess its suitability and effectiveness prior to launch. A wide number of areas from across the Council have taken part in the pilot and this has been invaluable in assessing the impact the system will have and also informing us as to the best method of roll-out. Roll-out is currently being planned with a target implementation date of 1st April 2012
- Draft standards for dealing with Anti-Social Behaviour have now been drafted and are awaiting approval, which is dependant on the outcome of consultation currently being undertaken with partners in connection with the ASBU complaints procedure.

6 Chief Executive's Department Performance Overview 2011/12

6.1 The Chief Executive's Departmental Plan contributes to 7 outcomes, spread across 2 themes:

- Jobs and the Economy
- Organisational Development

The work of the department cuts across the remit of 2 Portfolio Holders:

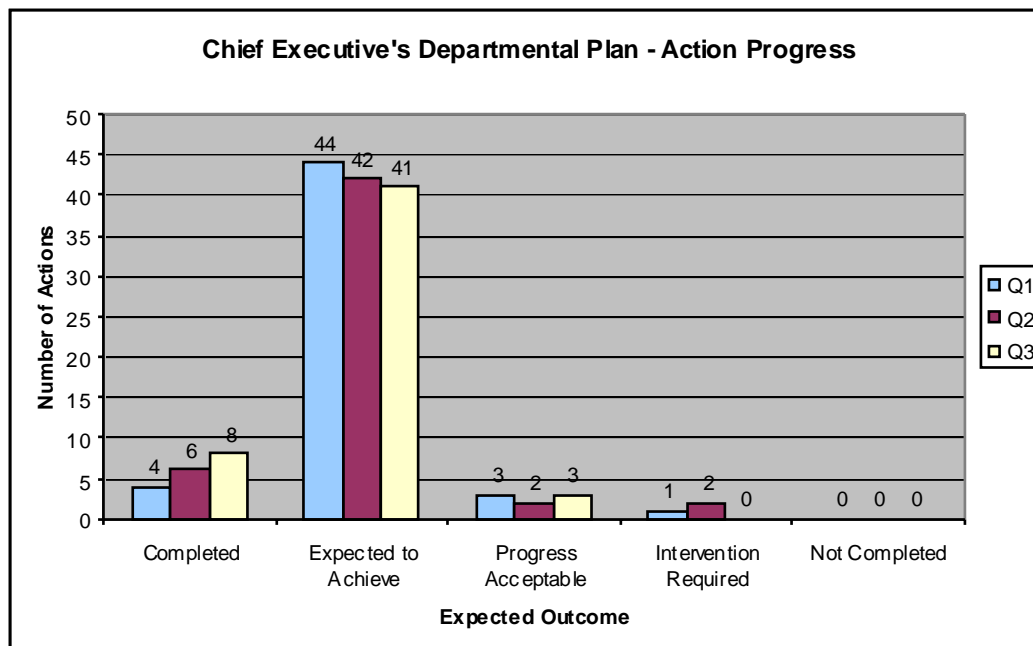
- Finance and Procurement
- Performance

Included in the departmental plan were 52 actions and 33 performance indicators spread across the 7 outcomes, together with 34 risks from the Council's Risk Registers.

Actions

6.2 As can be seen in the chart below, overall progress across the department shows that 8 actions (15%) have already been completed and a further 41 (79%) have been assessed as being on target to be achieved by their scheduled completion date, which when combined is a slight increase (1 action) as at the end of quarter 2. The remaining 3 actions (6%) (up from 2 in quarter 2) have made acceptable progress.

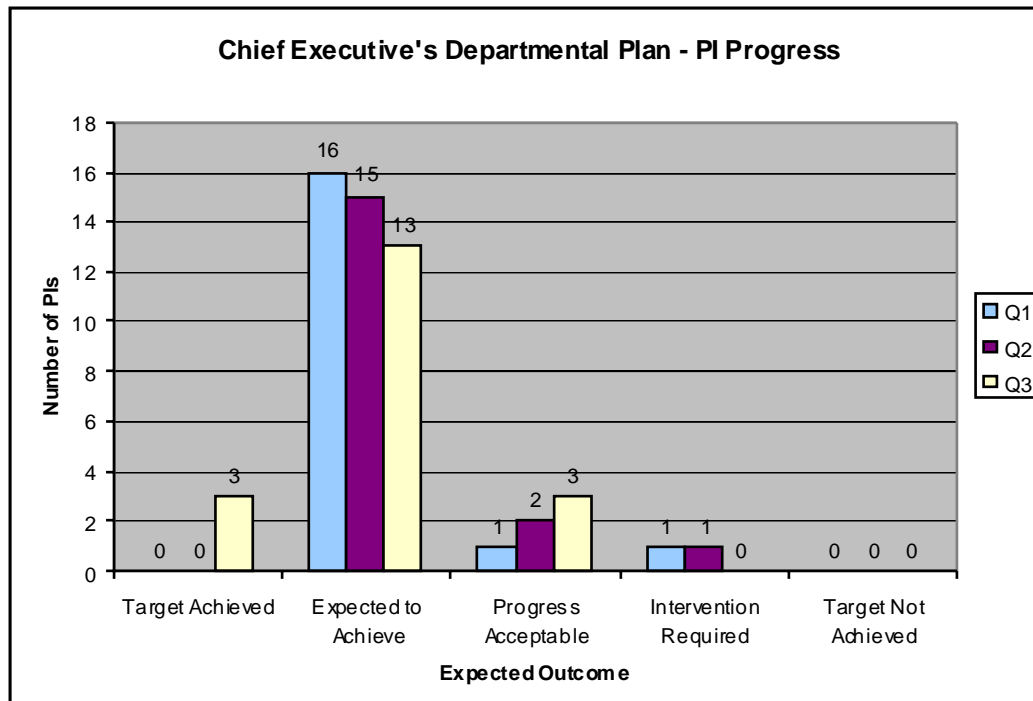
Chart 9: CED Overall Action Progress – to 31 December 2011.



Performance Indicators

6.3 Chart 10, below, summarises officers' assessments of the 18 Performance Indicators that have targets **and** are measurable throughout the year, plus 1 annual indicator with outturn information available. It can be seen that, as at 31 December 2011, the position was a positive one, with all 19 indicators either having achieved target, been assessed as being expected to achieve year end target or having had made acceptable progress.

Chart 10: CED Targeted Performance Indicators - Progress to 31 December 2011.



6.4 A further 14 indicators have targets which can only be assessed at the year end or are for monitoring purposes only.

Summary of Performance by Portfolio

6.5 The tables below summarise progress against actions and performance indicators by portfolio.

Table 5: CED Overall Action Progress – to 31 December 2011.

Portfolio	Completed	Expected to Achieve	Progress Acceptable	Intervention Required	Not Completed
Finance and Procurement	2	7*	1*	0	0
Performance	6	35*	3*	0	0
Total	8	41*	3	0	0

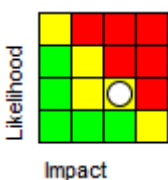
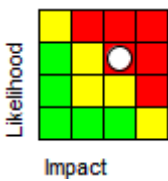
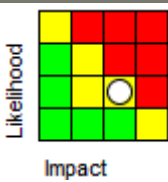
*Note totals include 2 actions that are reported in both Portfolios (1 Expected to Achieve and 1 Progress Acceptable)

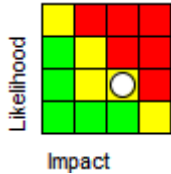
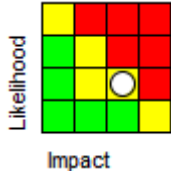
Table 6: Performance Indicator progress to 31 December 2011

Portfolio	Target Achieved	Expected to Achieve	Progress Acceptable	Intervention Required	Target Not Achieved
Finance and Procurement	0	1	0	0	0
Performance	3	12	3	0	0
Total	3	13	3	0	0

Risk Registers

6.6 There are 5 risks on the Accepted Risk Register within the Chief Executive's Department and a further 29 on the Actively Managed Risk. The table below provides a summary of the position of the risks on the Actively Managed Risk Registers along with details as to what action is being taken with regards to these risks.

Code	Title	Current Risk Matrix	Latest Note
CED R059	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims (Actively Managed)		Reviewed in light of Equality Act 2010 and action plan in progress. Working in close liaison with NE Regional Employees Organisation Equalities Officer group. Workforce data published as requested.
CED R088	Future and Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims (Actively Managed)		Legal Services continue to respond to arguments to remedies proposals and vigorously defend outstanding claims including 223 claims presented by the trade unions on behalf of their members
CED R089	Experiencing failure or lack of access to Critical ICT systems (Actively Managed)		The system arrangements are under review through service / contract meetings to ensure that adequate arrangements are in place.

Code	Title	Current Risk Matrix	Latest Note
CED R090	Failure to meet the statutory requirements of the Chief Executive's department (Actively Managed)		There is ongoing monitoring of the requirements of the potential legislative changes in respect of the Localism Bill, Open Public Services White Paper and finance and welfare reform consultations through Chief Executive's department management team in conjunction with responses to white papers and consultation documents through Cabinet and update reports as appropriate.
CED R091	Failure to have corporately adequate arrangements in place to manage and deliver the budget strategy and the BT programme (Actively Managed)		The programme and all the component elements have been completed and reported to cabinet and the savings levels required achieved

6.7 For the period up to 31 December 2011 the Chief Executive's Department have identified a number of achievements and issues including: -

- Illegal Money Lending Workshops successfully piloted at Civic Centre. Potential for further rollout at local priority community level Money skills event delivered and discussions ongoing with College regarding future activity programme
- Collection of National Non Domestic Rates is 1.65% up on same period in 2010/11. Target for full year is 97.8% and this is on target to be achieved.
- Housing/Council Tax Benefit performance was impacted in quarter 1 by the implementation of Free School Meals Administration and by the DWP Atlas Project. An improvement plan has been implemented and processing performance is improving month by month. New claims currently being processed in 13.9 days and changes in circumstances currently taking an average of 7.3 days.

7 RECOMMENDATION

7.1 Cabinet is asked to: -

- note the current position with regard to performance.
- agree the proposed date changes to the actions included in para. 5.3.
- agree to the removal of action RND11/12- SC03 as detailed in para. 5.4.
- agree to the removal of risks RND R058, RND R074 and RND R082 as detailed in para. 5.10.

8. CONTACT OFFICER

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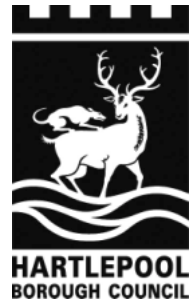
REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

FINAL REPORT
EMPLOYMENT AND TRAINING OPPORTUNITIES FOR
YOUNG PEOPLE AGED 19-25

MARCH 2011

SCRUTINY COORDINATING COMMITTEE

9 March 2012



Report of: Regeneration and Planning Scrutiny Forum

Subject: FINAL REPORT – EMPLOYMENT AND TRAINING OPPORTUNITIES FOR YOUNG PEOPLE AGED 19-25

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into Employment and Training Opportunities for Young People Aged 19-25.

2. SETTING THE SCENE

- 2.1 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 21 July 2011, Members determined their work programme for the 2011/12 Municipal Year. The issue of 'Employment and Training Opportunities for Young People Aged 19 to 25' was selected as the topic for consideration during the current Municipal Year.
- 2.2 Youth unemployment in Hartlepool continues to be above the regional and national average; Hartlepool 16.2%, North East 9.9% and Great Britain 7.5%. The percentage of young unemployed is 32% of the total unemployed in Hartlepool. The Government have introduced a range of measures under the 'Get Britain Working' Campaign to support the unemployed back into work, including specific measures for young people such as the Work Programme, the New Enterprise Allowance Scheme, Work Experience and Sector based academies.
- 2.3 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 1 September 2011, during the scoping of the investigation into 'Employment and Training Services for 19-25 Year Olds' Members agreed that the concept of 'Social Return on Investment' should also be explored as part of the Forum's investigation. In order not to impact on the main investigation, Members agreed that a focus group of the Regeneration and Planning Services Scrutiny Forum would be tasked with looking specifically

at the social return on investment of the Connexions service for 19-25 year olds, with the results being taken as evidence by the main scrutiny forum.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 The overall aim of the Scrutiny investigation was to explore and evaluate the issue of training and employment opportunities in Hartlepool for young people aged 19 to 25.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

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

- (a) To gain an understanding of the issue of training and employment opportunities for young people aged 19 to 25, with particular reference to the very vulnerable who fall in to this category;
- (b) To explore/evaluate the services currently provided in Hartlepool to young people aged 19 to 25, not in employment, education or training and the effectiveness of these services. To include details of:-
 - (i) services provided by the Local Authority (including 19+ Connexions services);
 - (ii) areas of partnership working and service provision;
 - (iii) transition arrangements for those moving from Connexions;
 - (iv) potential gaps in service provision.
- (c) To consider the views of the young unemployed in Hartlepool, those in training or who have successfully used services available, and also the views of local employers on the effectiveness of service provision;
- (d) To gain an understanding of the impact of current and future budget pressures, future funding streams and the potential development of local enterprise zones on the opportunities for employment and training open to this cohort of young people;
- (e) To explore and consider how support for young people aged 19 to 25 not in employment, education or training should be provided in the future (giving due regard to *term of reference (d)*).

5. MEMBERSHIP OF THE REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

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

Councillors Barclay, Cook, Cranney, Gibbon, Lawton, A Marshall, McKenna, Rogan and Turner.

Resident Representatives: Ted Jackson, Peter Joyce and John Maxwell

6. METHODS OF INVESTIGATION

6.1 Members of the Regeneration and Planning Services Scrutiny Forum met formally from 1 September 2011 to 2 February 2012 to discuss and receive evidence relating to this investigation. A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.

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

- (a) Detailed Officer presentations and reports supplemented by verbal evidence from the Employment Development Team, Integrated Youth Support Services and the Community Services Team;
- (b) Evidence from the Authority's Elected Mayor;
- (c) Presentations and verbal evidence received from representatives from Jobcentre Plus, Avanta, North Tees and Hartlepool NHS Foundation Trust, Hartlepool College of Further Education and Redcar and Cleveland Council;
- (d) The views of local residents, employers and young people who use services; and
- (e) The report of the Regeneration and Planning Services Scrutiny Forum Social Return on Investment Focus Group.

FINDINGS

7 ISSUES AFFECTING TRAINING AND EMPLOYMENT OPPORTUNITIES FOR YOUNG PEOPLE AGED 19 - 25 IN HARTLEPOOL

7.1 The Regeneration and Planning Services Scrutiny Forum met on 1 September 2011 where Members received detailed evidence from the Economic Development Manager and the Employment Development Officer from Hartlepool Council regarding:-

- the numbers of young people aged 19 – 25 in Hartlepool who are not in education, employment or training;
- local economic trends and factors that affect employment and training opportunities; and
- where Hartlepool sits in comparison to regional and nation figures.

Unemployment statistics and trends in Hartlepool

- 7.2 The Forum was informed that it was difficult to obtain exact figures for the 19-25 cohort as the 'Nomis' system, which is used to obtain such information, uses 16-24 and 18-24 categories. Members were advised of the following figures:-

Hartlepool Population

- Total = 91,300
- 18-24 year olds = 8,300

Unemployment (July 2011)

- Hartlepool = 7.1% (4,143 residents)
- North East = 5%
- Great Britain = 3.8%

Youth Unemployment (18-24 July 2011)

- Hartlepool = 16.2% (1350 residents, 930 male and 420 female)
- North East = 9.9%
- Great Britain = 7.5%

- 7.3 The Forum was provided with a table of 18-24 claimant rates between the years 2000 – 2011:-

Table 1 18-24 Claimant Rates

Year	Job Seekers Allowance	Job Seekers Allowance 6 months plus	Incapacity Benefit	Income Support	Employment Support Allowance
2000	890	175	450	900	-
2001	825	160	510	990	-
2002	840	165	470	950	-
2003	845	210	500	870	-
2004	695	100	490	860	-
2005	780	120	480	790	-
2006	870	175	440	760	-
2007	840	80	400	750	-
2008	895	115	400	790	-
2009	1190	170	290	780	70
2010	1095	260	190	760	130
2011	1350	345	130	720	180

- 7.4 Members queried the effect of the closure of the Garlands call centre on the figures but were advised that this did not show as a major trend due to the majority of staff finding alternative employment relatively quickly.

- 7.5 Members also noted the increase in those claiming job seekers allowance (JSA) in 2009 and a reduction of the number claiming incapacity benefit in the same year. Members were advised that the former was due to the downturn in the economy with the loss of a number of jobs, particularly in the retail sector, and the latter was due to changes in the benefits regime with a number of people being moved from incapacity benefit onto employment support allowance.
- 7.6 The Employment Development Officer advised Members that government policies meant that approximately 75% of incapacity benefit claimants nationally would be moved from disability benefit to more work focused benefits. The Employment Development Officer also highlighted the large number of young people on long term incapacity benefit, with 50 young people being on long term incapacity benefit for more than 5 years in 2011. Members recognised that technological advances meant that people were reaching adulthood who might not have previously, and that this would only increase.
- 7.7 The Forum was provided with statistics for 19-25 year old 'NEETS' (not in education, employment or training). These were as follows:-
- Activities of 19 year olds in January 2011 – Total Cohort = 1417
- Education Employment and Training (EET) Total = 890
 - NEET Group Total = 112
 - Not EET or NEET, i.e. in Custody Total = 2
 - Not known Total = 413
- Activities of 20-24 year olds with a statement of Special Educational Needs in January 2011 – Total Cohort = 155
- EET Total = 56
 - NEET Group Total = 32
 - Not EET or NEET Total = 2
 - Not known Total = 65
- 7.8 Members were also informed that 8.9% of 16-24 year olds in Hartlepool had no qualifications, compared to 9.3% in the North East and 9.6% countrywide.
- 7.9 The Forum noted that there were now 14 JSA claimants per unfilled vacancy advertised with Jobcentre Plus, compared to 4.5 claimants per vacancy in 2007. Members were advised that the majority of jobs advertised were unlikely to be permanent contracts. Members raised concerns that there was now competition from skilled workers applying for unskilled jobs, which would push unskilled workers even further from the jobs market.

Welfare Reforms

The Work Programme

- 7.10 The Forum learned that in May 2010 the Coalition Government published a 'Welfare to Work Agreement' to tackle worklessness and benefit dependency. From April 2011 Jobcentre plus has had the power to decide locally how and when to support claimants (it was noted that Jobcentre officers had a target of 92% of unemployed people being helped into work before programmes were needed). There are a range of methods of support available to unemployed people from day one of their new benefit claim, which include 'Get Britain Working Measures'.
- 7.11 The Forum noted that welfare to work reforms consisted of the following schemes:-

Mandatory Work Activity

- For all claimants on JSA minimum of 13 weeks who are borderline work ready.
- 4 week work placement within community organisations.

Work Experience Programme

- 18-24 year olds, up to 8 weeks work experience (voluntary basis).
- Contributions for travel (depending on circumstance).

Systems Training

- Funding for Forklift Truck, Health & Safety, Warehousing, etc
- JCP assist with travel.

Work Clubs

- Job search support with community or business settings.

Sector Based Work Academies

- Currently being developed for claimants to enter into job specific work academies.

- 7.12 Members commented that voluntary and community organisations were unlikely to be able to offer four week work placements as suggested, due to their own lack of staff.
- 7.13 The Employment Development Officer advised the Forum that the main welfare funded programme over the next five to seven years was the 'Work Programme' which replaced all other Department of Work and Pensions programmes including Flexible New Deal, Young Persons Guarantee and Pathways to Work. The two prime providers tasked with delivering these programmes in Hartlepool are Avanta and Ingeus (with Triage delivering on behalf of Ingeus in the Tees Valley sub region). It is anticipated that 2000 claimants will start on the Work Programme each year in Hartlepool.

- 7.14 The Forum noted that there were several different ways claimants could enter the work programme, these were detailed as follows:-

Table 2: Work Programme Eligibility

<u>Customer Group</u>	<u>Time for Referral</u>	<u>Referral Type</u>
JSA claimants aged 25+	From 12 months	Mandatory
JSA claimants aged 18-24	From 9 months	Mandatory
JSA claimants recently moved from IB	From 3 months	Mandatory
JSA claimants seriously disadvantaged in labour market	From 3 months	Mandatory or Voluntary depending on circumstance
All ESA claimants	At any time	Voluntary
ESA (income related) claimants placed in Work Related Activity Group	When claimants are expected to be fit for work within 3 months	Mandatory
All IS and IB claimants	At any time	Voluntary

Other Provision

Adult Skills Funding

- 7.15 The Forum was advised that there were a number of initiatives being developed nationally as a result of the 'Skills for Growth' paper published in 2010 by the Department for Business, Innovation and Skills. These include:-
- Expanding the number of adult apprenticeships by 75,000 by 2014-15;
 - Fully funding training for adults aged 19-24 undertaking first full level 2 or 3;
 - Fully funding basic skills courses for individuals who left school without basic reading, writing and mathematics;
 - Government backed further education loans from 2013-14 for learners aged 24+ undertaking qualifications at level 3 or above;
 - Initiating the growth and innovation fund - up to £50 million of government investment a year to support employer-led initiatives;
 - Replacing Train to Gain with Small to Medium Sized Enterprises focused offer to help small employers train low-skilled staff.
- 7.16 Members were also advised that government reforms mean employers will have to fully fund their employees training dependant on the level of qualification, there will be a fifty percent contribution by employers for apprenticeships for those aged 19+ and adults will have to privately fund higher skills qualifications.

Connexions

- 7.17 The Forum learned that the Connexions service provided support, advice and guidance to young people aged 13-19 (or up to 25 for those with learning difficulties/disabilities) who are not in education employment or training (NEET) or at the risk of becoming NEET.
- 7.18 The service promoted effective participation in education or training for young people and has facilities such as a 'one stop shop' where young people and their parents can go for information, advice or guidance on careers and volunteering opportunities.

Statutory Responsibilities

- 7.19 The Forum noted that Hartlepool Borough Council has a number of areas in which it is required to provide services to support young people into training and employment, these include care leavers and those with special educational needs.
- 7.20 The Council supports looked after children aged 16+ into employment or training and those who are 18+ care leavers to move into independent living including a leaving care grant up to £1500. Care leavers are provided with support up to age 24 if they are in education, otherwise they are supported up to the age of 21.
- 7.21 Members learned that Adult Services provide a number of different support services. At the age of 14 a transitions pathway is developed to support young people with special educational needs (SEN) to move from Child to Adult Services. At the age of 18 an eligibility assessment is undertaken to move the young person into Adult Services. A facts criteria assessment of needs is carried out to determine the level of support the young person requires, this is identified as low, moderate, substantial or critical. The Council has a duty of care to provide information advice and guidance to those with low to moderate needs.
- 7.22 Members heard that there were currently 47 young people aged 19-25 with a learning difficulty (SEN) accessing Adult Services, including supported employment service for those with mental health issues, learning difficulties, disabilities and long term health conditions.
- 7.23 Each eligible young person has a personalised budget at age 18 to 'buy' services which can contribute towards the provision of a place at Catcote Futures for example. This is a bespoke programme offering life skills, independent living, social enterprise activity and employability skills delivered at Catcote School.

Tackling Youth Unemployment

- 7.24 The Forum was informed that following the 2007 Scrutiny Review of Youth Unemployment, a Youth Working Group had been established, and since

2007 over £6million of external funding had been secured to support NEET reduction activity. Members were advised that over 800 people had been helped into to work as a result of the funding.

- 7.25 Members were also advised that the new NEET project, 'Going Forward Together' will support 296 NEET young people between June 2011 and December 2013.

8 TYPES AND EFFECTIVENESS OF EMPLOYMENT AND TRAINING SERVICES CURRENTLY PROVIDED TO 19-25 YEAR OLDS

- 8.1 The Regeneration and Planning Services Scrutiny Forum gathered evidence regarding the types and effectiveness of employment and training service provision for young people aged 19-25. Information considered by Members is as follows:-

Evidence from the Economic Development Team

- 8.2 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 29 September 2011, Members received evidence from the Economic Development Manager and the Employment Development Officer. The Forum was advised of the employment and training services currently provided by Hartlepool Borough Council to young people aged 19-25 in Hartlepool.

Hartlepool Working Solutions (HWS)

- 8.3 Members were informed that Hartlepool Working Solutions is managed by the HBC Economic Development department and is available to businesses and residents of Hartlepool, offering a range of support and information advice and guidance (IAG) on training and employment opportunities, employment legislation and business support.
- 8.4 Programmes and services that are managed and/or delivered by HWS include:
- *Hartlepool Works Consortium* - the Employment and Skills Consortium for the town, consisting of over 40 employers from the public, private and third sector.
 - *Connect2Work* – Supporting 16-24 year olds who are NEET or at risk of becoming NEET to engage in Preparation for Employment courses and fixed term paid work placement opportunities.
 - *Tees Valley Works* - the managing agency for the Going Forward Together NEET reduction programme.

- *Tees Valley In-Work Support Programme* - provides support for employers and employees to ensure individuals do not fall out-of-work and onto benefits.
- *Jobsmart* – One Stop Shop providing IAG on training and employment opportunities.
- *Business Engagement* - including free recruitment service for local employers, bespoke pre-employability training courses and specialist HR advice.
- *Management of the Construction Site Certification Scheme (CSCS)* – Test Centre located at Newburn Bridge delivering a range of CSCS Tests.

Hartlepool Enterprise Team

- 8.5 The Enterprise Team offers a variety of support and advice to assist residents to start up or grow their existing business. The Hartlepool Enterprise Centre is run by the team and offers low cost start up premises for new businesses in office and workshop units from 100 to 1100sq. ft and offers subsidised rent inclusive of rates and heating.

Adult Education Department

- 8.6 The department provides services for residents over the age of 16, such as apprenticeships, formal first steps and Adult Safeguarded Learning (ASL) and most importantly Adult Skills. The work of ASL is achieved via four main programme elements including personal and community development learning (PCDL); family literacy, language and numeracy (FLLN); wider family learning (WFL); and neighbourhood learning in deprived communities (NLDC). The provision offers a wide variety of both accredited and non-accredited provision which are delivered in a range of venues across Hartlepool. The range of provision caters for residents at pre-entry level up to level 5, through formal courses, which can be 5-30 weeks long, or short taster sessions.
- 8.7 Members learned that the service has moved to new premises in Tower Street and offers a drop-in service for residents wishing to enquire about training courses. In the 2010/11 academic year:
- 3,349 residents aged 18+ years registered with Adult Education;
 - Of which 549 were aged 19-25 years.

Hartlepool's Drug & Alcohol Team (DAT)

- 8.8 The Forum was advised that the aim of the team is to develop a comprehensive range of treatment and support, disrupt and eradicate the supply of drugs and provide assistance to the individuals and communities affected by drugs. As part of this work, DAT provides a Community Drug

Centre that takes referrals from voluntary and professional agencies as well as self referrals. There are multi disciplinary teams consisting of Community Substance Misuse Team, DISC and NACRO, who provide assessments, treatments, alternative therapies, outreach, training and employment, counseling and a pathway to residential rehabilitation and detoxification. Currently, there are 74 19-24 year olds in drug and alcohol treatment.

Partnership Working

- 8.9 The Forum was also advised of partnership working in place at a local level, Economic Development has established and manages Hartlepool Works Employment and Skills Consortium which is aimed at tackling worklessness and benefit dependency. Hartlepool Works has a membership of over 40 employment and training providers from the public, private and voluntary sector.
- 8.10 The consortium members are made up of organisations that provide residents with access to community based programmes that offer quality IAG, employment, training and self-employment advice. Alongside this, the agencies offer specialist service provision, such as mental health services, debt management and in-work mentoring support services.

Evidence from Integrated Youth Support Services - Connexions Services

- 8.11 At the meeting of the Forum on 29 September 2011, Members received detailed evidence from Integrated Youth Support Services in relation to the services provided to 19-25 year olds by Connexions.
- 8.12 The Forum heard that following the Integration of Local Authority Youth Support Services in 2010, functions historically associated with the Connexions Service are now delivered within a broader local Integrated Youth Support Service (IYSS).
- 8.13 Members noted that the IYSS vision is to ensure that all local young people have the chance to enjoy happy, healthy and safe teenage years that prepare them well for adult life and enable them to reach their full potential. It aims to do this by:
- Ensuring that young people have access to a range of positive activities and informal learning opportunities tailored to suit their needs.
 - Providing impartial Information Advice and Guidance (IAG) to help young people make more informed choices, about learning, raise their aspirations and equip them to make safe and sensible decisions about sexual health and substance misuse.

- Ensuring that young people are engaged in shaping the services they receive and by encouraging more young people to volunteer and become involved in their communities.
- Offering more personalised, joined up support for young people who are experiencing difficulties.

8.14 Pivotal to the role of IYSS is to lead on targeted interventions to reduce the number of young people not in education, employment or training (NEET). Through the 11-19 Strategic Partnership, a NEET Reduction Strategy has been fully implemented which has facilitated a fall in the percentage of 16-18 year olds who were NEET by almost 25% since 2004.

8.15 In relation to 19-25 year olds, the following data relates to January 2011:

Activities of 19 year olds	Total Cohort = 1417
Education Employment and Training (EET)	Total = 890
NEET Group	Total = 112
Not EET or NEET, i.e. in Custody	Total = 2
Not known	Total = 413

Activities of 20-24 year olds with a statement of Special Educational Needs (SEN)	Total Cohort = 155
EET	Total = 56
NEET Group	Total = 32
Not EET or NEET	Total = 2
Not known	Total = 65

8.16 Members were advised that IYSS provides the following support for those young people who are NEET:

- Active support, advice and guidance for local young people identified as at risk of NEET who are of compulsory School Age;
- Active Case Management of local young people who are NEET 16 – 18 years;
- Provision of One Stop Shop;
- Provision of Annual Choices (Careers) Event.

8.17 Members noted that the NEET group in Hartlepool is not static - most young people do not spend long periods classified as being NEET. The vast majority of young people who are NEET in Hartlepool are engaging in education, employment or training, but instead moving in and out of the system as they drop out of or complete their previous activity. It is estimated

that only around 1% of 16-18 year olds are “long term NEET”, defined as young people who are NEET at each of the three survey points at 16, 17 and 18 years old and who are likely to become ‘stuck’ 25% of those who are classed as “long term NEET” have no noted issues.

- 8.18 The Forum learned that from 2013, all young people in this country will be required by law to stay in some form of education or training until the age of 17, and from 2015 until the age of 18. The local 11-19 Strategic Partnership is currently implementing the raising the participation age (RPA) strategy and in addition, continues to coordinate a wide array of education and training options alongside support to ensure that more young people than ever are staying on in learning in Hartlepool. The Partnership is currently exploring how it can shape and develop more flexible learning opportunities for young people who often have significant barriers to engaging with learning such as teenage parents, young offenders, looked after children and children leaving care.
- 8.19 At the present time, on reaching the age of 18 years, if a young person is NEET, they are most likely to move away from the services offered by IYSS and enter into the JCP system where they will register onto JSA or another key benefit, dependent on need. Whilst on their relevant benefit, claimants will be mandated to carry out specific tasks, for example, JSA claimants will need to be actively looking for work.
- 8.20 The Connexions Manager raised concerns regarding the agreement with Jobcentre Plus regarding consent to share information that would provide Connexions with more information surrounding the destinations of young people within Hartlepool. In practice, this is difficult to obtain as the relationship Connexions have is with JCP in Stockton, not Hartlepool, to obtain consent to share forms.
- 8.21 Connexions have identified a need to work in closer collaboration with Hartlepool Jobcentre to promote the completion of the consent to share forms with JCP advisors. If data was effectively and regularly shared between JCP and IYSS, it is likely that the current NEET and Not Known rates will reduce. IYSS has previously made repeat requests to share client data with JCP but this matter has not been rectified as yet.
- 8.22 Members supported the re-invigoration of the partnership between Connexions and Job Centre Plus in Hartlepool to ensure consent to share forms were completed and data shared where possible and in accordance with the data protection act.
- 8.23 The Head of Integrated Youth Services commented that in relation to young people not being work ready, the responsibility for schools to provide the facility for pupils to undertake work experience had been recently withdrawn. It was now difficult to arrange for local schools to release pupils. However, there was an aspiration that work related opportunities should be included within post 16 learning, although this was still being developed.

- 8.24 Members questioned what advice was given to young people when choosing GCSE subjects to avoid the wrong choices being made. The Head of Integrated Youth Support Services confirmed that currently advice and support was given to pupils at options evenings held within schools and a group of local careers advisors in schools meet regularly to examine ways of working. However, the responsibility for careers guidance would transfer from the local authority to schools from September 2012. Members were asked to note that whilst the IYSS team endeavoured to provide the best support it could, recent significant reductions in resources had resulted in a reduction in the team.
- 8.25 Members sought clarification on how many times the advisors attended individual schools. The Head of Integrated Youth Support Services confirmed that the service provided by Personal Advisors was offered for two days per week for each secondary school. Members were advised that prior to the recent budget cuts, schools had been approached to contribute 50% of the Personal Advisors salary, which would have resulted in dedicated Personal Advisors for each school. However, this was not agreed and the resulting redundancies occurred.
- 8.26 The Head of Integrated Youth Support Services indicated that resources were targeted to certain cohorts who were likely to struggle, with a lot of emphasis being placed on young people with special educational needs, teenage parents, offenders etc. in addition to the provision of an effective universal service. A One Stop Service was provided by the Connexions Service from the Windsor Offices in Middleton Grange Shopping Centre, which was resulting in over 40 visits per day by young people seeking advice and support. An annual choices event was provided with all post 16 training providers in the region in one place, along with employers and uniformed services providing advice and guidance to young people and parents. It was noted that a lot of the support currently provided relied on social funding programmes.
- 8.27 The number of people visiting the One Stop Shop was noted and a Member questioned whether this was an increase or decrease since the relocation to the Windsor offices. The Connexions Team Manager confirmed that the number of visitors had increased dramatically from averaging around 5 visits per day in the previous location, to the 40 reported to the Forum.
- 8.28 The Forum sought clarification on how the provision of the careers advice guidance may change when responsibility was transferred to the schools. The Head of Integrated Youth Support Services confirmed that the local authority would still have responsibility for young people who are at risk of not achieving employment, education or training post 16. However, the schools would provide universal careers guidance and highlight to the Integrated Youth Support Service any young people that may struggle.
- 8.29 Members raised concerns that young people who do progress through post 16 training and education may be forced to leave the town due to the limited opportunities available locally. The importance of encouraging business to

stay or relocate to the town was emphasised to avoid the need for young people to relocate away from Hartlepool to progress their careers.

- 8.30 Members questioned what incentives were in place for companies to offer apprenticeships. The Connexions Team Manager indicated that the National Apprenticeship Service was responsible for promoting apprenticeships within the town and that young people are paid for undertaking apprenticeships. In addition, work was being undertaken to embed in companies the advantages of progressing and training young people. The Employment Development Officer added that around 95% of companies may not be fully aware of the benefits of the apprenticeship service. However, financial incentives were on offer, with the Skills Funding Agency offering a £2,500 grant to take on apprentices for six months, the issue was now that apprentices had to have 'employed' status which means the employer is responsible for the majority or all of the wages, which is a change from previous schemes. Members noted this and indicated that any work to promote apprenticeships locally would be beneficial to the town.

Social Return on Investment Focus Group – Social Return on Investment of Connexions Services to 19-25 Year Olds

- 8.31 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 2 February 2012, the Forum was presented with the final report of the Social Return on Investment Focus Group into the Social Return on Investment of Connexions Services for 19-25 year olds.
- 8.32 Members were delighted to hear that the social return of the service was calculated as £1.66:£1. The Chair of the Social Return on Investment Focus Group advised the Forum that the SROI process provided an opportunity to look at how well money was being spent and the impact the service had on society, rather than purely the cost of delivering the service. In doing this the focus group engaged with service users and service staff, site visits were also carried out to the Connexions one stop shop and to Catcote School.
- 8.33 It was acknowledged that the SROI process was open to interpretation in terms of the financial proxy information, however the focus group had come to a consensus on the figures used and felt they were robust.
- 8.34 The Connexions Manager advised Members of the Forum that Connexions staff felt the SROI process was a robust and transparent and undertaking the process had afforded Connexions the opportunity to look at the service in a way that they may not otherwise have had time to do. Connexions staff felt that they had been listened to and had been able to shape the outcome of the review. As a result of undertaking the SROI process there had been an internal review of the deployment of staff and the feedback obtained from service users was to be used to help inform the future direction of the service. The process had also helped reconfirm some partnership arrangements needed to be strengthened, such as that with Jobcentre Plus.

- 8.35 The Chair of the SROI focus group recommended to Members of the Forum that the process should be utilised going forward, with officers undertaking the detailed analysis and Members identifying and applying suitable financial proxies. The Forum felt that this was a very important process when evaluating the impact of services on the community.
- 8.36 Members agreed that the recommendations and conclusions from the SROI report be included within the final report of the Regeneration and Planning Services Scrutiny Forum investigation into 'Employment and Training Services for 19-25 Year Olds'.
- 8.37 The final report of the Social Return on Investment Focus Group is attached as **Appendix A**.

Evidence from Job Centre Plus

- 8.38 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 29 September 2011, Members were delighted to receive evidence from the Jobseeker Opportunities Manager and an Employer Advisor from Hartlepool Jobcentre Plus.
- 8.39 The Jobseeker Opportunities Manager from Jobcentre Plus (JCP) advised the Forum of the Government's aim of cutting welfare spending, ensuring that benefits go to those who are entitled to them and to those who need them, and that the concept of benefits should be seen as a 'safety net' as opposed to being an optional alternative to work.
- 8.40 The Forum were also informed that £7billion is to be saved from welfare spending, mainly through changes to Child Benefit, Tax Credits and by time-limiting contributory employment support allowance (ESA) to one year for those in the 'Work-Related Activity Group' from 2012. Members were informed that this will not apply to those in the ESA Support Group, nor will it stop anyone entitled to income-based ESA from receiving benefit longer-term. This move brings ESA more in line with Job Seekers Allowance (JSA) where there is already a six-month time limit on payments unless claimant is eligible for income-related benefits.
- 8.41 Members heard that the JCP network is being reviewed to explore options for shared premises and outreach. Members were encouraged to note that JCP were committed to maintaining a local presence.
- 8.42 The Forum was informed that there was now a greater focus on tailoring JCP support to individual claimants needs, with advisors having more flexibility and responsibility and more autonomy for local managers. Previously each claimant had to go through the same process, which for claimants with multiple barriers to employment may not have been the most appropriate route. The aim of JCP is try to help 92% of people find employment within 12 months.

- 8.43 Members noted that JCP hope to raise claimant's expectations and commitment to find work, with a clear focus of getting people off benefits and into jobs. Since May 2011 Advisers have been able to mandate a small number of suitable claimants to take up mandatory work activity placements of 30 hours a week (unless restrictions apply) for 4 weeks, to help them develop the disciplines associated with employment, such as attending on time and regularly, carrying out specific tasks and working under supervision. All placements will be sourced by contracted providers and must be for community benefit.
- 8.44 JCP hope to diagnose an individual claimant's jobseeking needs and design the most appropriate support for them, also taking account of the local labour market situation, the key target JCP advisers will need to focus on is getting people off benefits.
- 8.45 Members heard that JCP will look to continue the drive to focus support on those who really need it, and many jobseekers who are capable of helping themselves will be directed to the increasing range of online tools available to help them find their way back to work. JCP digital services are being expanded to try to help with this aim.

Getting Britain Working Measures

- 8.46 The Jobseeker Opportunities Manager from Jobcentre Plus advised the Forum that 'Get Britain Working' is the umbrella title Ministers use to describe the overall package of support from JCP, seeing each new jobseeker all the way through to the work programme for those who have been out of work the longest.
- 8.47 Some of the flexible support options available to encourage commitment to find work include:-
- more sharing of skills and experience through **Work Clubs**;
 - volunteering as a way of developing work skills through **Work Together**;
 - self-employment as a route off benefits through the **New Enterprise Allowance** and via **Enterprise Clubs** offering community based and locally led support for unemployed people.
 - greater insight into the world of work through **Work Experience**, and
 - pre-employment training and work placements through **sector-based work academies**
 - Partnership between voluntary sector, colleges, employers and Government.

Work and Enterprise Clubs

- 8.48 The Forum noted that work and enterprise clubs provide people with a place to meet and exchange skills, share experiences and make contacts to get support and help to find opportunities. The work clubs are for those looking for a job and the enterprise clubs are for those wanting to start their own businesses. The clubs will be set up and run by non-government organisations with practical advice and guidance to those wanting to establish or support a club being provided by JCP. The clubs can be set up anywhere in the country and JCP will signpost claimants to appropriate clubs.

Work Together

- 8.49 JCP recognise that voluntary work can help an individual move closer to the world of work. It can also help them develop valuable work skills whilst they are looking for paid work. Through Work Together, JCP have pledged to help unemployed people who are interested in volunteering so that they can find suitable opportunities. Work Together is available to all benefit recipients from the start of their claim. Jobcentre advisers will encourage and signpost claimants to sources of information on volunteering, local voluntary organisations, to online services and to particular opportunities.
- 8.50 Members commented that community organisations were now struggling to offer the same level of work experience and support to young people as they were previously able to, due to shrinking resources. Work experience especially was becoming harder to accommodate as there was no funding to support it.

New Enterprise Allowance

- 8.51 The Forum learned that the New Enterprise Allowance will help unemployed people who want to start and grow their own business. It will provide access to business mentoring, and offering financial support of around £2,000. Claimants get access to a business mentor who provides guidance and support as they develop the business idea and through the early stages of trading. Once the claimant has demonstrated they have a viable business idea and is ready to register as self-employed they can get a weekly allowance based on the basic rate of JSA for 3 months, and then at half that rate for a further 3 months. Claimants can also apply for a loan up to £1,000 to help with start-up costs.

Mandatory Work Activity

- 8.52 The Forum was informed that the Government has made a clear commitment that the receipt of benefits for those able to work is conditional on their willingness to work. The Jobseeker Opportunities Manager from JCP advised Members that Mandatory Work Activity (MWA) placements are being delivered by contracted providers of the framework and that MWA is part of the menu of support available for Advisers to help claimants pre-work

Programme. It is intended to help claimants develop a labour market discipline associated with employment such as attending on time and regularly, carrying out specific tasks and working under supervision. MWA is a new initiative and does not replace any existing provision.

- 8.53 MWA will be a targeted measure for a very small number of JSA claimants – around 19,000 placements per year during the spending review period. A Personal Adviser will be able to refer a claimant to MWA from day one up to the point before entry to the Work Programme. Claimants participating in other contracted or non-contracted provision eg: GBW measures or the Work Programme will not be referred to MWA.
- 8.54 MWA will be delivered by external contractors on behalf of the DWP. Placements should be of benefit to the local community and contractors will be required to demonstrate this from tendering to delivery. Placements must be in addition to existing or expected vacancies.
- 8.55 Members learned that there is no voluntary access to this scheme and JCP must identify if it is appropriate to refer a customer to MWA, a claimant cannot make a request to be referred. Claimants carrying out MWA will continue to receive their JSA. Participation on MWA will be mandatory and those claimants who fail to comply will be sanctioned for 13 weeks. A second failure to comply within 12 months of the first, will receive a 26 week sanction.

Work Experience

- 8.56 The Forum was advised by the Jobseeker Opportunities Manager from Jobcentre Plus that the 'Work Experience' initiative launched in January 2011 with the aim of helping young people whose lack of work experience hinders them getting a job. The initiative is available nationwide and total of 100,000 placements over the next two years are available. Eligibility is now between 18-24 years old JSA claimants from week 13 of their claim with the offer being between 2-8 weeks work experience. Taking a placement is voluntary – but participation will then be mandatory, with the claimant expected to fulfil the placement and also continue to look for paid work. The initiative is now also open to 16-17 year olds who claim JSA on hardship grounds.
- 8.57 Members were advised that JCP were attempting to get employers on board to give young people aged 18-24 work experience. So far the scheme has received good feedback and helps young people add experience to their CV. Work experience placements have been taken up in retail, manufacturing, engineering etc the placement is designed around the needs of the young person.
- 8.58 Members raised concerns that some employers may feel that taking on inexperienced young people may decrease productivity due to the amount of time required to train them. The Jobseekers Opportunities Manager confirmed that Jobcentre Plus Advisors endeavoured to match caseloads

and identify strong candidates for vacancies. In addition to this, if appropriate, mentors can be provided through the flexible support fund to ensure the employee was supported.

Sector Based Work Academies

- 8.59 The Forum learned that sector-based work academies were launched in England in August 2011 to offer pre-employment training and work placements for unemployed people. JCP are free to deliver flexible models to meet local needs of employers, claimants and training providers. Individual attendance at an academy will be for 6 weeks and claimants will be able to remain on benefit during the period of pre employment training, due to a change in JSA regulations.
- 8.60 Academies will combine:
- sector-specific pre-employment training, primarily funded and delivered through the skills system leading to the achievement of one or more units on the Qualifications and Credit Framework;
 - a work experience placement;
 - offer of a guaranteed job interview for participants completing both of the above elements.

Flexible Support Fund

- 8.61 Members were advised that the flexible support fund, which came into operation in April 2011, gives JCP managers more flexibility to help claimants back into work, this enables Jobcentre Plus advisers to tailor support and help for individual claimants when they need it. District managers can decide how to use the fund to help claimants or support partnership arrangements in their area. The fund is designed to be flexible, however, part of the fund will be ring-fenced for claimants, such as lone parents or people on Employment and Support Allowance, who may need more help to get back to work. Some of the fund will also go towards the Support Contract. This means money can be spent on a variety of training courses, which help people prepare for work.

Work Programme

- 8.62 The Forum was informed by the Job Opportunities Manager that the 'Work Programme' launched in June 2011 is a flagship for the Government and takes the place of a complex range of initiatives which had been set up at various points over the previous 13 years. The programme is entirely designed and delivered by contracted providers.
- 8.63 Members noted that it was a radical departure from previous programmes in that providers will be primarily paid by results and for getting people into sustainable jobs. The biggest incentives are focussed on the harder to help people. Providers also face fines for complaints against them which are upheld by the Independent Case Examiner and they face the loss of their contract if their performance is not adequate.

- 8.64 The Job Opportunities Manager confirmed that those eligible for the work programme were as detailed in Table 2 at 7.14, and commented that the referral process will give harder to help groups access to the personalised, individual support at the appropriate stage in their claim. Those most in need of support, for example ex-offenders, will be offered early access to the Work Programme to ensure they receive it within a timescale that is most appropriate to them.
- 8.65 Members noted that all Employment and Support Allowance claimants will have the option of accessing the Work Programme at any point after their Work Capability Assessment. The intention behind this is to ensure that no one is denied access to the more intensive employment support from the Work Programme if they want it.
- 8.66 Members raised concerns that some young people weren't work ready or motivated to look for work, the Job Opportunities Manager indicated that there were intervention strategies in place for young people aged 18-24 and additional partnering support was being sought to facilitate this.
- 8.67 Members commented that whilst Jobcentre Plus was providing an excellent service and establishing partners, restricted funding was an issue. In addition to this, enterprise clubs take a lot of 1:1 support and mentors do not always have the time or appropriate skills.

Evidence from Avanta

- 8.68 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 8 December 2011 Members were delighted to received evidence from the Regional Manager and the Performance and Partnership Manager from Avanta, a company who, along with JHP, have been chosen to deliver the DWP 'work programme' within the Tees Valley.
- 8.69 The Forum was informed that Avanta had been chosen as a prime provider on 1st April 2011 and started taking referrals on 24th June 2011. Members heard that Avanta provides the following services:-
- Flexible New Deal delivery as a sub contractor in Tees Valley;
 - CTF(Community Task Force) as a sub contractor in Tees Valley;
 - Future Jobs Fund delivery through Hartlepool Borough Council;
 - North East New Deal Self Employment provision since 1998;
 - Delivery of Inside Out: a programme designed for offenders;
 - Pre Start Workshops that provide support to people starting their own business;
 - Enterprise coaching designed to remove personal barriers prior to joining the Enterprise Journey;
 - Work Programme (3 CPA's).
- 8.70 Members learned that Avanta works with the following groups for up to 104 weeks:-

- Job Seekers Allowance 18 to 24
 - JSA 25+
 - JSA Early Access (NEET, JSA 22 – 24 mths)
 - JSA ex-IB
 - Employment Support Allowance flow (new claimants)
 - ESA mandatory and voluntary
 - Incapacity Benefit and Income Support volunteers
- 8.71 Once a person was referred on to the Work Programme by JCP, Avanta hold an initial interview and identify a target job entry date, barriers to work and the type of sessions the person will need to attend (one to one or group or both). Approximately 95% of people are mandated on to the Work Programme, though most are only mandated to the first appointment as the approach is tailored around the individuals needs.
- 8.72 Members learned that there was now a greater emphasis on being pro-active with people referred to the work programme. Some people only require a light touch approach where they can be given minimal guidance and conduct their own job searches, however, others require intensive activity to empower the enable them to manage themselves.
- 8.73 The approach is to ensure the right person gets the right job first time, as they are far more likely to remain in that job. It is not about numbers and 'bums on seats' as this does not keep people in sustainable jobs.
- 8.74 Other activity included encouraging the use of IT, organising work experience placements, improved case-load management and greater in work support. Services provided include an induction, which includes what the person expects from the work programme and what Avanta expect of them. Once the barriers to work have been identified a bespoke action plan is created with short, medium and longer term objectives set, these work towards removing the barriers to work.
- 8.75 Each entrant on to the programme will have on going support with a named advisor and specialist intervention partners. There are also pre-employment training programmes available to allow people to get the skills they need to complete in the jobs market.
- 8.76 Members questioned the availability of additional training to assist with securing a job and were advised that where it was felt appropriate this could be funded, but this could only be done if it was evidenced that the funding of the qualification would result in a job, as the main focus of the process was to create sustainable jobs. Members also raised concerns that some qualifications took longer than two years to achieve, which may leave the young person only half way through the course when their time on the work programme ended.
- 8.77 The Forum were advised that Avanta also work with employers to ring fence employment opportunities specifically for those on the work programme, they

also ensure each person has an in-work plan once they obtain a job, to enable progression and development.

- 8.78 Avanta were unable to provide any figures regarding their success as they are bound by strict DWP data sharing protocols, which will not allow the sharing of results until national statistics on the work programme are revealed. However, the Regional Manager from Avanta was able to advise the Forum that Avanta were on target to achieve their targets to date and that they had received a very high number of referrals and targets were very high.
- 8.79 Members expressed concern and disappointment at the lack of available data. The Employment Development Officer from Hartlepool Borough Council drew Members attention to the fact that it was important for the Council to understand the number of people coming on to the Work Programme and the performance of the programme. There is a significant problem with youth unemployment in Hartlepool and the Council and Members need to be able to access information that provided the bigger picture.
- 8.80 It was suggested that Avanta encourage the DWP to allow data sharing to promote openness and transparency. The representatives from Avanta advised Members that they were challenging the decision not to share DWP data and were working closely with the North East LEP and the Tees Valley LEP in this area. The representatives from Avanta indicated they would be more than happy to attend a future meeting of the Forum at a time when they were able to share the statistical information with Members.
- 8.81 The representatives from Avanta highlighted the links Avanta had with local providers, particularly where these were specialists. These included the through care team at Hartlepool Council, Hartlepool MIND, the Criminal Justice Team within Durham Tees Valley Probation Services, Hartlepool College, the Albert Centre, Disc and Nacro amongst others.
- 8.82 Members raised concerns regarding the extent prime providers were working with existing local VCS providers, especially given the focus on young people undertaking voluntary work. Due to the withdrawal of the Working Neighbourhood Fund and the fact that many local VCS providers had been unable to act as subcontractors for prime providers, many VCS organisations were unable to take on volunteers as they did not have staff to support them.
- 8.83 Avanta acknowledged that there were gaps in their specialist support provision supply chain and that this was not yet complete, many local VCS organisations which expressed an interest had found the terms of the subcontracting arrangements were not financially viable.
- 8.84 The Forum recognised the difficult position the VCS found itself in, as whilst organisations would greatly appreciate the chance to provide programmes

and support prime providers, they were unable to do so without funding upfront.

- 8.85 The representatives from Avanta advised that the company was looking for additional organisations to work with, as they realised that they could not be fully successful as a stand alone provider. There was the possibility to pay an organisation to deliver services that were no necessarily outcome driven though it would not be possible to work with all organisations in this way.
- 8.86 Members supported the notion that the Economic Development Team from Hartlepool Borough Council should facilitate meetings between prime providers and local service providers to look at what each could offer the other in terms of services and expertise.
- 8.87 Another area identified as still requiring further work was a greater use of work placements. This was identified as a huge asset to those looking for employment and Avanta were not as far forward as they would like to be with this and were looking to expand this offer in the new year.
- 8.88 The representatives from Avanta informed Members that the company was constantly looking to improve its offer to those who undertook the work programme and continuously undertook customer satisfaction surveys and feedback requests, the results from which were used to improve the quality of the services available.
- 8.89 The key challenges experience to date were identified as they volumes of people being referred to the work programme being significantly higher than forecast, the underlying economic conditions meaning there were fewer vacancies to move people into and because of that employers were less likely to take a chance on someone with little work experience.
- 8.90 The Forum queried what happens if the person fails to find employment at the end of the work programme and were advised that they are referred back to JCP who continue to work with them, but they could not be referred back on to the work programme at a later date.

Evidence from North Tees and Hartlepool NHS Foundation Trust

- 8.91 At the meeting of the Forum on 19 January 2012 Members were pleased to receive evidence from a representative of North Tees and Hartlepool NHS Foundation Trust.
- 8.92 The Forum noted that the NHS takes on modern apprentices in health and business administration, there are two intakes per year (though recruitment can also take place on an ad-hoc basis) and the apprentices rotate every six months to different wards/departments within the Trust.
- 8.93 The apprentices attend a weekly study day at college and their progress is monitored on a monthly basis. Hartlepool College and Stockton Riverside College assist with the recruitment, training, and monitoring of the progress

of the apprentices. Members noted that this used to be carried out internally by the Trust but the new system of involving the colleges is working well, with robust reviews taking place and a high number of apprentices staying on in the role to which they were recruited.

- 8.94 Members were please to note that this approach supports the Governments target to increase the number of apprenticeships in the Public Sector. Apprentice posts are advertised on NHS Jobs and the National Apprenticeship Service Website, as mentioned, Colleges and the Trust work in partnership to recruit the apprentices.
- 8.95 The Trust is able to recruit suitable apprentices who will fit in well with their current team. Advanced apprentices can also be recruited on an on-going basis during the year depending on the needs of the service. Apprentices are employed on a two year contract with review periods based on milestone achievement.
- 8.96 The Forum learned that by allocating one NHS manager to the apprentices enables the Nursing Resource Manager to liaise directly with the college on the progress of each apprentice, deal with any problems and offer support immediately by acting as a key link.
- 8.97 Members noted that apprentices were recruited in to vacant positions and paid 75% of the full wage in year one and 85% in year two. Recruiting in this way avoided apprentices getting to the end of their course and finding they had no job to go into. Having a developed career pathway starting with an advanced apprenticeship will enable future Health Care Assistants to gain knowledge and skills and possibly progress their career into registered nursing (many have done this through Teesside University). The advanced apprenticeships offered demonstrates that the Trust is committed to developing their workforce into the future.
- 8.98 The model the trust uses is transferable to other advance apprenticeships within the Trust, particularly Business Administration Advanced Apprentices.
- 8.99 Members were advised that in some cases the apprenticeship gives young people the opportunity to work in the Health Care sector and some realise this is not the career for them, they are able to transfer to a business administration apprenticeship should they decide that this is more appropriate and a suitable vacancy exists.
- 8.100 The Forum were pleased to hear that the Trust acknowledges the value of work experience placements as a way of educating young adults about the world of work. Whilst there was a period of time when these work experience placements were not offered due to health and safety guidelines, this is no longer the case. Work experience also helps the trust to forge links with local schools and colleges.
- 8.101 Young adults who attend a work experience placement are given the opportunity to experience a number of activities in clinical and non-clinical

areas. No direct patient contact is permitted as this is not deemed appropriate, however students are able to see clinical skills and discuss life as a medic with doctors, again this gives young people the opportunity to explore medicine as a career and also helps with an application to medical school.

Evidence from Hartlepool College of Further Education

- 8.102 The Regeneration and Planning Services Scrutiny Forum was delighted to receive evidence from Hartlepool College of Further Education at the meeting of the Forum on 19th January 2012. Members were advised of the types of education and employment training provided by the College for 19-25 year olds and the entry requirements needed to access these courses. These were usually C and D grade GCSE's for the foundation level 2 modern apprenticeship courses and C's and above for the advance level 3 modern apprenticeship courses.
- 8.103 The Forum were pleased to note that the entry requirements for apprenticeships were flexible, particularly for adults, where in some cases GCSE's are not required.
- 8.104 Members learned that there were 178 19-24 year olds on apprenticeships in 2011/12 (so far) 70% of which live within Hartlepool. This was split between 64 on the foundation stage and 114 on the advanced stage.
- 8.105 Members were disappointed to hear that in a number of cases large employers were using adult apprenticeships to up-skill current staff rather than taking on new apprentices, which did little to create jobs and reduce unemployment and also used public money to pay for training for those already in employment.
- 8.106 Members noted that there are barriers to working with local businesses as 80-90% are small and employ less than 10 people, which makes it difficult for them to take on apprentices.
- 8.107 As mentioned by several agencies the apprenticeship framework changed in April 2011 and all apprentices needed to be employed on the minimum wage, this caused problems for the College as they had 250 apprentices on the course who were not employed at the time of the change. Members were pleased to note that through hard work the majority were now employed and able to continue, but that this had been a real struggle for the College.
- 8.108 As a result of the changes an adult apprenticeship must be co-funded 50% by the employer, but the College struggles to get this contribution so they must provide the subsidy themselves. The problems the College faces going forward is that due to this legislation there is a supply of learners but not a supply of employers willing to take them on as an employee, to allow them to access an apprenticeship placement.

Evidence from Redcar and Cleveland Council

- 8.109 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 2 February 2012 Members were delighted to receive evidence from the Lead Employment Advisor from Redcar and Cleveland Council.
- 8.110 Members heard how Redcar and Cleveland had a slightly lower rate of 19-25 year olds unemployed, as a percentage of the working population at 15.6% compared to 17.3% in Hartlepool at December 2011. The Lead Employment Advisor for Redcar and Cleveland Council identified that there was a need for flexibility when dealing with young people and that sometimes the processes the large agencies such as Jobcentre Plus must follow could be too rigid to deal with the needs a individual (though it was noted that this is in the process of being addressed, as detailed in the presentation from Jobcentre Plus).
- 8.111 The Forum learned that Redcar believed that in order to encourage a young person who was not work ready into employment, the greatest factor was having time to spend with them and the emphasis was on putting together a quality package to ensure sustained employment.
- 8.112 Members noted that Redcar and Cleveland was a very diverse area and had a number of different elements which caused barriers to work in different areas. In East Cleveland transport was a issue, with this being a reason young people did not apply for jobs outside of the area, where as in the South Bank and Redcar the issues may be more related to a lack of work ethos. In order to deal with the differing requirements each area had its own strategy. However, overall the economic issues were similar to those in Hartlepool; a lack of available work and a lack of motivation in some cases.
- 8.113 The Lead Employment Advisor highlighted the importance of partnership working and advised the Forum that Redcar and Cleveland Council used a network of community groups in their 'routes to employment' partnership, all of which used the same computer system. As a result of this a jobseeker only completes paperwork once and all organisations are able to access it.
- 8.114 Members were advised that the use of the Future Jobs Fund in Redcar and Cleveland had been successful, but it was restricted to public and voluntary sector vacancies, which discounted those in the private sector. In order to take advantage of private sector vacancies a bid was put into the Working Neighbourhood Fund through the Elite Partnership (10 partners, including colleges to get young people employment ready) to offer £5k to employers to take on an apprentice. This resulted in 131 young people being employed.
- 8.115 Another important area of partnership working was with young offenders and the Fire Brigade. The Council facilitated the partnership between the Prison Service, Fire Brigade and Probation Services to allow young offenders to attend a month long course with the Fire Brigade. As a result of this initiative 58 young offenders have attended the course and 17 have moved into employment and 3 have returned to full time education.

- 8.116 The Forum noted that 150 young people had entered into apprenticeships since June 2011, with 74 being confirmed at 13 weeks.
- 8.117 The Lead Employment Advisor from Redcar and Cleveland Council advised the Forum that some of the issues faced by the Council included less local support for young people through the work programme as 'working links' had been lost and Triage (the company who replaced them) were based in Middlesbrough, making them inaccessible for some parts of Redcar and Cleveland. As with Hartlepool, there was a need to attract large-scale employers, though the reopening of the blast furnace at Redcar by SSI and a new Tesco store were welcomed. Members agreed that the problem of less young people applying to University, therefore pushing those more removed from the labour market further back, was an issue in both areas.
- 8.118 Members were pleased to hear that in addition to the new Tesco store Redcar and Cleveland Council had a number of other capital projects and also projects to improve the local economy and support employers underway, which may go some way to improving the employment situation for young people aged 19-25 in the future.

Evidence from Adult Education

- 8.119 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 2 February 2012, Members received evidence from the Assistant Director of Community Services and the Adult Education Co-ordinator regarding the services provided to 19-25 year olds by Adult Education.
- 8.120 The Forum was advised courses are 100% funded by the Skills Funding Agency and are mainly aimed at adults aged 18+ delivered in a mixture of formal and informal learning environments in community settings. Provision follows local and regional priorities but must be in accordance with the requirements of the funding streams.
- 8.121 Members heard that activities undertaken by 19-25 year olds in 2010/11 were as follows:-

Number of learners	10/11
English and Maths	19
Business Admin	31
Health and Social care	10
IT	11
Volunteering	19
Employability	21
Event Volunteering	27
Languages	21

Family Learning	29
Apprenticeships	7
Other	46

- 8.122 The majority of courses undertaken were for employability skills and skills for life (literacy and numeracy), though a number were for leisure.
- 8.123 Members raised concerns regarding the duplication of services which were already provided within the community. The Adult Education Co-ordinator advised Members that, where this had been the case, it had been recognised and certain courses were no longer provided, however there was still a demand in certain areas of the town for Council run services.
- 8.124 Members also questioned whether Economic Development and Adult Education worked closely together. The Forum was advised that Economic Development and Adult Education do work closely together on matters including jointly bidding for external funds and to enhance the employability of young people with the town, with Economic Development liaising with employers and Adult Education delivering training services that some young people may need.

9 VIEWS OF YOUNG PEOPLE AND LOCAL EMPLOYERS

- 9.1 The Regeneration and Planning Services Scrutiny Forum considered the views of young people and employers in relation to employment and training service provision for young people aged 19-25 in Hartlepool. Information considered by Members is as follows:-

Views of Local Employers

- 9.2 At the meeting of the Forum on 8th December 2011 representatives of local businesses were invited to share their views with the Forum. A representative of Caparo Forging, a large local employer, raised concerns regarding the DWP work programme. The representative highlighted that when the company wished to take on apprentices they use Hartlepool Working Solutions not prime providers.
- 9.3 The Caparo representative felt that there were many elements needed for engineering that were no longer taught in schools, such as the ability to read technical drawings and a flair for metal work. The company were looking to expand due to the blast furnace at Redcar coming back into operation, and they were concerned that they would not be able to get the service they required to fill these vacancies from the prime providers.
- 9.4 A representative from Heerema raised concerns regarding the change of apprenticeships from programme lead to employer lead. Heerema felt that the previous programme lead apprenticeship scheme had worked well for the past fifteen years. On this scheme the apprentices attended HCFE for the first year of the course, each week employers could talk to the

apprentices and identify which would be most suited to the needs of the company by the end of the course.

- 9.5 The new system in place now requires all apprentices to be employed before they can access the course at the college, meaning employers no longer have the time to evaluate who may be particularly suited and successful in the roles they have to offer. Employers are less likely to take a chance as they could employ the wrong person.
- 9.6 The representative from Heerema also advised the Forum that it was very difficult to gain access to schools to inform pupils about the engineering roles that were available and many pupils were not aware of such roles. This meant pupils may not have all the information they need when selecting topics for G.C.S.E or A-Levels. When local employers did negotiate access to schools to speak to students they would always attend and found it very useful.
- 9.7 During the meeting the Forum split into groups to discuss what was working well and what could be improved in relation to employment and training service. Employers representative, VCS representatives and Members commented as follows:-

What was working well:

- Employers and training providers were very passionate about working with young people to get the best out of them;
- Communication between agencies in Hartlepool, networking and cohesion between the council and private sector were very strong;
- The knowledge that programmes such as Future Jobs Fund were such a success highlighted that there was a good network of support and experience to support other programmes;
- The community and voluntary sector were a stabilising factor enabling young people to take their first steps into the world of work, encouraging them to learn by mistakes and not be disheartened.

What was not working as well:

- Some programmes did not allow enough time for the young person to become fully trained;
- A better understanding of the skills gaps of employers was required for now and in the future, there appeared to be a lack of understanding of local needs and knowledge within the work programme;
- Access to schools was a problem for employers and training providers to discuss training opportunities and career options with young people;
- Recognition was needed of the important role the community and voluntary sector had to play in supporting young people;
- The issue of generational role models was discussed with some families experiencing fourth generation of unemployment.

Views of Young People

- 9.8 The Forum was very keen to hear the views of young people aged 19-25 who used employment and training services. A questionnaire was sent to Connexions, HCFE, Catcote Futures, JobCentre Plus and to representatives of local employers, with the results being presented at the meeting of the Forum on 8 December 2011.
- 9.9 The results identified that the services that had been utilised included, Jobcentre Plus, HCFE, work programme providers, VCS providers including Wharton Annex and Pathways. The majority of those who responded used the Connexions and Catcote Futures services. Most had found the information they were given either very or fairly useful, with just under two thirds feeling that the employment and training services had helped them move closer to finding a suitable training course or employment.
- 9.10 The positive outcomes achieved include learning new skills, increased confidence and making new friends, though there was disappointment at a lack of available opportunities and some respondents felt that there had been no change in their circumstances.
- 9.11 The results from students at Catcote Futures highlighted that they would like more time at college and to have the same opportunities as everyone else. Another respondent felt there should be more opportunities for those aged 19 and over.

10 CURRENT AND FUTURE PRESSURES AND OPPORTUNITIES AND HOW SERVICES COULD BE PROVIDED GOING FORWARD

- 10.1 The Regeneration and Planning Services Scrutiny Forum gathered evidence regarding current and future pressures and opportunities and how employment and training services for young people aged 19-25 could be provided going forward. Information considered by Members is as follows:-

Evidence from the Economic Development Team

- 10.2 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 29 September 2011 the Forum was advised of the potential emerging provision for training and employment opportunities by the Economic Development Manager and the Employment Development Officer. These include:-

Emerging Funding Opportunities

Innovation Fund

Up to £30 million over a period of three years for social investment projects, paid on an outcome funded basis. The purpose of the Innovation Fund is to improve employment prospects for young people by:

- Supporting disadvantaged 14-17 year olds to participate and succeed in education or training in order to achieve better employment outcomes; and;
- Providing interventions and support which help to deliver improved employment outcomes for young people aged 18 and over.

Flexible Support Fund

£1.8 million of Flexible Support Funding will be available from JCP for the Durham and Tees Valley JCP district. This funding will be used as a strategic catalyst to stimulate, encourage or engage with effective local partnerships to develop and implement solutions to improve employment outcomes. Economic Development is working closely with JCP to ensure that Hartlepool's partners can bid for this funding and design programmes which add value to existing provision.

European Social Fund (ESF) Support for Families

A £200 million DWP/ESF programme that will identify families from workless households who have particular barriers to employment. £15 million of ESF will be available for the North East over the next three years to target vulnerable families. Over the next three years, there is the potential to support between 600 to 900 adults onto this programme, which includes 19-25 year olds from workless households. The Wise Group has now been confirmed as the prime provider and Shaw Trust and the Council are subcontractors who will deliver on their behalf. Over the next three years, both subcontractors will deliver 50% of the contract, with a total of 655 eligible customers registering onto the programme. Each customer will be provided with significant support services to help them into employment and there is a target of supporting 80% of customers to complete a pre-employability programme and 25% to enter into work.

Skills Funding Agency (SFA) Access to Apprenticeships

In May 2011 the government announced a new Access to Apprenticeship programme which is currently out to tender and will provide help and support for young people aged 16-24 who need the extra boost in moving into employment as an apprentice. However, there will be no new money to deliver the programme after this financial year and apprenticeship budgets will need to be used to deliver it in the future.

In addition, the SFA's new commissioned ESF provision 'Skills Support for the Unemployed and Apprenticeship Support to Employers' which offers additional funding to support unemployed people and enable SMEs to help support candidates through an apprenticeship. This will take the form of two grant payments up to a maximum of £2,500 for every new Apprenticeship start.

- 10.3 The Forum were also advised that gaining enterprise zone status, access to the regional growth fund and the emergence of the off shore wind market were potential areas that would benefit the employment situation in Hartlepool.

Emerging Employment Opportunities

- 10.4 Members were informed by the Economic Development Team that government has already commenced sweeping reforms that will support private sector investment, the development of higher level skills and to re-balance the economy through policies and initiatives that will allow the right conditions to create new jobs, such as Regional Growth Fund and Enterprise Zone.

The Regional Growth Fund (RGF)

- 10.5 The Forum learned that the RGF is a £1 billion competitive grant fund operating across England which was introduced in 2011 to support projects and programmes that lever private sector investment, creating economic growth and sustainable employment. It aims to particularly help those areas and communities currently dependent on the public sector to make the transition to sustainable private sector-led growth and prosperity. The Tees Valley Local Enterprise Partnership (LEP) has submitted a sub-regional 'projects and programmes package' application to the government under Round 2 of RGF which could create significant job opportunities across the Tees Valley. Alongside this, there were five submissions from Hartlepool companies from Round 2.

Enterprise Zones

- 10.6 Members heard that In the Chancellor's 2011 Budget, Tees Valley was announced as being one of 11 areas in the UK awarded 'Enterprise Zone' status. The purpose of the Enterprise Zone (EZ) is to stimulate business and job growth in the private sector by creating the right environment for business expansion. The support available for businesses will include business rate discount sites and enhanced capital allowance sites.
- 10.7 After negotiating with the government, the Tees Valley Local Enterprise LEP has now confirmed the 12 sites across the Tees Valley that will benefit from EZ status. For Hartlepool, these sites are Queens Meadow Business Park, Hartlepool Port Estates and a LEP funded EZ at Oakesway Business Park. This new initiative has the very real potential of driving Hartlepool to becoming a hub for wind energy development with estimated job creation of up to 2,000 to 3,000 jobs in the long term (both directly and from within the supply chain).
- 10.8 In addition, new jobs will be created within the in line with the Government's 'New Industries, New Jobs' strategy,¹ there are still significant opportunities to create new jobs through investment in areas such as renewable energy, green energy, advanced manufacturing and composites. Hartlepool is well placed to take maximum advantage of these markets through existing

¹ 'New Industries, New Jobs' - Department for Business Innovation & Skills April 2009

infrastructures and specialisms in areas such as manufacturing and recycling.

- **Nuclear:** Hartlepool has been identified as one of the eight potential sites where the next generation nuclear reactors are to be built. There is also the decommissioning of the existing power station that has recently had a 5 year extension until 2019. If Hartlepool is chosen as the site of a newbuild nuclear plant a new power station would employ approximately 450 people over 70 years and during the five year construction period require up to 3,000 staff.
- **Low Carbon Economy/Offshore Wind:** One of the commitments of the Government's National Infrastructure Plan 2010 is to invest £1bn in the low carbon economy and in particular offshore wind generation. In 2010, licences were granted for 9 offshore wind zones in the UK – the closest to Hartlepool being Dogger Bank. As a consequence, prime seafront land with deep water access has been identified as suitable for use by the emerging offshore wind sector at both Hartlepool Docks and Able Seaton Port.
- **High Value Added Engineering:** Engineering is an important employer in Hartlepool with around 1700 people employed in a variety of disciplines, including offshore industries and energy. Hartlepool is well-placed to take advantage of the emerging markets above.
- **Knowledge Intensive Business Services:** Hartlepool currently has a low proportion of employment across this sector. Physical developments in the further and higher education establishments, including the new College of Further Education and the expansion of Cleveland College of Art and Design, together with the extension to the Hartlepool Innovation Centre are anticipated to provide the platform for growth in areas such as digital media, knowledge economy, professional services and business outsourcing.
- **Process and Chemicals:** Hartlepool has a traditional expertise in the process industry, which has been relatively unaffected by the economic downturn. Specialist businesses in Hartlepool are well placed to exploit the emerging markets of carbon capture and storage, biotechnology including bio fuels, waste and resources, marine decommissioning and fabrication.
- **The Visitor Economy:** The visitor economy in Hartlepool has seen continued growth since the development of the tourism infrastructure in the mid 1990s. The recent recession and economic downturn has had a mixed impact on the Hospitality and Tourism sector within Hartlepool. Predominantly, a lack of consumer confidence in the economy and reduced disposable income has lead to a high number of businesses being financially affected. However, the downturn in the economy also provides much needed opportunities for Hartlepool to be a destination for the day visitor market. This is due to adults and families reducing

their holiday budgets and choosing breaks in the UK rather than travelling abroad. The tourism market has significant economic importance to Hartlepool and is worth £50 million to the area each year.

The Youth Contract

- 10.9 A number of organisations who gave evidence to the Forum, including Avanta and Hartlepool College of Further Education described the opportunities the Youth Programme may provide for 19-25 year olds and potential employers.
- 10.10 At the meeting of the Forum on 8 December 2011 Members received evidence from Avanta, a prime of the DWP Work Programme. The Forum learned that two weeks prior to the meeting a 'Youth Contract' had been announced by the Government to tackle youth unemployment. The details of the package were sparse as yet but it was known that the extra support would be available from April 2012, and was worth almost £1billion over three years. The package includes the following;
- Cash incentives to employers worth up to £2,275 each for 160,000 18-24 year-olds that are recruited by employers through the Work Programme. This covers an employer's National Insurance contributions for a year;
 - An extra 250,000 Work Experience or Sector-Based Work Academy places over the next three years, taking the total to 100,000 a year. This will come with an offer of a Work Experience place for every 18 or 19 year-old who wants one, before they enter the Work Programme;
 - At least 20,000 extra incentive payments for employers to take on young people as apprentices;
 - Extra time for JSA claimants, 3 months into their claim to discuss their options with a Jobcentre Plus adviser, and weekly, rather than fortnightly, signing-on meetings from 5 months into their claim;
 - All 18-24 year olds participating in the Work Programme will be eligible for the wage incentive.
 - DWP are also announcing a new £150m programme to provide support to the most vulnerable 16-17 year olds not in education or employment, from 2012. This will provide support to help them to get back into education, an Apprenticeship or a job with training.
- 10.11 Members raised concerns that young people were not work ready and had no role models to look up to as they could be from a family of third or fourth generation of worklessness.
- 10.12 The representatives from Avanta recognised this and the amount of work that needed to be undertaken with some people on the work programme,

they would await further details of the Youth Contract but would welcome approaches from the VCS in Hartlepool to help deliver this and the current work programme, as the support of local organisations was essential.

- 10.13 At the meeting of the Forum on 19 January 2012 the Assistant Principal of Hartlepool College of Further Education advised Members that rules on those on benefits working more than 16 hours per week were being relaxed to allow unemployed people to participate in a 2-8 week work placement whilst claiming job seekers allowance.
- 10.14 The representatives from Hartlepool College of Further Education, felt that the best way to promote the Youth Contract to employers was by local providers working in partnership with each other and the Economic Development Team from Hartlepool Council. Members supported partnership working to ensure as many employers to sign up to the scheme as possible.

Evidence from Local Service Providers and Employers

- 10.15 At the meeting of the Forum on 8 December 2011 Members discussed the way forward for employment and training opportunities and service provision with representatives of local service providers and employers. The following were suggested:-
- Primary schools should target learning through literacy and numeracy to ensure there was a decent standard of education for young people;
 - Employers who attended felt that there should be a return to programme led apprenticeships as opposed to employer led;
 - Aspirations of schools should be increased to ensure they focus on what young people can achieve;
 - The issue of providing funding up front for the provision of training and support as part of the Avanta work programme be re-examined to enable more local community and voluntary sector organisations to participate;
 - There appeared to be a demand for community programmes especially for individuals with no work experience;
 - A better understanding of the employers' and individuals' needs and requirements in order to match these appropriately and ensure synergy;
 - The importance of careers events in schools was emphasised, including the involvement of local organisations, companies and training providers. This could be facilitated by the Council.
- 10.16 Members supported the potential development of careers events, or an expansion of the current provision, in partnership with local employers, service providers and Connexions, aimed at schools and sixth form college leavers, to promote the types of careers available with local employers and also the routes to access potential opportunities.

Evidence from Hartlepool College of Further Education

- 10.17 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 19 January 2012, Members found of interest that the College were leaders in the supply of adult apprenticeships for property services (i.e. Estate Agency) and that this sector preferred older apprentices with the majority being over 19.
- 10.18 The Forum noted that the College works with a vast number of partners in business and the business development officer regularly meets with organisations and works extremely hard to constantly forge links with new businesses and employers which ensures apprenticeship students are well placed to make the most of any opportunities that arise.
- 10.19 The College has recently been working with the NHS and the Power Station and is looking to tailor future programmes towards the potential development of the energy industry in the area (subject to the types of industries which may locate to the enterprise zone).
- 10.20 Representatives from Hartlepool College of Further Education advised the Forum that the College is actively engaged with most sector skills councils which enables them to take advantage of any employment and training opportunities. The College is also engaged with the national skills academies to facilitate discussions with and take on board the views of employers, who have raised issues such as the balance between the theory and practical elements of apprenticeship frameworks and the disparity that can exist between the frameworks. The College is currently working to ensure consistency between all apprenticeship frameworks.
- 10.21 Members were informed that the College was the only college in the North East who is a member of the National Skills Academy's nuclear, manufacturing, process industries and environmental technologies, and that it acts as a hub for all enquiries.
- 10.22 The Forum were made aware that in Germany 80% of school leavers progresses to advanced apprenticeships (level 3) and to be able to compete internationally the UK needed to attract high performing school leavers to take up apprenticeships, though this may be helped by the increase in the cost of university fees.
- 10.23 The College has set up a sector based work academy for the manufacturing industry, to train people in hand skills required for particular manufacturing roles, as employers identified that this was an areas where they had difficulty recruiting workers. Since this was set up in November 2011 400 people have been through the course and 200 obtained seasonal employment. The College has also worked with BHS and Husqvarna to provide the right skills to their employees and hopes to continue these initiatives where skills shortages are identified by employers into the future.

11 CONCLUSIONS

11.1 The Regeneration and Planning Services Scrutiny Forum concluded that:-

- (a) There were a number of employment and training service providers within Hartlepool able to provide advice and guidance to young people aged 19-25, however the transfer of data and communication between these organisations could, on occasion, be improved;
- (b) Voluntary and community sector organisations were unlikely to be able to facilitate work experience placements as identified by JCP and prime providers, due to cuts in funding;
- (c) There were opportunities for voluntary and community sector organisations to provide specialist services on demand rather than a results driven basis, to the prime providers of the work programme;
- (d) Local employers were concerned about their ability to access schools to promote the careers they had on offer, and the types of qualifications required to meet the demand of the employers;
- (e) Evidence indicated that some local employers preferred the previous Apprenticeship programme rather than employment led Apprenticeships;
- (f) There were a number of opportunities to develop new industries within the Tees Valley in the near future, and service providers were developing their offers to be able to take advantage of these potential opportunities;
- (g) There was a need to promote the youth contract and Apprenticeship opportunities to local employers (particularly small companies) who may not be aware of potential funding and benefits available;
- (h) Connexions was providing a very valuable service to 19-25 year olds within Hartlepool in a number of areas, in addition to employment and training advice;
- (i) The Social Return on Investment tool was a very useful way of gaining an understanding of the overall value of a service. Going forward the completion of social return on investment exercises was best carried out by officers with knowledge of internal service areas and the SROI process, the basis for this being that a detailed background knowledge and understanding of the service would enable accurate results to be obtained over a shorter time period and would ensure reliance could be placed on the outcome of the exercise by Members. However, the option to undertake site visits should still be afforded to Members where this would be beneficial to obtaining a greater understanding of the service under review.

12 RECOMMENDATIONS

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

- (a) That Hartlepool Borough Council liaise with prime providers of the Work Programme to:-
 - (i) ensure prime provider offers are developed which meet local employer needs;
 - (ii) assist Avanta in engaging with the Department of Work and Pensions (DWP) to share data regarding the success of the Work Programme within Hartlepool; and
 - (iii) develop a process to ensure the dissemination of information in relation to the success of the DWP Work Programme in Hartlepool to the Council and the Regeneration and Planning Services Scrutiny Forum, once available.
- (b) That Hartlepool Borough Council facilitate meetings between prime providers of the DWP Work Programmes and third sector providers to:-
 - (i) Promote the specialist support services local organisations are able to provide as sub-contractors; and
 - (ii) Explore options to provide specialist services 'on demand'.
- (c) That the development of a process to hold careers events aimed at schools and sixth form college leavers to promote the types of careers available with local employers and also the routes to access potential opportunities, is explored with local service providers, employers and Connexions;
- (d) That ways of re-invigorating the partnership between Connexions and Job Centre Plus in Hartlepool be explored to ensure consent to share forms are completed and data shared, where possible and in accordance with the data protection act;
- (e) That during the development of skills based training programmes Adult Education and Economic Development liaise to ensure that maximum benefit is achieved for the economic wellbeing of the town;
- (f) That the Economic Development Team works in partnership with prime providers, local suppliers of employment and training services and the Economic Regeneration Forum to promote the Youth Contract, the National Apprenticeship Service and the benefits of employing apprentices to employers;
- (g) That the use of the Social Return on Investment model is explored:-

- (i) as part of the budget process to provide Members with qualitative data upon which to make decisions;
- (ii) to assist in shaping the future of service delivery by evaluating current service provision and gaining a better understanding of the value services users place on the outcomes delivered.

ACKNOWLEDGEMENTS

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

Hartlepool Borough Council:

Caron Auckland – Hartlepool Working Solutions
Maggie Heaps – Adult Education Co-ordinator
John Mennear – Assistant Director Community Services
Mark Smith - Head of Integrated Youth Support Services
James Sinclair – Connexions Team Manager
Antony Steinberg – Economic Development Manager
Patrick Wilson – Employment Development Officer

External Representatives:

Christina Blaney – JobCentre Plus
Greame Cadas – JobCentre Plus
Craig Drummond – Avanta
Graham Hubbard – Redcar and Cleveland Council
Barry Hockborn – Nacro
Jan Hollis – Hartlepool Carers
Tracy Jefferies – Hartlepool Carers
Paul Marshall – Hartlepool College of Further Education
Rachel Murphy – Avanta
David Scrafton – Heerema
Alan Sheppard – North Tees and Hartlepool NHS Foundation Trust
Andrew Steel – Hartlepool College of Further Education
Steve Summers – Caparo Forging
Anne White – J&B Recycling

**COUNCILLOR TREVOR ROGAN
CHAIR OF THE REGENERATION AND PLANNING SERVICES SCRUTINY
FORUM**

March 2012

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BACKGROUND PAPERS

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

- (i) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for 19-25 Year Olds – Scoping Report' presented to the Regeneration and Planning Services Scrutiny Forum of 1 September 2011.
- (ii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for 19-25 Year Olds – Setting the Scene – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 1 September 2011.
- (iii) Presentation of the Economic Development Manager and the Employment Development Officer 'Employment and Training Opportunities for 19-25 Year Olds' presented to the Regeneration and Planning Services Scrutiny Forum on 1 September 2011.
- (iv) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from Hartlepool Borough Council Economic Development Team – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (v) Report of the Economic Development Manager entitled 'Employment and Training Opportunities for 19-25 Year presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (vi) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from Hartlepool Borough Council Integrated Youth Support Services – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (vii) Presentation by the Head of Integrated Youth Support Services 'Youth Support for 19-25 Year Olds' presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (viii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from Jobcentre Plus – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (ix) Presentation by the Jobseeker Opportunities Manager from Jobcentre Plus entitled 'Jobcentre Plus – Summer 2011' presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (x) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Update on the Actions from Previous Scrutiny Reports – Covering Report'

- presented to the Regeneration and Planning Services Scrutiny Forum of 29 September 2011.
- (xi) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from Prime Providers – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 8 December 2011.
 - (xii) Presentation by the Regional Manager from Avanta entitled 'Work Programme In the North East' presented to the Regeneration and Planning Services Scrutiny Forum of 8 December 2011.
 - (xiii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young People Aged 19-25 — Views of Employment and Training Service Providers and Local Employers – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 8 December 2011.
 - (xiv) Report of the Scrutiny Support Officer entitled 'Mayor's Employment Initiative – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 19 January 2012.
 - (xv) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from North Tees and Hartlepool NHS Foundation Trust – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 19 January 2012.
 - (xvi) Presentation by the Assistant Director of Education and Organisation Development from North Tees and Hartlepool NHS Foundation Trust entitled 'Modern Apprentices' presented to the Regeneration and Planning Services Scrutiny Forum of 19 January 2012.
 - (xvii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from Hartlepool College of Further Education – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 19 January 2012.
 - (xviii) Presentation by the Assistant Principal and the Business and Workforce Manager from Hartlepool College of Further Education entitled 'Hartlepool College of Further Education' presented to the Regeneration and Planning Services Scrutiny Forum of 19 January 2012.
 - (xix) Report of the Social Return on Investment Focus Group entitled 'Final Report – Social Return on Investment of Connexions Services to 19-25 Year Olds' presented to the Regeneration and Planning Services Scrutiny Forum of 2 February 2012.
 - (xx) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from Redcar and Cleveland Council – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 2 February 2012.
 - (xxi) Presentation by the Lead Employment Advisor from Redcar and Cleveland Council entitled 'Routes to Employment – Youth Unemployment' presented to the Regeneration and Planning Services Scrutiny Forum of 2 January 2012.
 - (xxii) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into Employment and Training Opportunities for Young Adults Aged 19-25 — Evidence from the Hartlepool Borough Council Assistant Director of

Community Services – Covering Report’ presented to the Regeneration and Planning Services Scrutiny Forum of 2 February 2012.

- (xxiii) Presentation by the Assistant Director of Community Services from Hartlepool Borough Council entitled ‘Adult Education Provision’ presented to the Regeneration and Planning Services Scrutiny Forum of 2 January 2012.

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

2 February 2012



Report of: Social Return on Investment Focus Group

Subject: FINAL REPORT – SOCIAL RETURN ON
INVESTMENT OF CONNEXIONS SERVICES FOR
19-25 YEAR OLDS

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Regeneration and Planning Services Scrutiny Forum Social Return on Investment Focus Group following its investigation into the 'Social Return on Investment of Connexions Services for 19-25 Year Olds'.

2. BACKGROUND INFORMATION

- 2.1 During the Regeneration and Planning Services Scrutiny Forums scoping of their investigation into 'Employment and Training Services for 19-25 Year Olds' Members agreed that the concept of 'Social Return on Investment' should be explored as part of the Forum's investigation. In order not to impact on the main investigation, Members agreed that a focus group of the Regeneration and Planning Services Scrutiny Forum would be tasked with looking specifically at the social return on investment for the Connexions service for 19-25 year olds, with the results being taken as evidence by the main scrutiny forum.

3. SCOPE AND STAKEHOLDERS

Background to the Connexions Service

- 3.1 The Local Authority Youth Service and Connexions integrated in March 2010. The service leads on strategies to support young people to make a successful post 16 transition to further learning and employment and has responsibility for monitoring progress of the cohort, in addition, the service also supports a number of other key local indicators such as access to positive activities, reducing teenage pregnancy, substance misuse and youth offending.
- 3.2 The service aims to fulfil its remit via a number of methods including:-

- ensuring that young people have access to a range of positive activities and non-formal learning opportunities tailored to suit their needs by providing better information, advice and guidance to help young people make more informed choices, about learning, raise their aspirations and equip them to make safe and sensible decisions about sexual health and substance misuse;
 - ensuring that young people are engaged in shaping the services they receive and encouraging more young people to volunteer and become involved in their communities;
 - offering more personalised, joined up support for young people who are experiencing difficulties;
 - investing in the workforce to improve the quality and capacity of those working with young people and their families.
- 3.3 The service is delivered by 11 Personal Advisors qualified to a minimum of NVQ Level 4 in Careers Guidance or Information, Advice and Guidance. Connexions offers direct support via a 'One Stop Shop' facility (contained within the Middleton Grange Shopping Centre). It also provides support in schools to prepare for post 16 transition, outreach services provided largely through home visits or via Community Facilities.
- 3.4 The numbers contained within the 13-19 cohort are constantly changing but were 8500 at the start of the investigation. The numbers of 20-25 with Statement of Special Educational Needs equalled 155.
- 3.5 At 18 and beyond many young people choose to receive support via Job Centre plus, in line with their presentation at the Job Centre and the claiming of benefits. Young people are signposted between the two services where appropriate.
- 3.6 Young people aged 18 plus are also entitled to support via Next Steps (the national Adult Guidance Service) and in recent years direct referral to this service via Job Centre Plus has been embedded within national support arrangements. Ongoing support is provided to 19 year olds where this is part of an continuing piece of work. Support is also provided to 19 year olds at the request of local organisations who highlight that the young person will benefit from information, advice, support and guidance.
- 3.7 The majority of Connexions emphasis and resources continues to be focused upon post 16 transition, coordinating the 'September Guarantee' for 16 and 17 year olds to ensure that all Year 11's and Year 12's have a guaranteed place in learning, in line with the forthcoming Raising of the Participation age.
- 3.8 The majority of support for 19-25 year olds would be with the SEN cohort, who would receive support to review and establish their post 16 options including a review in school and supporting the young person's transition plan.

- 3.9 This support includes a complete assessment of post 16 learning needs to support post 16 option choices and identify whether local provision can meet the young persons needs. The service supports young people and their family to complete applications to Independent Specialist Providers (ISP) and also with applications for funding to enable them to attend ISP. Connexions advisors also collate and present detailed information on individual cases, to the Independent Specialist Placement Panel, to allow the panel to make a decision on funding out of area placements.
- 3.10 A designated Personal Adviser is provided to support young people with profound learning difficulties and disabilities and who are accessing special educational services. The service also provides direct support to Hartlepool College of Further Educations “Skills for Working Life” course for those aged 19+.

Type of SROI analysis undertaken

- 3.11 Social Return on Investment (SROI) is a new approach to measuring social value. SROI is a framework for understanding, measuring and managing a much broader concept of value; it seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits.
- 3.12 SROI places a monetary value on social, environmental and economic outcomes to allow them to be compared with the investment made. It measures change in ways that are relevant to the people or organisations that experience and contribute to it, though it should be noted that documentation issued by the Cabinet Office of the Third Sector emphasises the following:
- ‘Organisations work with different stakeholders and will have different judgements when analysing their social return. Consequently, it is not appropriate to compare the social return ratios alone, as social investors will need to consider all of the information produced as part of the SROI analysis. However, an organisation should compare changes in its own social return over time and examine the reasons for changes.’²
- 3.13 As part of the scrutiny investigation into ‘Employment and Training Opportunities for Young Adults in Hartlepool Aged 19-25’, the Regeneration and Planning Services Scrutiny Forum determined that a focus group should be tasked with undertaking a SROI analysis of the services provided to 19-25 year olds by Connexions, to determine the social value these services generate.
- 3.14 The overall aim of the exercise was to determine the social value produced by services for 19-25 year old provided by Connexions in order to contribute to the Regeneration and Planning Services Scrutiny Enquiry into training and employment opportunities for young people aged 19 – 25 in Hartlepool.

² A guide to Social Return on Investment – Cabinet Office of the Third Sector (Nicholls et al 2009)

- 3.15 The SROI analysis will form part of the evidence delivered to the Regeneration and Planning Services Scrutiny Forum of Hartlepool Borough Council to assist the Forum in its enquiry into 'Training and Employment Opportunities for Young People Aged 19-25 in Hartlepool'.
- 3.16 At a meeting of the SROI Focus Group on 17 October 2011 Members determined that a forecast SROI analysis should be undertaken (a measure which predicts how social value will be created if the activities meet their intended outcomes). It was determined that this was preferable to an evaluative analysis due to the short timescales involved, and that forecast evaluations ensure that the right data collection systems are in place to perform a full analysis in the future.

Stakeholders

- 3.17 At the meeting of the SROI Focus Group on 17 October 2011, Members determined the stakeholders in the Connexions Services provided to 19-25 year olds. These were as follows:-

Connexions services 19-25 year olds	
Stakeholder	Reason for Inclusion
Young people who use services	Primary beneficiaries of the service, likely to be experiencing positive outcomes if use of services is successful.
Connexions workers 19-25	Those employed would not otherwise be employed. This is a significant change to their lives.
Hartlepool College of Further Education	Likely to have a number of 19-25 year olds attending courses who may have used the Connexions service as a pathfinder.
Nacro	Partner service provider to the cohort who also engages in the re-habilitation of ex-offenders and teenage pregnancy.
Catcote School	Outreach work carried out by Connexions at the school to engage pupils in the service (advisor placed in the school).
Tees Valley Works	Acts as an umbrella organisation for other service providers, referrals made to this group by Connexions service.
Federation of Small Businesses	Represents local employers likely to take on young people in some form of employment.
Jobcentre Plus	Young people have the opportunity to present at either service, sign post to each other.

- 3.18 Members discussed a number of other stakeholders but determined that these should not to be included. Details of these potential stakeholders are included in section seven 'Audit Trail'.
- 3.19 Members identified young people who were (or who had previously been) involved with the Connexions service as the key stakeholders and agreed to conduct telephone interviews with young people who were currently using the Connexions Service where possible, to engage them in the SROI process.
- 3.20 Members also visited the Connexions offices and 'one stop shop' facility, the Chair of the focus group also undertook a visit to Catcote School where he was able to gather the views of pupils, staff and Connexions workers. Details of the visits to the Connexions building and Catcote School were reported back to the SROI focus group and are attached as **Appendix 2**. As part of this evidence it was noted that some interventions were very lengthy and costly whilst some were short. It was agreed that these would balance out when considered in the SROI process.
- 3.21 As part of the engagement process, questionnaires were drafted for young people, other service providers and local employers. These were distributed as widely as possible to the target groups, with the young people's questionnaire being delivered to Jobcentre Plus, Hartlepool College of Further Education, Connexions One Stop Shop and was also to employers, where possible. All questionnaires were also uploaded to the Council's 'Your Town, Your Say' web based consultation pages.
- 3.22 To engage with other stakeholders, Members attended a meeting of the Regeneration and Planning Services Scrutiny Forum held on 8 December 2011, to which other local service providers such as Nacro, local employers and their representatives were all invited. During this meeting group discussions were undertaken regarding employment and training opportunities for young people aged 19-25 in Hartlepool and what does and does not work well.

4. OUTCOMES AND EVIDENCE

- 4.1 At the meeting of the SROI focus group on 16 December 2011 Members reviewed the stakeholders determined at the previous meeting and identified the intended and unintended changes for each, (for results see **Stage 1** of the Impact Map **Appendix 1**). During this process Members determined that the Federation of Small Businesses should be removed as a stakeholder due to the limited impact the Connexions Service would have on them as a group. Members also recognised that an emerging stakeholder would be the prime providers of the DWP work programme such as Avanta, but that these potential stakeholders did not warrant inclusion in this exercise as the change for them could not be determined as yet.

Inputs

- 4.2 Young People - The main input identified for young people was their time, in accordance with the current convention in SROI, time spent by beneficiaries on a programme is not given a financial value.
- 4.3 Connexions/Local Authority – Members identified a proportion of the Connexions budget allocated to providing services for 19-25 year olds would be used as the input for this stakeholder.
- 4.4 At the meeting of the Focus Group on 16 December 2011 Members agreed that the method of calculating this proportion of the Connexions budget would be as follows:-

$$\frac{\text{PA day rate} \times \text{number of days per month allocated to 19-25 cohort}}{\text{Number of sub contacts with 19-25 year olds for month}} = \text{PA rate per 19-25 year old}$$

- 4.5 The focus group agreed that an average of these figures would be taken between April and September 2011 and that this figure would be used to determine the annual cost of providing the service to 19-25 year olds.
- 4.6 Following consideration, Members then determined that a more accurate reflection of the overall cost of the services would be to use the following equation:-

$$\frac{\text{Number of 19-25 years olds as at 1 November 2011}}{\text{Total cohort as at 1 November 2011}} \times \text{Budget for the whole service}$$

- 4.7 Members were in agreement that this would then include the additional costs of lighting, heating etc rather than purely the cost of the interventions.
- 4.8 Following discussions, Members agreed that no other stakeholder contributed to the input column, as they did not directly invest in the Connexions Service.
- 4.9 The calculation for the value of the investment to the Connexions Service using the formula described at 4.6 is as follows:-

$$\frac{1432 \text{ (19-25 year olds)}}{8393 \text{ (total cohort)}} \times £722,775 = £123,319$$

Outputs

- 4.10 Outputs are described as a quantitative summary of an activity. Members determined that outputs for the young people who access services and Connexions/Local Authority would be the number of interventions undertaken by the Connexions Service with 19-25 years olds for the period of 1 month between 1 November 2011 and 1 December 2011, which would then be used as a basis for calculating the annual figure.

- 4.11 Members recognised that some interventions were much more lengthy and therefore more costly than others, however it was felt that given that some interventions were very short the use of this figure would give a balanced level of outputs overall.
- 4.12 Data relating to the remainder of stakeholders was discounted, Members felt that only data relating directly to Connexions outputs could be used to assess the SROI of the service.

Outcomes

- 4.13 SROI is an outcomes based measurement tool, with regards to describing outcomes for Connexions the focus group agreed to use destinations data collected by Connexions in relation to activities of those young people who had completed compulsory education e.g. in employment or training.
- 4.14 Destinations data is divided into a number of activities, Members raised concerns that not all destinations would be reflected in the data if no young person had fallen in to that category during the period under review, therefore **Appendix 3** has been included to show all possible outcomes.
- 4.15 Members agreed to group potential outcomes into the following headings:-
- Education and training
 - Health
 - Wellbeing
 - Homelessness
 - Carers
- 4.16 The softer outcomes, such as more self-confidence and participating in more social activities, identified from the results of the questionnaires issued to young people were factored in under appropriate headings.
- 4.17 Indicators – These are a way of knowing that change has happened. Members agreed to group the outcomes data into the categories identified at 4.15 and the use the Connexions data to determine the numbers attached to each outcome as an indicator, where possible.

Sources – Sources for outcomes data were determined as the responses received to questionnaires and the Connexions outcomes data for the period 1 November 2011 to 1 December 2011.

Quantity – The numbers highlighted by the Connexions outcomes data pro rata for the year. It is recognised that an intervention can have more multiple outcomes so that initial quantity will not equate to the exact same number of outcomes.

Duration - Members agreed to use the length of time attached to a Connexions currency as the duration of the outcome (see **Appendix 4** for details of each currency duration). The minimum timescale for the forecast

SROI was one year to where interventions lasted less than this time the annual figures were included on a pro-rata basis.

Financial Proxy and Values - Members agreed to use the following as values for outcomes:-

Health – details of the cost to the NHS of averting teenage pregnancy and cessation of smoking would be sought as a measure to be allocated 50/50.

Housing – single room rate for people under 25s would be used.

Carers – average carers benefit rate would be used.

Employment – apprenticeship rate plus the single persons benefit rate. Members considered using an element of the disability living allowance in addition to the above criteria, but agreed that this would not be used as the apprenticeship rate and reduction in benefits would act as an average, which would suffice for the purposes of the analysis.

Training – the HCFE student bursary would be used as a standard though it was recognised not all students would get this so it was assumed 25% would receive the bursary, plus the single persons benefit rate.

Wellbeing – the cost of weekly ‘Street Project’ sessions with Families First.

- 4.18 Members agreed that the source for the financial proxies would be as follows:-

Health – NHS statistics on the cost of averting teenage pregnancy and cost of treating a smokers. This information was obtained through the following sources:

- Teenage pregnancy: University of Sheffield School of Health and Related Research – Modelling the Cost Effectiveness and Young People, Especially Socially Disadvantaged Young People to Use Contraceptives and Contraceptive Services – April 2010
- Smoking: Health Economics Research Group Brunel University, Queens Medical Centre University of Nottingham, London Health Observatory: Building the Economic Case for Tobacco Control, A Toolkit to Estimate the Economic Impact of Tobacco – December 2011

Housing, Carers, Employment – All figures were to be sourced from the DWP benefits figures for 2011/12.

Training – Information supplied by Connexions Manager.

Wellbeing – The cost of weekly sessions ‘Street Project’ sessions. Information obtained directly from Hartlepool Families First.

5. IMPACT

5.1 **Deadweight** is a measure of the amount of an activity, which would have occurred even if the activity had not taken place. When analysing Connexions destination data Members were presented with details of the likelihood of young people obtaining the service elsewhere.

5.2 It was determined that where a young person presented at the Connexions building / one stop shop it was likely that they would have presented at an alternative service provider if the Connexions Service were not available. However, where the intervention had been as a result of proactive work by Connexions PAs it was deemed that this intervention would not have occurred anywhere else.

5.3 Members agreed that of those who presented, half would have sought an alternative service provider, resulting in the following deadweight rates:-

Employment – 22 presented directly - $22/125 \times 100 \times 50\% = 10.8\%$ rounded to 11%.

Training – 5 presented directly - $5/125 \times 100 \times 50\% = 2\%$

Health – 0

Wellbeing – 0

Carers – 0

5.4 **Displacement** is another component of impact and assess how much of an outcome displace other outcomes. The SROI guide indicates that this does not apply in every case and Members decided that displacement would not be taken into consideration as it was not relevant for the area under review.

5.5 **Attribution** is the assessment of how much of the outcome was caused by the contribution of other organisations or people.

5.6 Members determined that whilst there was joint working with a number of agencies the best indicator was for those aged over 20 years in Catcote School (16 interventions). It was agreed that half of these would have some attribution with other agencies, which was converted to a percentage of the overall interventions $16/125 \times 100 \times 50\% = 6.5\%$.

5.7 **Drop off** is the amount of outcome over future years, Members determined that as the longest currency was one year there would be no drop off past this point.

6. SOCIAL RETURN CALCULATION

6.1 The Social Return on Investment was calculated as £1.66 per £1 invested, as shown on the impact map (**Appendix 1**). Members recognised that the calculation is based heavily on a number of assumptions which have been listed through each stage of the report and that any alteration in these assumptions would be likely to significantly affect the SROI figure.

- 6.2 Member particularly noted that the number of interventions recorded could be subject to change as no weighting was given to interventions. Certain types of intervention are not recorded by Connexions systems as they are deemed too short, however they still form part of a PAs workload. Alternatively, other interventions would count only once or twice despite involving numerous meetings, officer time and assistance. Members recognised that this would affect the value and cost of an intervention quite significantly.
- 6.3 Another area where the assumptions used could affect the value of the SROI significantly were the financial proxy information. Members were satisfied that the values used were appropriate but recognised that there were a number of differing values that could be used for all categories, particularly employment and training data. Members also recognised that due to the high costs associated with health proxies, any change to these would greatly affect the SROI calculation.

7. AUDIT TRAIL

- 7.1 During the SROI process a number of different ideas were discussed for each stage the process. Details of these are recorded as part of the audit trail of the process.
- 7.2 Stakeholders initially identified at the meeting of the Focus Group on 17 October 2011 but not included, and rationale for this is as follows:-

Excluded stakeholders	Reasons for exclusion
AIMS Consortium	Would be covered by Tees Valley Works as an umbrella organisation
Youth Offending Team	These participants would be picked up via another route such as Nacro and engagement with Connexions was not felt to be a large part of the work of this organisation
WNF Providers 19-25	Would be covered by Tees Valley Works as an umbrella organisation
Adult Education	These participants would be picked up via another route and engagement with Connexions was not felt to be a large part of the work of this organisation
6 th Forms & 6 th Form Colleges	Unlikely to have a large enough cohort of 19-25 year olds to be considered a major stakeholder
JHP/Springboard	Covers similar but not as wide ranging areas as Nacro, therefore Nacro included to avoid duplication

Prince's Trust	Small number of participants likely to be picked up via another route
Teenage Pregnancy Support Service	These participants would be picked up via another route such as Nacro. Engagement with Connexions was not felt to be a large part of the work of this organisation
Social Care	These participants would be picked up via another route. Engagement with Connexions was not felt to be a large part of the work of this organisation

- 7.2 Stakeholders discounted following a review by Members of intended and unintended changes at the meeting of the Focus Group of 16 December 2011:-

Federation of Small Businesses – Connexions Services would have a limited impact on them as a group.

- 7.3 Emerging stakeholders who should be considered for future SROI reviews in this area, identified by Members at the meeting of the Focus Group on 16 December 2011:-

Avanta – Prime Provider of the DWP Work Programme.

- 7.4 At the meeting of the Focus Group on 16 December 2011, Members agreed that only inputs and data related to young people and the Connexions Service/Local Authority should be considered as part of the SROI analysis, and as such the following stakeholders were not included in the SROI calculation:-

- Hartlepool College of Further Education
- Nacro
- Catcote School
- Tees Valley Works
- Jobcentre Plus

- 7.5 Evidence submitted from young people as part of the investigation through any of the above stakeholders was counted under 'young people'.

- 7.6 Members considered several financial proxies for the 'Wellbeing' indicator, the initial suggestion was that a value associated with the social element assigned to a young person's personal budget could be used. However, it was determined that this would be personal to each user and no set figure would be able to be identified. It was then agreed to use the cost of weekly 'Street Project' sessions provided by Families First as these were attended by a number of students from Catcote Futures.

8. CONCLUSIONS

8.1 The Regeneration and Planning Services Scrutiny Forum Social Return on Investment Focus Group concluded that:-

- (j) The Social Return on Investment tool was a very useful way of gaining an understanding of the overall value of the Connexions Service for 19-25 year olds and undertaking the review had provided Members with a valuable insight into the service;
- (k) Connexions was providing a very valuable service to 19-25 year olds within Hartlepool in a number of areas, in addition to employment and training advice;
- (l) That the completion of social return on investment exercises was best carried out by officers with knowledge of internal service areas and the SROI process, the basis for this being that a detailed background knowledge and understanding of the service would enable accurate results to be obtained over a shorter time period and would ensure reliance could be placed on the outcome of the exercise by Members. However, the option to undertake site visits should still be afforded to Members where this would be beneficial to obtaining a greater understanding of the service under review.

9. RECOMMENDATIONS

9.1 The Regeneration and Planning Services Scrutiny Forum Social Return on Investment Focus Group has explored a wide range of evidence from various sources to assist in the formulation of a balanced range of recommendations. The Focus Group's key recommendations to the Regeneration and Planning Services Scrutiny Forum are as outlined below:-

- (a) Consideration should be given to utilising the Social Return on Investment model as follows:-
 - (iii) as part of the budget process to provide Members with qualitative data upon which to make decisions;
 - (iv) to assist in shaping the future of service delivery by evaluating current service provision and gaining a better understanding of the value services users place on the outcomes delivered.

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BACKGROUND PAPERS

The following background paper was used in the preparation of this report:-

- (i) Report of the scrutiny support officer entitled 'Social Return on Investment Focus Group – Scoping Report' presented to the Regeneration and Planning Social Return on Investment Focus Group on 17 October 2011.
- (ii) Report and presentation of the scrutiny support officer entitled 'Social Return on Investment' presented to the Regeneration and Planning Social Return on Investment Focus Group on 17 October 2011.
- (iii) Report and presentation of the scrutiny support officer entitled 'Social Return on Investment Stages 2 - 4' presented to the Regeneration and Planning Social Return on Investment Focus Group on 16 December 2011.
- (iv) Report of the scrutiny support officer entitled 'Social Return in Investment Focus Group – Feedback from Connexions and Catcote Futures Visit' presented to the Regeneration and Planning Social Return on Investment Focus Group on 16 December 2011.

Social Return on Investment – The Impact Map

Organisation	Connexions Service For 19-25 Year Olds														
Objectives	Training and Employment Advice & Guidance to Help Find Employment or Training														
Scope	Activity	Primarily advice and guidance on emplyment and training for for young people					Objective of Activity	To determine the SROI Connexions Services Provided to 19-25 Year olds					Time Period	1 Year (2011)	
	Contract/Funding/Part of organisation	Local Authority Budget					Purpose of Analysis	To feed into the RPSSF investigation into 'Employment and Training Opportunities for 19-25 year olds'					Forecast or Evaluation	Forecast	

Stage 1	Stage 2	Stage 3	Stage 4
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Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes		The Outcomes (what changes)						Dead-weight %	Attribution %	Drop Off %	Impact
		Description	Value £		Description	Indicator	Source	Quantity	Duration	Financial proxy	Value £	Source				
Who do we have an effect on?	What do you think will change for them?	What do they invest?		Summary of activity in numbers	How would you describe the change?	How would you measure it?	Where did you get the information from	How much change was there?	How long does it last?	What proxy would you use to value the change?	What is the value of the change?	Where did you get the information from?	What would have happened without the activity?	Who else contributed to the change?	Does the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement, and attribution.
Who has an effect on us?																
Young people who use the services	Dependent on the nature of visit.Key objective of the service is to reduce the NEET figure by providing advice and guidance on training and employment opportunities, however they can also access information in relation to health, housing and finance.	Time	£0	125 interventions x 12 months = 1500 per annum	Employment, Education and Training: accessed IAG which assisted the young person into the role or training course of their choice, reducing the numbers who would otherwise ended up on benefits.	Number of interventions in relation to employment	Connexions data for the period 1 November 2011 to 1 December 2011	16 x 12 = 192	1 year	Apprenticeship rate plus reduction in benefits	2.60 x 37 = 96.20 + £53.45 = £149.65	Direct Gov: DWP Social Security Benefit Up-rating 2011/12	11%	0%	0%	25,572
						Number of interventions in relation to education or training	Connexions data for the period 1 November 2011 to 1 December 2011and responses to questionnaires	(107 x 12) + 20 = 1304	6 months	HCFE training bursary to be used as a standard plus a reduction in benefits	£30 per week for 25% of students plus reduction in benefits for all = £83.45 for 326 and £53.45 for 978	Connexions Manager	2%	0%	0%	78,433
					Health: accessed IAG in relation to teenage pregnancy, smoking cessation, STIs etc,	Number of interventions in relation to health	Connexions data for the period 1 November 2011 to 1 December 2011	19 x 12 = 228 allocated 50/50 114 pregnancy 114 Smoking cessation	3 months	Cost to NHS of averting teenage pregnancy and smoking	£310 intervention per pregnancy averted £440 per smoker	Pregnancy: University of Sheffield research Smoking: Brunel University and NICE research	0%	0%	0%	85,500
					Wellbeing: as a result being assisted on to an appropriate training course or into employment young people enjoyed more social activities and felt they had great confidence.	Number of interventions in relation to wellbeing	Connexions data for the period 1 November 2011 to 1 December 2011 and responses to questionnaires	(34 x 12) + 16 = 424	3 months	Cost of 'Street Project' session provided by Hartlepool Families First	Approx £11 per session x 2 weekly sessions = £22	Hartlepool Families First	0%	6.50%	0%	8,722
					Homelessness: accessed IAG to assist with housing issues and finance to avoid homelessness.	Number of interventions in relation to homelessness	Connexions data for the period 1 November 2011 to 1 December 2011	6 x 12 = 72	3 months	Single room rate for people under 25	£53.45	Direct Gov: DWP Social Security Benefit Up-rating 2011/12	0%	0%	0%	3,848
					Carers (not teenage parents as they are included in wellbeing)	Number of interventions in relation to carers	Connexions data for the period 1 November 2011 to 1 December 2011	4 x 12 = 48	3 months	Average carers benefit	£55.55	Direct Gov: DWP Social Security Benefit Up-rating 2011/12	0%	0%	0%	2,666
Connexions/Local Authority	A reduction in NEET young people, plus assistance with health, housing and finace issues.	Proportion of Connexions budget allocated to 19-25 year olds	£123,319		Material outcomes are for young people and have been considered above.											

Total	204,742
Social Return per £1	£1.66

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM SOCIAL RETURN ON INVESTMENT FOCUS GROUP

16 December 2011



Report of: Scrutiny Support Officer

Subject: SOCIAL RETURN ON INVESTMENT FOCUS
GROUP – FEEDBACK FROM CONNEXIONS AND
CATCOTE FUTURES VISIT

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Members of the Social Return on Investment Focus Group with details of the visit to the Connexions offices and a visit by the Chair of the focus group to Catcote Futures.

2. BACKGROUND INFORMATION

Cadcote Visit

- 2.1 The Chair of the Social Return on Investment Focus Group, visited Catcote Futures based at Catcote School to shadow the Connexions on site personal advisor and engage with pupils, to determine the value they place on the Connexions service.
- 2.2 The Catcote site offers educational and vocational facilities for young people up to the age of 25 with special educational needs, known as 'Cadcote Futures'. Facilities include a kitchen, beauty salon, horticultural area and café, in addition to traditional learning environments, to allow pupils the freedom to pursue a range of activities.
- 2.3 There are currently 215 young people in the 19-25 Connexions special educational need cohort, 37 of which attend Catcote, 30 attend the skills for working life course at Hartlepool College of Further Education, with the remainder in other destinations.
- 2.4 Catcote has an onsite Connexions personal advisor (PA) 2 days per week. Over the period of a month the advisor spends on average 1 day with the post 19 cohort (they will respond to need if required) and the remaining 7 days per month with the 13-18 cohort and the pupils attending the on site pupil referral unit (BESD). All schools were offered the opportunity to purchase more advisor time at the beginning of the academic year, but this was declined due a lack to funding.

- 2.5 The services provided to the 19+ cohort at Catcote include the following:-
- Assistance with producing applications for personal budgets;
 - Attending a young persons annual reviews (what they are doing/how they feel it is going/is it suitable etc);
 - Linking in with other agencies such as social care;
 - Liaising with the young persons family and / or their carer;
 - Attending group sessions once the young person is in Catcote (provide information about what is available, show the one stop shop etc).
- 2.6 Initially prior to attending Catcote, the young person is assisted with the choices available to them aged 19. The service promotes young people making their own choices and some young people opt to attend alternative provision and are still overseen by the SEN PA. Due to the current funding situation, there is a much-reduced presence in alternative provision. The PA will follow the young people up in line with currency guidelines however, young people who contact the PA will be offered an immediate service.
- 2.7 Other options available to SEN young people include:
- Attending another training provider (such as Nacro, JHP, Springboard etc);
 - Further Education- Skills for Working Life HCFE (CCAD etc);
 - Sixth Form environment (with support)(H6FC, EM6FC)
 - Employment (with support)- *some SEN young people can sustain employment with limited support
 - Out of area provision.
- 2.8 In all cases where a SEN young person is moving provider (e.g. Catcote to English Martyrs) a Section 139a-c assessment is updated/completed by a PA.
- 2.9 Where the young person has received a statement of special educational need this ceases post 19. In cases where it is beneficial for the young person to have a detailed statement of their needs post 19 a section 139A notice is drafted by the PA and passed to the College (or wherever the young person is moving to) to advise them of the support needs of the young person. The original SEN, information from the young person, their carers, social workers and parents is all collated when drafting the S139A. At the moment, it is very rare for a young person with higher level needs to go into employment.
- 2.10 The PA works with the social worker (and others working closely with the young person) to look at the opportunities open to that young person, with the social workers looking into what the young person's personal budget could buy.

- 2.11 If the young person decides they would like to remain at Catcote to attend Catcote Futures the student registers with HCFE as a post 19 student, with the curriculum being delivered within the Catcote Setting. HCFE determine the accreditation that drives the activities available and in some instances restricts what the students can study. The PA is not required to complete S139a-c assessment as Catcote are aware of support needs.
- 2.12 When young people decide to go into Foundation Learning with recognised training providers from the Hartlepool Partnership, due to changes in government legislation (Entry 2 Employment to Foundation Learning) the provider is no longer required to involve the Connexions service in the review process. A PA will continue to follow the young person yet may not be invited to their annual review.

Independent Specialist Provision

- 2.13 A recent change to the service for placements out of the area is that a PA from the local authority paying for the care must attend the young person's annual learning reviews. Previously all 19+ young people who attended Catcote regardless of residency were able to access the services provided by the PA, who was therefore able to attend all learning reviews being undertaken with young people within Catcote. Currently those who reside out of the area must have a PA from that area present; this was introduced as the cost of placing young people outside of their local authority area is far greater than a placement with the local authority area, particularly for those with autistic spectrum disorders. This is known as Independent Specialist Provision (ISP).
- 2.14 A PA from the young persons local authority needs to attend the training review to ensure the placement they are receiving is the most appropriate provision for them and also constitutes value for money for the Local Authority, if the same service could be provided within Hartlepool the Local Authority are unlikely to continue the out of area placement.
- 2.15 An ISP panel has recently been formed in Hartlepool to review all applications for placements out of the area. This consists of the Assistant Director of Performance and Achievement, the Social Care Team Manager, the Special Educational Needs Manager and others. There are other factors to consider with out of area placements, such as transport, health and social care, all of which will need to be funded. The PA will prepare background paper work involving the young person, their family, carers, social worker etc to submit to the panel to enable them to make an informed decision, this will also include details of any local provision the young person could access.
- 2.16 The Transitions Operations Group (TOG) meets bi-monthly and is currently chaired by the Integrated Youth Support Service (IYSS - Connexions). The TOG brings together agencies including health, social care, children services and adult services. One of the key objectives of the group is to forecast the young people for whom the Local Authority may have to fund alternative provision (e.g. ISP).

- 2.17 Catcote is likely to have 40+ college aged students in the next academic year, and already has a waiting list of pupils who wish to access the unit from other Tees Valley authorities, but due to current space limits the unit is not able to accommodate these requests. The unit is also unable to accommodate certain autistic spectrum disorder (ASD) cases, these young people currently attend the ESPA facility in Middlesbrough.

Student views:

Jessica: Likes the post 19 education, she enjoys learning signing, working in the coffee shop and undertaking a Duke of Edinburgh Award in Horticulture. Jessica also like the hair and beauty course and would like to do more art. Jessica felt the course was what she expected.

Graham: Works in the coffee shop and has a placement in Café 177, he would love to do more cooking and would like more opportunities to do both ideally more work in Café 177 with training. Graham has also achieved independent travel to and from his job at Café 177.

Graham said all the students wanted a normal life and access to society but this was difficult as attending mainstream youth clubs etc required a care worker to attend with them, which immediately singled them out as different.

Emma: Emma would like the older students to have their own space and be a proper college. Emma joined from a school in Stockton as Catcote offered the courses she wanted.

Kirsty: Would like a bigger room and feels they deserve the same amount of space as able bodied students.

Karen: Travels from out of town and doesn't go out after school as there is nothing in her area. Transport is a problem.

Antony: Loves the horticulture the school does and also drama.

- 2.18 The students felt the PA should come in more often as she helps them and can talk to their mum and dad about things they would like to do and where they would like to be in their careers. It was difficult to find out what was out there and who should be providing the support, the PA helps with this, rather than them just attending the skills for working life course at the college and being 'stuck on that course'. The PA provides students with the choices available to them.

- 2.19 For staff, access to someone who knows the systems and different routes to access funding is invaluable.

- 2.20 The PA assigned to Catcote feels that they can only scratch the surface in the time available, especially given the time currently spent with the BESD leavers (the on site unit for permanently excluded pupils), some young people get very little service.
- 2.21 Once students reach 25 they leave the Catcote setting, all still have a social worker but they then move into adult social care and are able to use their personal budget to buy the services they require. Some ex-students use their personal budget to buy support to come back to Catcote and work within a vocational area.
- 2.22 The overriding theme of the visit was that the staff and students felt that they had a lot of potential and a vision for a 'learning village', which was hampered by the space and facilities currently available. More space would allow further development of the activities available and potentially an ASD unit and on site nurse for the 19+ cohort. Staff also felt that there was an income generation opportunity due to the waiting lists for places for out of town waiting pupils. This feedback is not in the scope for the social return on investment investigation into Connexions Services for the 19+ cohort, however this may be something Members wish to consider in the future.

Connexions Visit

- 2.23 Members of the focus group visited the Connexions building to receive a brief talk regarding the service and to conduct some telephone interviews with Connexions users.

Management Information

- 2.24 Connexions management information is collected for all meaningful contacts (termed interventions) PAs have with young people aged 16-19. Young People are prioritised into one of three tiers of support.

Tier 1 Young people are linked to specialist services (such as Youth Offending) and may be NEET. They require intensive support;

Tier 2 NEET but looking for a positive destination does not require intensive support;

Tier 3 In a positive destination.

- 2.25 The recording of the intervention figures does not include the tier level of the intervention or meetings attended by the PA on behalf of the young person (for example a personal review). As referred to earlier the PA must attend out of area reviews for young people who reside in Hartlepool, this will count as one intervention, however there can be significant travelling and preparation time associated with such a meeting. Group work also is not included as an intervention.

- 2.26 Connexions utilise 16 data sheets that are reported internally on a monthly basis. These show the contact the PAs have with the young people using the Connexions service and run from April to March. Examples of the data captured are shown below.

- 2.27 Figures between 1-16 November 2011 are as follows:-

Number of interventions

Type of Intervention	Completed Compulsory Education Age		
	Up to 18	19+	Total
One to one personal contact	106	25	131
Telephone	52	38	90
E-mail/letter/text	4	5	9
Total Interviews	162	68	230

Number of young people receiving an intervention

Type of Intervention	Completed Compulsory Education Age		
	Up to 18	19+	Total
One to one personal contact	84	21	105
Telephone	48	36	84
E-mail/letter/text	4	4	8
Total Interviews	136	61	197

- 2.28 During this time there were 9 advisors working, with 12 working days in the time period.
- 2.29 The Connexions database is a Tees Valley wide database hosted by Stockton Council. The data collection and recording is specified by the Department for Education in February of each year. Young people aged 20 (who are not classed as SEN) are archived off the system each year as Connexions has no responsibility to track them.

Government Reporting

- 2.30 The Government no longer sets targets for the number or percentage of NEETS etc; targets for all groups are now set locally and are approved by the Assistant Director of Performance and Achievement.
- 2.31 However, two key pieces of information are reported to Central Government on an annual basis. The first is termed the 'annual activity survey' and is a snapshot taken on 1st November. This shows the destinations of young people aged 16 who left school the previous July.
- 2.32 The second piece of information recorded is the NEET figure for the town. NEET figures are taken on 30 November, 31st December and 31st January and an average used to determine the overall reported NEET figure. An adjustment is made to the NEET figure to incorporate a certain percentage of the 'not known' figure as it is likely that if some of the 'not known's' were previously NEET they still will be. The 'not known' figure comprises of young people whose destination the PAs have been unable to establish.

- 2.33 Previously the government set a target of 2-3% 'not knowns', since the Coalition Government came to power this target is no longer used, however 'not knowns' are still tracked as not only do 'not knowns' affect the NEET figures (through the adjusted calculation), but there is a risk that young people are unaware of the services available to them. The NEET figure includes teenage pregnancy, illness and custodial sentence cases.

Changes to calculations

- 2.34 Previously, once a young person reached 19 they were removed from the recorded figures. Now the calculations use academic years, so those who are 19 are still included for a certain period of time, this makes targets more difficult to achieve.
- 2.35 Another change is to the recording of the educational base, previously if a young person was studying in Hartlepool this counted towards Hartlepool's positive destination figures and Hartlepool was a net importer. Figures are now based on residency and as a result, the number of positive destinations has fallen.
- 2.36 As previously the NEET target is set internally and agreed by the Assistant Director of Performance and Achievement. The 2011/12 target has been set at 8% up from 7.4% in 2010/11 to take in to account the reasons detailed above and the fact that educational maintenance allowances have been scrapped, resulting in some young people no longer being able to afford to go to, or remain at college and the reduction in staffing following budget cuts in 2010-11.

Service provision

- 2.37 Connexions resources are targeted to year 12,13 & 14 pupils (ages 16-18 years) as these are the cohort many of the Connexions targets refer to, those aged 19 plus can access universal services such as the job centre.
- 2.38 There was an agreement with Jobcentre Plus regarding consent to share information that would provide Connexions with more information surrounding the destinations of young people within Hartlepool. In practice, this is difficult to obtain as the relationship Connexions have is with JCP in Stockton, not Hartlepool, to obtain these forms. Connexions have identified a need to work in closer collaboration with Hartlepool Jobcentre to promote the completion of the consent to share forms with JCP advisors.
- 2.39 Each young person is identified as being in a destination (work, training, unemployed etc) and each destination has a 'currency' attached to it, which determined how often the young person has to be contacted. For example, a NEET young person would need to be contacted within 3 months, but a full-time employed young person would not need to be contacted for 1 year. If the young employed person lost their job after a few weeks but did not re-

present at Connexions they would not be contacted for 1 year as the service would not know that their circumstances had changed.

- 2.40 The destinations can be updated at any time once it has been established a young persons circumstances have changed. If a young person becomes 'not known', (their currency lapses and Connexions are unable to contact them) PAs will continue to try to locate the young person and determine their destination. Connexions used to be provided with UCAS lists which helped to identify those students that had gone on to higher education, these lists are no longer received and the PAs now need to contact each college leaver to determine their destination. This affects the destination status of over a 1000 young people every October.
- 2.41 It is recognised that young people need appropriate advice and guidance to move to a positive destination that is right for them, to ensure they don't drop out after a couple of weeks. Inappropriate advice may put them off re-engaging with services in the future.

3. RECOMMENDATIONS

- 3.1 That Members of the Forum consider the content of the report in relation to their ongoing work into the social return on investment for the Connexions Service for 19-25 year olds.

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BACKGROUND PAPERS

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

Potential Destination Categories of those who have completed Compulsory Education

In Education Employment or Training

In education, post Year 11

- School Sixth Form
- Sixth Form College
- Further Education
- Higher Education
- Part time Education
- Gap Year students
- Other Post 16 Education

Employment

- Employment funded through GST
- Employment with training to NVQ 2 or above
- Employment without training to NVQ 2
- Employment with locally recognised training
- Temporary employment
- Part Time Employment

Training

- Foundation Learning/E2E training
- Other YPLA funded training
- Other GST (eg, LA, VCS or ESF funded provision)
- Training derived through the Work Programme

Not in Education Employment or Training Group

Available to labour market

- Waged PDOs
- Other PDOs
- Full Time Voluntary Work
- Not yet ready for work or learning
- Awaiting an FL/E2E place
- Awaiting sub level 2 place
- Awaiting level 2 place
- Awaiting level 3+ place
- Start Date agreed
- Activity Agreement/E2L Pilot
- Seeking employment, education or training
- New Deal Gateway/JSA Stage 3 Regime

Not available to labour market

- Young carers
- Teenage parents
- Illness
- Pregnancy

Religious grounds
Unlikely to be economically active
Other reason

Other (not EET or NEET)

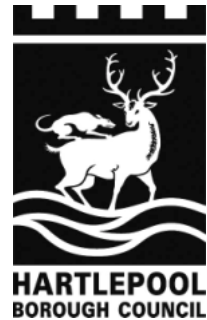
Custody
Refugees/Asylum seekers
Current situation not known
Cannot Be Contacted
Refused to disclose activity
Currency Expired - EET
Currency Expired - NEET
Currency Expired - Other

Connexions Currency Information

Young People Who Have Reached Statutory School Leaving Age		
Full time Education	One per year	12 months from last confirmation. Cannot be extended beyond the end of the course. For those in higher education this can be extended to two years
Employment with training – including apprenticeships	One per year	12 months from last confirmation. Can in certain circumstances be extended to 2 years for those 18 and over.
Employment without training	Every 6 months	6 months from last confirmation.
Training	Every 6 months	6 months from last confirmation Cannot be extended beyond the end of the course.
Temporary Employment ; Part time learning; Part time employment; Gap Year Students	Forward review date according to circumstances	4 weeks after date of review unless contact has been made to confirm status
Custodial sentence/ asylum seekers/refugees yet to be granted citizenship	Forward review date according to circumstances	4 weeks after date of review unless contact has been made to confirm status
NEET Group		
Available to labour market	Every 3 months	3 months from last confirmation
Not available to labour market Personal Development Opportunities; Supporting family Illness; Pregnancy; Other reason not available	Forward review date according to circumstances	4 weeks after date of review unless contact has been made to confirm status

SCRUTINY CO-ORDINATING COMMITTEE

9 March 2012



Report of: Scrutiny Manager

Subject: FINAL REPORT – THE PROVISION OF SUPPORT AND SERVICES TO LOOKED AFTER CHILDREN / YOUNG PEOPLE – HOLDING REPORT

1. PURPOSE OF REPORT

- 1.1 To inform Members of the Scrutiny Co-ordinating Committee that the final report into the 'Provision of Support and Services to Looked After Children / Young People' will be presented at today's meeting.

2. BACKGROUND INFORMATION

- 2.1 In accordance with the Authority's Access to Information Rules, it has not been possible to include the final report within the statutory requirements for the despatch of the agenda and papers for this meeting. The report will be circulated under separate cover in advance of this meeting.

3. RECOMMENDATION

- 3.1 Members are requested to note the content of this report and agree the final report into the 'Provision of Support and Services to Looked After Children / Young People' to be circulated under separate cover in advance of this meeting.

Contact Officer:- Joan Stevens – Scrutiny Manager
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BACKGROUND PAPERS

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



CHILDREN'S SERVICES SCRUTINY FORUM

FINAL REPORT

The Provision of Support and Services to Looked After Children / Young People

March 2012

SCRUTINY CO-ORDINATING COMMITTEE

9 March 2012



Report of: Children's Services Scrutiny Forum

Subject: FINAL REPORT INTO THE PROVISION OF
SUPPORT AND SERVICES TO LOOKED AFTER
CHILDREN / YOUNG PEOPLE

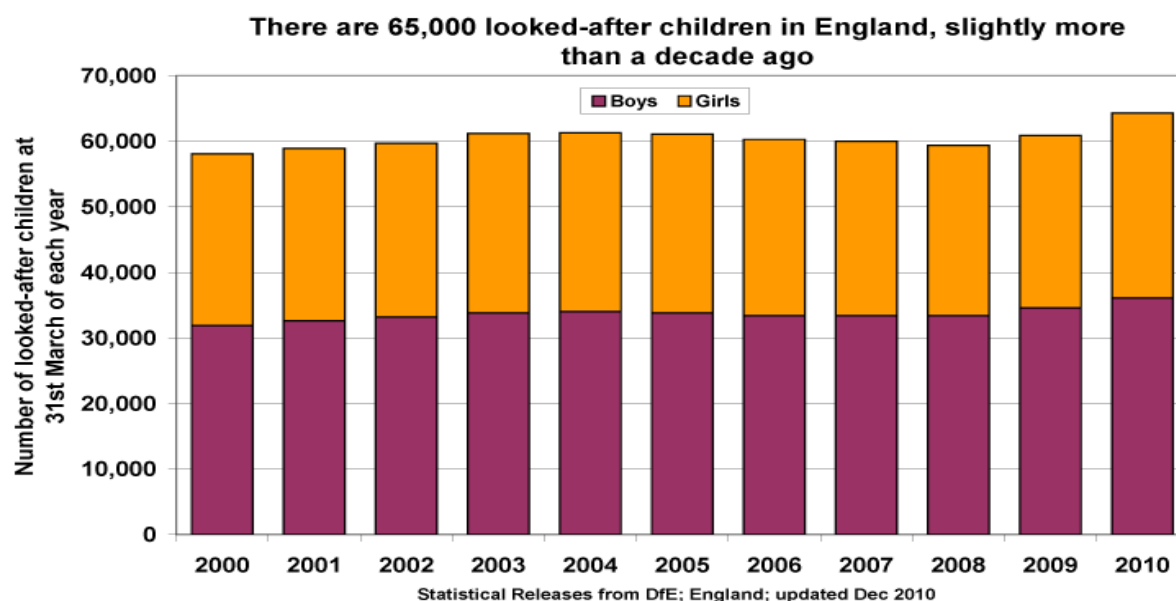
1. PURPOSE OF REPORT

- 1.1 To present the findings of the Children's Services Scrutiny Forum following its investigation into 'The Provision of Support and Services to Looked After Children / Young People'.

2. BACKGROUND INFORMATION

- 2.1 Children in the care of a local authority are one of the most vulnerable groups in society. The majority of children in care are there because they have suffered abuse or neglect. At any one time around 65,000 children are looked after in England, as shown in graph 1 below.

Graph 1 – Number of Looked After Children in England



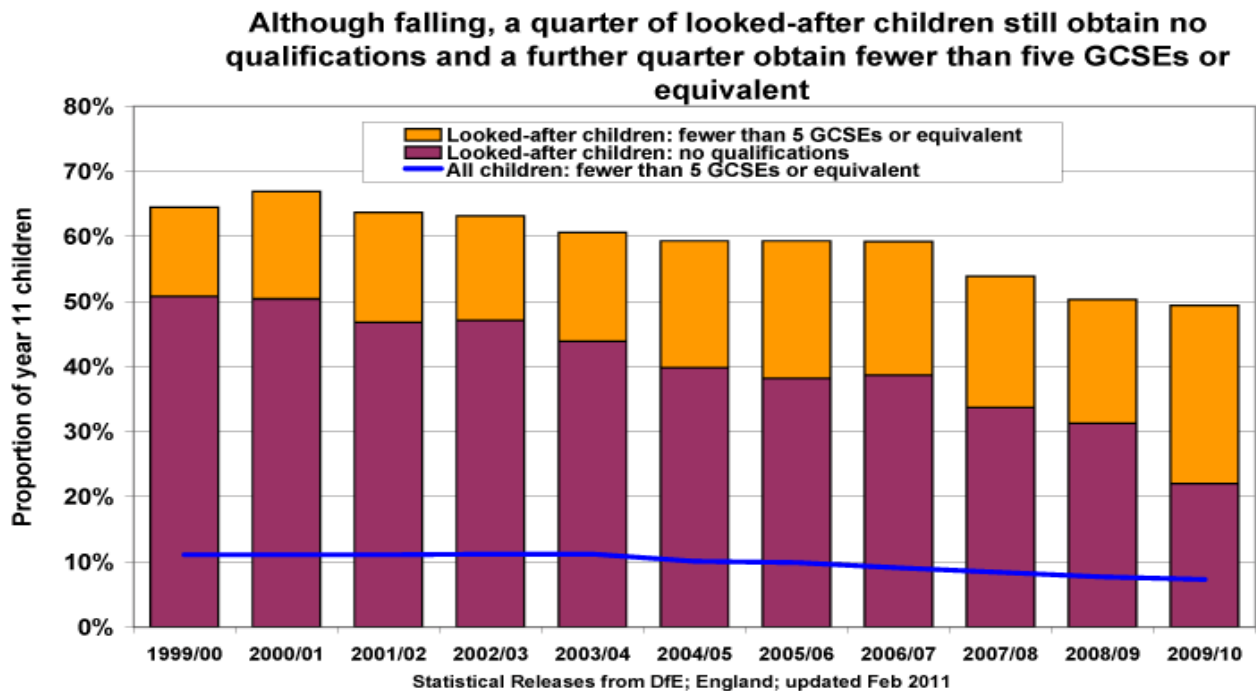
2.2 All Elected Members take on the role of 'corporate parents' to children looked after by their local authority. They have a duty to take an interest in the well-being and development of those children, as if they were their own children.

2.3 The term 'looked after children' includes:

- (a) Those children who are in care through a Care Order under Section 31 of the Children Act 1989;
- (b) Those accommodated on a voluntary basis through an agreement with their parents under Section 20 of that Act, or agreement with of the child if they are over 16;
- (c) Children placed away from home under an Emergency Protection Order (Section 44 of the Children Act); and
- (d) Children on police protection/remand/detention (Section 21 of the Children Act).

2.4 Most looked after children / young people are in foster care (73 per cent), some 10 per cent are in children's homes, the remaining are cared for in a number of different settings including residential schools and placement with parents. Although falling, a quarter of looked after children / young people still obtain no qualifications and a further quarter obtain fewer than five GCSEs or equivalent. A third of previously looked after children / young people are not in education, employment or training at age 19, as shown in graph 2 below.

Graph 2 – Educational Achievement of Looked After Children / Young People



2.5 As at 30 June 2011, 173 children and young people were looked after by Hartlepool Borough Council. Of the children looked after, 87% were placed in foster care, 8% were placed in residential care and 5% were placed with

parents (under a legal order). 58% of the children looked after were subject to a legal order, for example interim or full Care Order or Placement Order. The remainder were accommodated under Section 20 of the Children Act 1989 at the request of/with the agreement of their parents. 19 children received family support via short break care where they received care as part of a plan; this support is usually provided to disabled children who receive short break care at Exmoor Grove. 70% of the children resided within the local authority boundary.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 To explore the range and provision of services and support for children and young people looked after by Hartlepool Borough Council

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

- 4.1 The following Terms of Reference for the investigation were agreed by the Children's Services Scrutiny Forum on 18 October 2011:-

- (a) To gain an understanding of:-

- i) The profile of children and young people looked after by Hartlepool Borough Council (including age range covered);
- ii) Departmental responsibilities and services provided for looked after children / young people; and
- iii) The role of each Elected Member as a Corporate Parent.

- (b) To explore how the Council can reduce the numbers of looked after children / young people.

- (c) To explore how the Council and partner organisations support looked after children / young people across all aspects of their lives (clearly defining what is a statutory requirement and what the Council does over and above these requirements in terms of the provision of services and support) and in doing so evaluates:-

- (1) *How well the Council does in commissioning or providing services for looked after children / young people, including in comparison with other similar authorities?*
- (2) *How well do looked after children / young people do at school, both academically and in terms of other kind of achievements:*
- (3) *How good is the health and wellbeing of children in care?*
- (4) *How stable and secure are the lives of looked after children / young people while they are in care?*

- (5) *How well does the Council do at finding appropriate adoptive families for children for whom it is decided this is the right option?*
- (6) *How well do foster care arrangements work?*
- (7) *How good is the standard of any residential care provided or used by the Council?*
- (8) *What support does the Council provide to children / young people leaving care and how effective is it?*
- (9) *How effective is the professional workforce of social workers and others responsible for running services for and working with looked after children / young people?*
- (10) *What more could be done to fulfil the Council's responsibilities as a 'corporate parent'?*

(Questions from the Centre for Public Scrutiny Guidance on 10 Questions to ask if you're Scrutinising Services for Looked After Children)

- (d) To explore the views of looked after children / young people in relation to the services and support they receive.
- (e) To gain an understanding of the impact of current and future budget pressures on the way in which services for looked after children / young people are provided in Hartlepool.
- (f) To suggest ways of how support and services could be provided in the future to most effectively / efficiently meet the needs of looked after children / young people and promote improved outcomes.

5. MEMBERSHIP OF THE CHILDREN'S SERVICES SCRUTINY FORUM

5.1 Membership of the Children's Services Scrutiny Forum for the 2011 / 12 Municipal Year was as outlined below:-

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

(Councillor B Loynes, substitute for Councillor R Wells on occasions during the investigation)

Co-opted Members: Eira Ballingall and Sacha Paul Bedding.

Resident Representatives: Joan Steel

Young People's Representatives: Hanna Bew, Ashleigh Bostock, Bianca Gascoigne and Kim Henry

6. METHODS OF INVESTIGATION

- 6.1 The Members of the Children's Services Scrutiny Forum met formally from the 18 October 2011 to 6 March 2012 to discuss and receive evidence directly relating to their investigation into 'The Provision of Support and Services to Looked After Children / Young People'. A detailed record of these meetings is available from the Council's Democratic Services or via the Hartlepool Borough Council website.
- 6.2 A brief summary of the methods of investigation are outlined below:-
- (a) Presentations from the Council's Child and Adult Services Department enhanced with verbal evidence
 - (b) Group exercises held with:-
 - (i) Partner organisations;
 - (ii) Foster carers;
 - (iii) Looked after young children and young people;
 - (iv) Social Workers; and
 - (v) Officers from the Child and Adult Services Department
 - (c) Verbal and written evidence from foster carers
 - (d) A presentation from looked after children and young people
 - (e) A presentation from South Tyneside Council

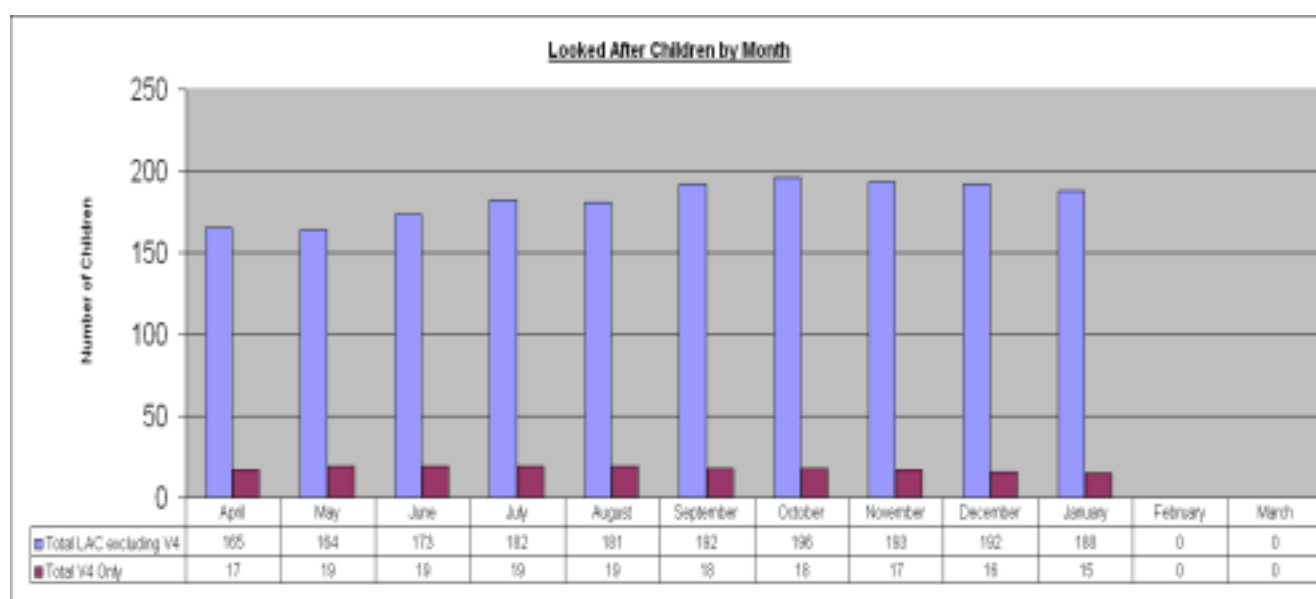
7. FINDINGS

THE PROFILE OF CHILDREN AND YOUNG PEOPLE LOOKED AFTER BY HARTLEPOOL BOROUGH COUNCIL (INCLUDING AGE RANGE COVERED)

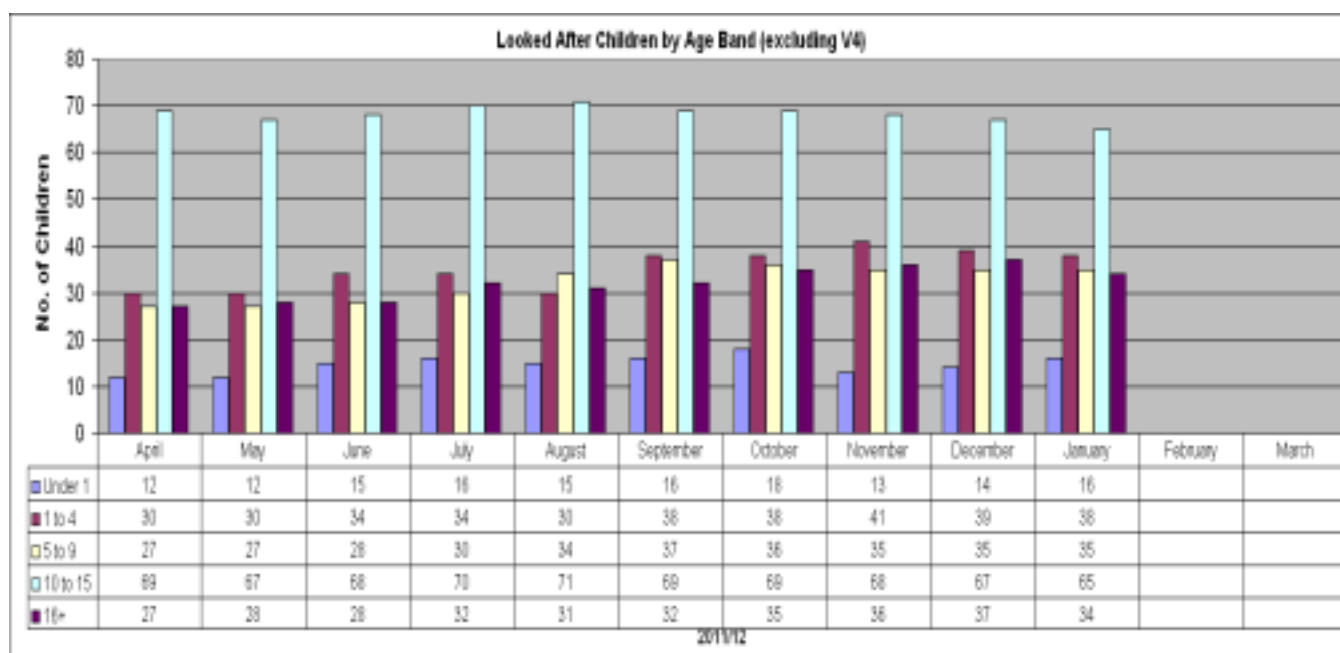
- 7.1 Members of the Forum were very interested to hear about the profile of children and young people looked after by Hartlepool Borough Council for the current year, 2011 / 12. The profiles were illustrated to Members using a variety of graphs and tables.

Evidence from the Child and Adult Services Department

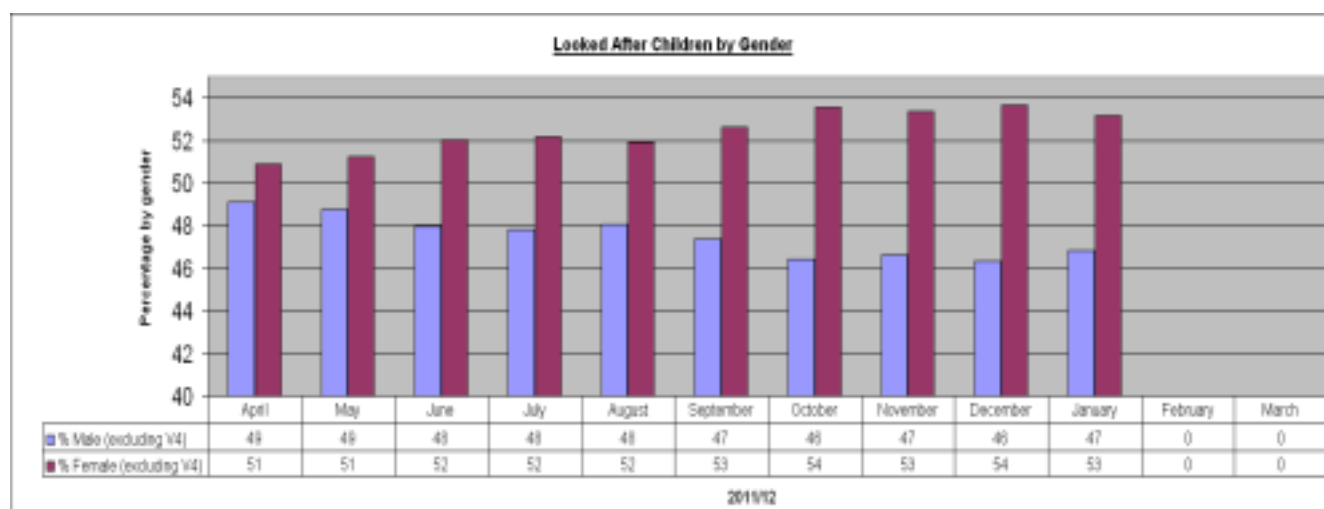
- 7.2 Table 1 details the numbers of children looked after by Hartlepool Borough Council from April 2011. The graph shows a rise in children looked after in June to August 2011. Members were informed that upon closer investigation, this was primarily due to large sibling groups becoming looked after.

Table 1 Numbers of looked after children and young people

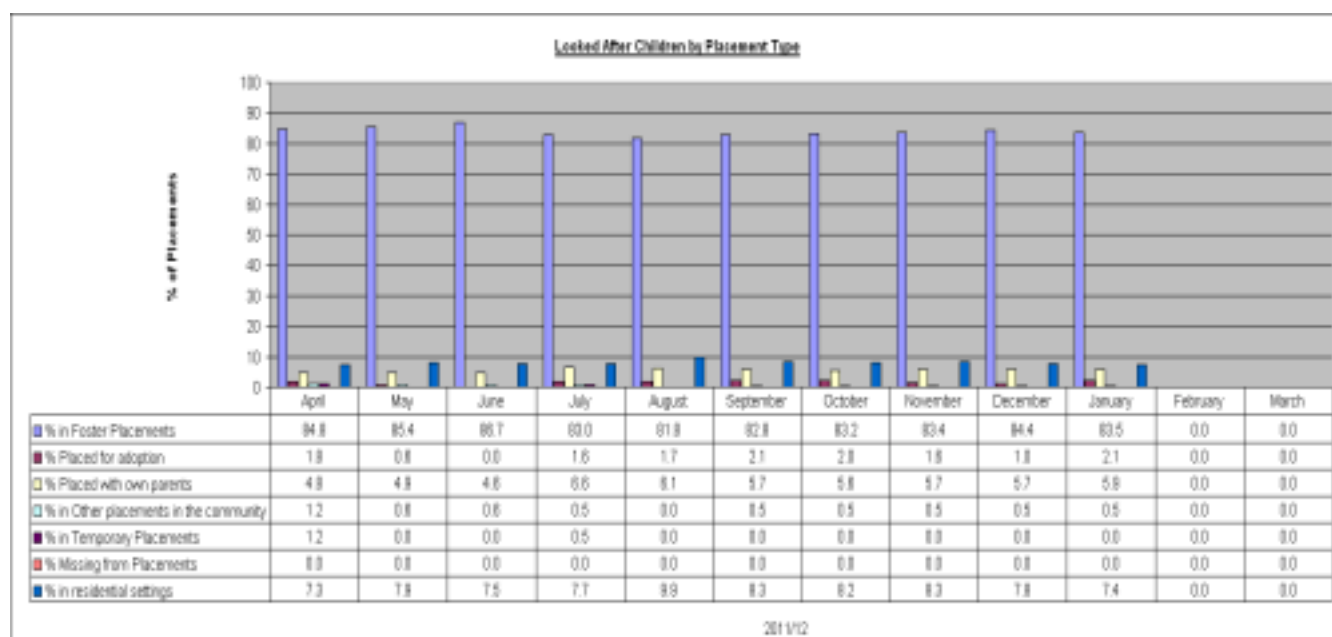
7.3 Table 2 details the age profile of children and young people looked after. The largest age grouping is the 10 to 15 age range which reflects those children and young people who are looked after in long term foster placements. Children in younger age bands often come into care, are subject to legal proceedings under the Children Act 1989, and leave care through either being placed for adoption or return to the care of their family.

Table 2 Age of looked after children and young people

7.4 Table 3 details the gender profile of children and young people looked after.

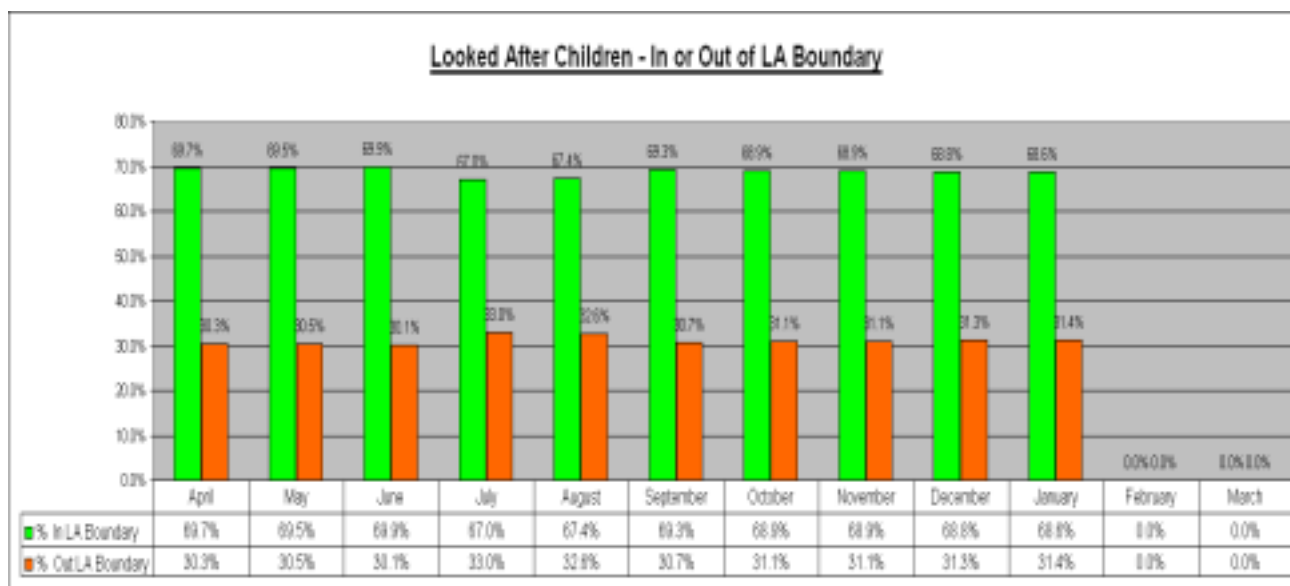
Table 3 Gender of looked after children and young people

7.5 Table 4 provides details of the range and types of placements provided to children and young people looked after. The vast majority of children are placed in foster care delivered through the Council's foster care service. The Forum was informed that foster care provides children with a positive family living opportunity which in most instances is preferable to residential or group living situations. Hartlepool has been successful in recruiting foster carers which has enabled children and young people to remain resident within the authority. The Council's future recruitment strategy is aimed at recruiting more carers for older young people and sibling groups, ensuring that children can remain together. There are a small number of children and young people who are placed at home with their parents under a legal order. There are statutory regulations that govern these arrangements and usually are as a result of an order from the court or for some older young people as part of a planned reunification back to their family.

Table 4 Types of Placements

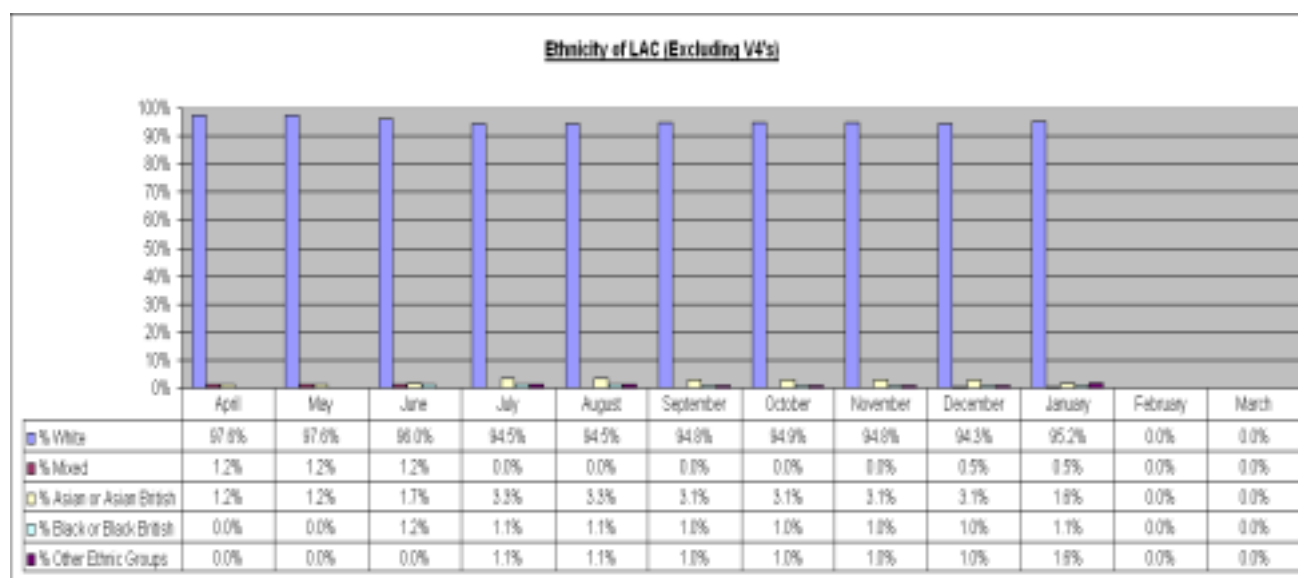
- 7.6 Table 5 shows the placements of children and young people within and outside of the Council boundary. The Council performs well in relation to maintaining children and young people within the boundary which supports continuity of education, family relationships, health care and social networks. Children and young people have a strong identity with the town. Members were pleased to hear that it is for all of these reasons that, where the Council are able to meet children and young people's needs, the Council prioritise children and young people being placed locally.

Table 5 Placements within and outside Council Boundary



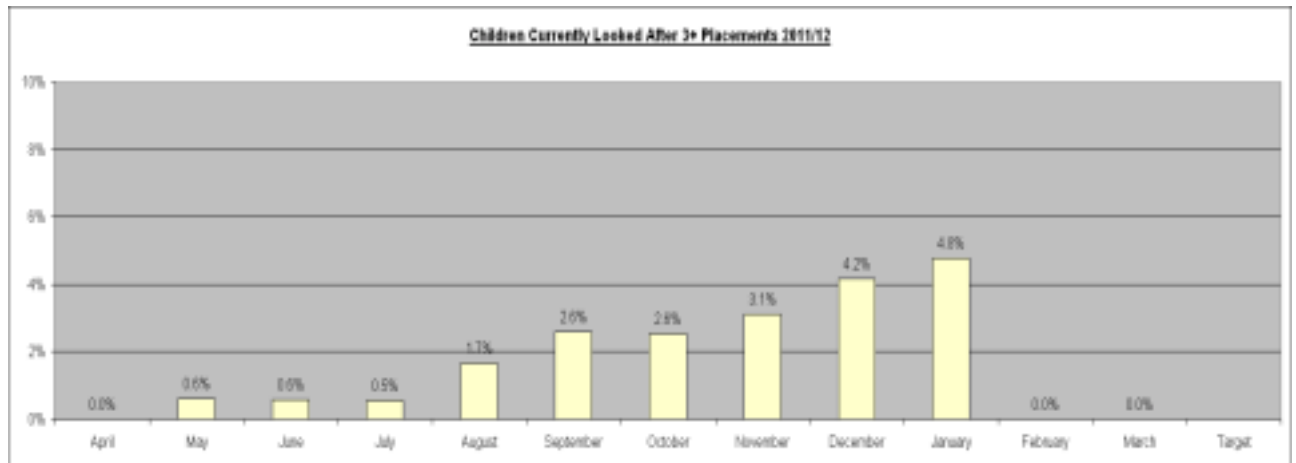
- 7.7 Table 6 details the ethnicity of children and young people. The Forum was informed that this profile is broadly in line with the ethnic population of Hartlepool, where 1.2% of the town population are of black or ethnic minority origin (2001 Census).

Table 6 Ethnicity of looked after children and young people



- 7.8 Table 7 outlines the performance of the Council in relation to stability of placements for looked after children and young people. Placement stability is a critical measurement of the quality of looked after services, as stability in placement supports education, health and well being and improved long term outcomes for children. The performance for the year to date is exceeding the target demonstrating good performance in this area.

Table 7 Stability of Placements



8. DEPARTMENTAL RESPONSIBILITIES AND SERVICES PROVIDED FOR LOOKED AFTER CHILDREN AND YOUNG PEOPLE

- 8.1 The Forum was keen to examine and explore the services currently provided to looked after children and young people in Hartlepool. Members were pleased to receive evidence from the Portfolio Holder for Children's Services and Officers from the Child and Adult Services Department.

Evidence from the Portfolio Holder for Children's Services

- 8.2 The Portfolio Holder for Children's Services was of the view that whilst there was always room for improvement, current services were delivered well with a high level of commitment from officers. The Portfolio Holder emphasised that services for looked after children and young people were needs led with the main priority being the child or young person.
- 8.3 The Forum expressed concern about the current academic achievement levels of looked after children and that looked after children and young people did not achieve as well academically compared to other children and young people. The Forum emphasised the need for the same level of support as their peer groups.
- 8.4 The Portfolio Holder referred to the recent Public Services White Paper which focuses on alternative methods of service delivery and he was pleased to report that Hartlepool was at the forefront of service delivery and was a comparator site for the social work practice pilot scheme to look at alternative ways of working.

- 8.5 To conclude, the Portfolio Holder emphasised the messages contained within the Munro report (2011). The importance of effectively communicating and taking on board the views and experiences of children and young people in the care system in order to successfully fulfil the role as a corporate parent was reiterated.

Evidence from the Child and Adult Services Department

- 8.6 In order to meet statutory requirements Hartlepool Borough Council provides services for looked after children through its dedicated 'Through Care Team'. Within the team, social work services are available to children and young people and these services promote positive parenting and provide consistency and stability.
- 8.7 The Safeguarding, Assessment and Support Teams provide town wide services for children and young people in need, including those in need of protection. Children and young people supported by this team are likely to be in care for a short period of time, for example, being placed for adoption or for older young people, a move into independent living.
- 8.8 Members queried the low levels of adoptions nationally and whether this was comparable in Hartlepool. Members were informed that in 2011, 11% of looked after children were adopted nationally. The percentage for Hartlepool for the same period was 19% which was also above the North East average of 15% (note the small cohort sizes). 75% of the children adopted in Hartlepool were placed for adoption within 12 months of the decision date. The average for the North East region was 74.7% and nationally 74.0%. The figures are attached as **Appendix 1**.
- 8.9 The dedicated looked after nurse role is an integrated part of the 'Through Care Team'. The nurse promotes health and well being, advice, support and intervention. The nurse is a qualified nurse practitioner and is able to prescribe medication, smoking cessation and about to embark on a sexual health course.
- 8.10 The Council commissions a service from Tees, Esk and Wear Valley Foundation Trust to provide a dedicated Child and Adolescent Mental Health Service (CAMHS) for children and young people looked after. Services range from mental health assessments and diagnosis, delivering therapeutic interventions and supporting the emotional health and well being of children and young people. In addition to this, a service is also offered to staff and carers through consultation, training and support.
- 8.11 It is the ethos of Hartlepool Borough Council that looked after children and young people should have the same opportunities to develop and learn as other children and young people. Services are committed to promoting success for children both in learning and in life. The Council has a nominated Virtual School Head who has a duty and responsibility to monitor the educational attainment and progress of all looked after children and young people, attending any school or educational provision. Also, a dedicated

looked after children's School Inclusion Co-ordinator provides advice and support to teachers within schools, children and carers and tracks attainment to ensure services and support are targeted to those who need it. All schools have designated teachers for looked after children in line with statutory requirements.

- 8.12 All looked after children and young people have a Personal Education Plan (PEP) which is a statutory requirement within a child's care plan. The social worker has the legal responsibility for initiating the plan but it is essential that the class teacher or designated teacher is an integral part of the process to ensure the assessment and targets are correct and that the school have sufficient resources to develop and implement the plan.
- 8.13 A named Personal Advisor from the Integrated Youth Support Service is attached to the Through Care Team to ensure that all young people preparing to leave school have access to good careers advice to engage young people in further education, training or employment. This support is available to the young person up until 21 years of age.
- 8.14 Within the review process, Independent Reviewing Officers ensure that children and young people are given every opportunity to pursue existing or new activities and hobbies, just as parents would do for their own children. Examples of opportunities include residential activities aimed at developing self confidence, self esteem and team building. Hartlepool Borough Council is committed to encouraging children and young people to pursue their interests and talents and receive support and guidance to pursue their goals and aspirations.
- 8.15 It is essential that young people are kept safe and Hartlepool Borough Council adheres to a strict regulatory framework which ensures strict vetting of all staff and service providers working with looked after children.
- 8.16 With the support of a Participation Worker and in line with statutory requirements, the Council developed a Pledge to looked after children in 2009 and also a Children in Care Council. The Pledge is attached as **Appendix 2**. The Children in Care Council now operates a Junior Council and another for older looked after children. The children and young people are very committed and enthusiastic about their work. They have represented the authority at local, regional and national events and are a credit to the Council. Two members of the group attend the Corporate Parent Forum and a joint meeting between the Children in Care Council and the Corporate Parenting Forum is being arranged. The focus of this meeting will be to monitor the implementation of the Pledge ensuring the Council is held to account on it's commitments in the Pledge and service development for looked after children as a whole. It is important that the Council are able to learn from the experiences from young people to ensure that the Council constantly strive to improve services for them.

- 8.17 Members were informed that Hartlepool Borough Council has one children's residential unit providing short break care for children and young people with disabilities.
- 8.18 The Council commissions independent residential placements for children and young people when this care provision is needed. Placements are identified on the capacity of the organisation to meet the child or young person needs and all appropriate safeguarding enquiries are in place prior to a placement commencing.
- 8.19 The service aim is to provide quality placements that meet individual needs of a child or young person, where carers are able to develop trusting, caring relationships which will support children and young people and keep them safe.
- 8.20 In response to the evidence received from the Child and Adult Services Department, Members questioned whether data had been collected in relation to post care outcomes of looked after children and young people once they had left the care system. Data of this type was not retained in relation to post adoption children but the data collected to date is attached as **Appendix 3**.
- 8.21 Members agreed that placement stability is arguably the single most important factor influencing positive outcomes for children looked after and as such it is a priority for the Council. The placement choice for a child or young person is vital to promoting stability and achieving positive outcomes. Hartlepool has a robust permanency planning model which will include, prior to making a permanent placement, facilitating a 'Child Appreciation Day' to ensure carers fully understand the needs of the child, are prepared for the placement and appropriate support is in place prior to a child moving to live with a new family. The recent development of the Placement Support Team provides additional support and training to foster carers to promote placement stability. This work includes, working with foster carers own children and looked after children through group work and individual one to one support. The support team provides intensive wrap around support to placements in crisis.

9. THE ROLE OF EACH ELECTED MEMBER AS A CORPORATE PARENT

- 9.1 Members of the Forum took their role as corporate parents very seriously and welcomed evidence from the Child and Adult Services Department on corporate parenting.

Evidence from the Child and Adult Services Department

- 9.2 Members were informed that Corporate Parenting is the challenge laid down to local authorities by the Government. "Corporate parenting" is the term used to describe the local authority's duties and responsibilities to children and young people who are in care or are care leavers. The central principle of corporate parenting is that the local authority should parent and seek the same outcomes for children and young people in their care in the same way they would parent their own children.

- 9.3 The vision is to ensure that every looked after child in Hartlepool experiences high quality care and stable relationships and is nurtured and grows up with a sense of identity and belonging. Children in care should feel their needs are given the highest priority and that they are valued and cared about not only by those who look after them on a daily basis but also by those who make decisions politically and operationally in the town.
- 9.4 Like most other authorities, Hartlepool has created a Corporate Parent Forum. It is a properly constituted Council meeting, chaired by the Portfolio Holder for Children's Services with a range of Councillors as members. In addition, there are two foster carer representatives, two young people representatives from the Young Person's Council and relevant officers in attendance. The forum has an annual plan of reporting which is currently being reviewed to facilitate joint meetings with the Children in Care Council. These reporting arrangements provide the Corporate Parent Forum with the opportunity to challenge how services are delivered to children in care and measure whether they are achieving desired outcomes. The Corporate Parenting Forum has a pivotal role in listening to the voices of children and young people in care, speaking out on their behalf and being aspirational to make sure that future generations in Hartlepool grow up happy, healthy, with stable relationships and a first class education. The Corporate Parent Forum must strive to achieve this by challenging officers on the services provided, the performance of the Council against key performance indicators for looked after children and listening to the experiences of children in care. At its most effective, the Corporate Parent Forum in partnership with the Children in Care Council drives the change agenda to achieve the vision laid out within the Council's Looked After Strategy and holds officers of the Council and wider partners to account.
- 9.5 The Council has a Multi Agency Looked After Partnership (MALAP) which brings together agencies who have a responsibility to deliver services to children looked after. This partnership meets every two months and works to an action plan that is agreed at the beginning of each year. The action plan priorities require multi agency engagement but a considerable proportion of the work relates to the services delivered by the local authority. Many of the priorities for the MALAP flow from the Children Looked After Strategy but the tasks are much more detailed for this partnership and it is expected that they can be achieved within a single year.

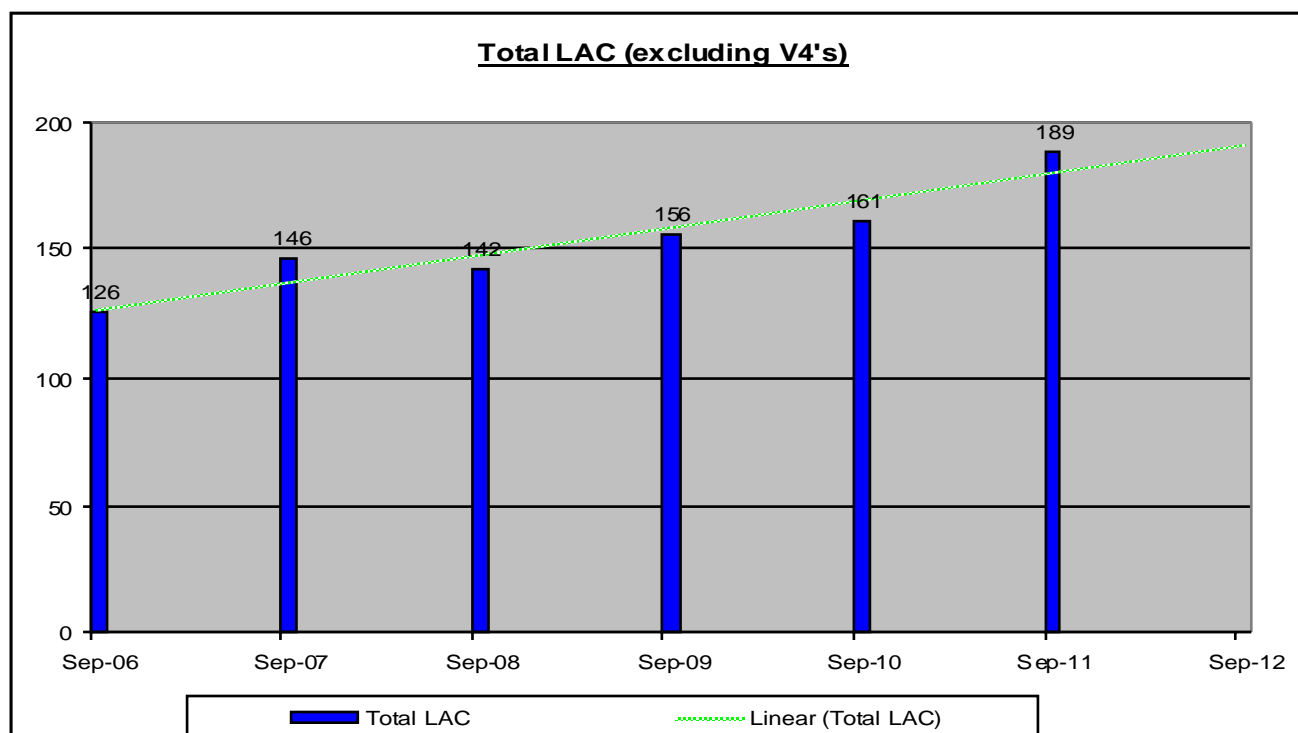
10. HOW CAN THE COUNCIL REDUCE THE NUMBERS OF LOOKED AFTER CHILDREN / YOUNG PEOPLE

- 10.1 The numbers of looked after children in Hartlepool are increasing. Analysis was undertaken to look into the significant increase in June 2011 and Members were advised that it was due to two large sibling groups being taken into care. Never the less, Members support opportunities and initiatives to reduce the number of looked after children and welcomed evidence from officers from the Child and Adult Services department on future plans.

Evidence from the Child and Adult Services Department

10.2 The graph below show the increase in the numbers of looked after children and young people.

Table 8 Increase in Numbers of looked after children and young people (2006 – 2012)



10.3 Members believed that better early intervention services could also be contributing to the rise, as more children and young people are being identified as at risk.

10.4 One initiative to reduce the number of looked after children is the support foster care scheme. This pilot scheme aims to provide intensive support to families and children and young people who are on the edge of care this support could include the provision of support foster care for 2 or 3 nights per week. The Forum raised concerns that the proposal to reduce the number of children looked after by developing a support foster care scheme to enable children to remain in the family home could potentially increase the risks to the child. The Assistant Director of Safeguarding and Specialist Services provided assurances that the proposal to strengthen provision of support to children on the edge of care by preventing family breakdown would only be utilised in such circumstances where the child was not considered to be at risk of harm. It was highlighted to Members that there was a statutory duty upon the local authority to do as much as possible to maintain a child in the family home, however, where there was a clear risk to the child, arrangements were in place to take decisive action to protect them.

11. HOW THE COUNCIL AND PARTNER ORGANISATIONS SUPPORT LOOKED AFTER CHILDREN / YOUNG PEOPLE ACROSS ALL ASPECTS OF THEIR LIVES

- 11.1 As part of this investigation, the Forum at its meeting of 23 November 2011 split into small groups to gather views from looked after children; foster carers; partner organisations; and officers from the Child and Adult Services Department including social workers on how looked after children / young people are supported across all aspects of their lives. Several organisations attended including Cleveland Police; Housing Hartlepool; Hartlepool College of Further Education; a General Practitioner; Young Foundations; and representatives from the NHS. Several foster carers and looked after young people attended and contributed to the discussions.
- 11.2 The Forum and attendees split into small groups and explored four key areas, Corporate Parenting; Placements; Health and Housing; and Education. The complete feedback from this exercise is attached as **Appendix 4**. The comments are listed alongside each of the questions that were asked with a column outlining the suggestions for improvement which were made. In addition to the feedback, written views were also submitted and are attached to the feedback. A summary of the key points from each of the groups is highlighted below.

Group 1 – Health and Housing

- 11.3 The Group discussed the physical health monitoring process of children in care and access to the looked after children dedicated nurse. It was noted that 90% of health assessments were completed in the timescales and children looked after were aware of the process for accessing such services.
- 11.4 The emotional wellbeing and mental health of looked after children was debated including the process for measuring emotional and mental health issues. The need to continue to develop a multi-agency approach was emphasised.
- 11.5 In discussions regarding the standard of residential care provided, the group referred to difficulties in relation to sustaining tenancies, the reasons for failed tenancies, the need to extend joint working and liaise with a range of housing providers with a view to addressing these problems. The lack of residential provision in Hartlepool for young people was noted. It was suggested that young people should be encouraged and supported to remain in their carer provision until they are prepared and ready to leave and certainly not at aged 16 years. The group acknowledged that some young people are not ready to live independently at 18 and supported accommodation should be available to a young person up until they are ready to live independently / sustain a tenancy.

Group 2 – Corporate Parenting

- 11.6 The need to ensure that placements were appropriate to meet the needs of the child was highlighted. The importance of questioning whether it was appropriate to place a child outside the town as well as consider the impact of placements outside the area and how best to reintegrate children into an area as part of adulthood was emphasised by the group.
- 11.7 In terms of security and stability of looked after children, the group discussed the importance of suitable matching and the potential impact of emergency foster placements.
- 11.8 In considering what more could be done to fulfil the Council's responsibilities as a corporate parent, the group emphasised the need to question whether the level of support for a looked after child would be acceptable for their own child and emphasised the benefits of placing siblings together.

Group 3 – Education

- 11.9 Statistical information was provided which indicated that outcomes for looked after young people at key stage 2 (end of year 6) and key stage 4 were significantly lower than their peers. It was noted that four looked after young people were currently studying at university.
- 11.10 Reference was made to tracking information which indicated the level of attainment on the date the child or young person became looked after to the level of attainment on the date they left the system as a comparator, which suggested that the majority of young people were making progress. School attendance levels of looked after children had improved year on year since 2006.
- 11.11 A looked after young person shared her experiences with the group highlighting that being looked after had a significant impact on her education. She felt that as a looked after child she was singled out at school and suggested that any meetings in relation to personal circumstances should be held out of school hours to maintain confidentiality and schools should provide an individual they could talk to.
- 11.12 In relation to post 16 education, whilst the Hartlepool College of Further Education was not officially advised of details of looked after children, as a result of the recent removal of the education maintenance allowance and the need to apply for a bursary this information was no longer confidential. Whilst the improvements in attendance figures were noted, it was stated that further improvements were necessary.
- 11.13 With regard to support mechanisms, it was noted that effective support mechanisms were in place for children looked after when problems arose. The benefits of monitoring Personal Education Plans to provide clarity in terms of funding availability were outlined. Social Workers indicated that their role was key in supporting improvements in education attainment and the

potential benefits as a result. The need for settled placements and to improve links with foster carers to ensure young people were placed at the right schools was highlighted. It was considered that changes in social workers affected performance in school.

Group 4 – Placements

- 11.14 The Forum was advised that the number of children planned for adoption was rising and the number of adopters was reducing nationally. The methods of addressing this issue were outlined, which included a recent successful advertising campaign which resulted in an increase in adopters for Hartlepool. One of the measures was finding the right match and reference was made to Hartlepool's success in the adoption process. One of the main issues identified was the need to support carers to accommodate sibling groups with complex needs.
- 11.15 The approval and matching process was discussed including the need for improved links with the adoption team.
- 11.16 In relation to how well the current foster care arrangements worked, arrangements were in place to ensure appropriate levels of support were available. However, the benefits of appointing a second point of contact in the event that the link worker was not available was suggested. In relation to sharing information, the need to publicise the 24 hour support service and improve communication methods with foster carers was highlighted. The group noted the detrimental impact legal proceedings placed on looked after children.
- 11.17 In relation to the support provided by the Council to young people leaving foster care, the need for improvement was acknowledged as well as the need to co-ordinate services and ensure the appropriate skills were available to move onto adulthood.
- 11.18 Members were astonished that not all foster carers took their fostered child or young person on holiday with them. Members believed that fostering was about integrating that child or young person into the family. Members felt strongly that becoming a foster carer was a life style choice and vocation and not simply a 'job'. Members suggested that before approval is granted for a person to become a foster carer, the question should be asked whether they are willing to take the child or young person on their family holiday. If yes, then they would be suitable for long term placements, if no, then they would be suitable for short term placements. Members did not believe that leaving a child or young person in respite care while their foster carers went on a family holiday was acceptable practice.
- 12. THE VIEWS OF LOOKED AFTER CHILDREN / YOUNG PEOPLE IN RELATION TO THE SERVICES AND SUPPORT THEY RECEIVE**

- 12.1 Members welcomed looked after children and young people along to their meeting of 31 January 2012. The looked after children and young people delivered a very detailed presentation focusing on the following questions:-
- (a) What do you like about being looked after in care?
 - (b) What don't you like about being looked after in care?
 - (c) Is there anything which would have made coming into care easier for you? What would have made your time in care easier?
 - (d) If you were able to change the care system, what things would you change?
- 12.2 Members of the Forum were delighted to hear the children's and young people's views which were very informative and covered a number of issues both positive and negative. All the young people's views are attached as **Appendix 5**.
- 12.3 One of the main areas of concern highlighted by the children and young people was the separation of siblings and staying in contact with siblings when fostered or adopted. Officers did confirm that that where possible siblings were placed together but unfortunately there were some instances where this was not appropriate or space was limited in a foster family. Regular contact between siblings was encouraged with foster families. Clarification was sought by the Forum on the arrangements for contact where siblings were separated through adoption. The Assistant Director, Safeguarding and Specialist Services confirmed whilst that the Council would aim to broker an agreement for contact between siblings who lived separately, the adoptive parents had the authority to veto contact should they choose to do so unless an appropriate court order was in place. However, the fact that the local authority would provide support to enable the adopted child or young person to have direct contact with family members was included as part of the training and preparation to become adoptive parents. Members of the Forum stressed the importance of placing siblings together and were pleased to hear that the payment system for foster carers takes into account situations where three or more siblings are placed together as it is often a more difficult situation to manage.
- 12.4 One young person referred to 'being picked up from school with no warning', which they did not like. Members asked why this would happen and were assured that this would only happen in exceptional cases where there were serious child protection issues. Under normal circumstances, taking a child into care was planned in a way that was in the best interests of that child.
- 12.5 The Forum asked the children and young people how often they had contact with their social worker. Some young people said on a daily basis and some said weekly or monthly. In general, the opinion was that children and young people can arrange their contact arrangements on what they feel is necessary. Members were informed that the Council had adopted a minimum

requirement of contact every month, although this was flexible and the child or young person could contact their social worker more or less if required, which was confirmed by the children and young people who attended the meeting.

- 12.6 Members asked the young people whether they had contact cards for their social workers and the answer was yes. However, the card did not include details of the Emergency Duty Team, which operated outside normal Monday to Friday, 9 to 5 working hours. It was suggested by Members that all children and young people who were looked after should be personally introduced to members of the Emergency Duty Team to ensure they did not feel like they were contacting strangers with their problems. The children and young people thought that this was a good idea and also having contact details for an appropriate alternative contact on the cards.
- 12.7 Members were pleased to hear that children and young people had a chance to say whether they were happy with a placement that was being offered to them, with introductions and visits made before the commencement of the placement. Every effort was made to ensure the stability of the first placement as moving children from one placement to another was very disruptive for everyone. However, if a child indicated they were unhappy within a placement, alternative placements would be explored.
- 12.8 A concern was raised by Members of the Forum in relation to a comment made by one of the young people about friends' families having to undergo a Criminal Records Bureau check. Members were pleased to hear that this practice was stopped in 2001. Foster carer's act as the parents for the child or young person and base decisions on their own judgement.

13. THE IMPACT OF CURRENT AND FUTURE BUDGET PRESSURES ON THE WAY IN WHICH SERVICES FOR LOOKED AFTER CHILDREN / YOUNG PEOPLE ARE PROVIDED IN HARTLEPOOL

- 13.1 Members were keen to examine the impact of current and future budget pressures in relation to services provided for looked after children and young people.

Evidence from the Child and Adult Services Department

- 13.2 Members heard that as part of the 2012 / 2013 budget proposals a savings target of £348,000 was to be achieved by reducing the level of expenditure on commissioned services whilst continuing to maintain high quality provision for children in need and children looked after. The following objectives were established for the review:

- (a) To commission cost effective, high quality care placements for children;
- (b) To reduce divisional expenditure on commissioned services;
- (c) To ensure all commissioned services are effective, efficient and deliver value for money;
- (d) To explore alternative delivery models and how effective and sustainable they are; and
- (e) To ensure risk is effectively managed.

- 13.3 Members were informed that wherever possible, looked after children and young people were placed within Council resources, with 70.9% of children placed with foster carers approved by the Council.
- 13.4 The budget for each area was presented to the Forum and is detailed below.

Table 9: Budget area and budget allocation

BUDGET AREA	BUDGET
In house foster care/allowances Residence Order/Special Guardianship	£2,624,575
Agency foster care	£1,021,681
Agency residential care	£1,235,104
Other commissioned services	£287,269
TOTAL	£5,168,629

- 13.5 Therefore, in order to realise the savings the Council challenged providers on their statutory responsibility, for example, the nurse for looked after children and young people is a statutory responsibility of the PCT therefore the Council has ceased to contribute. Assurances were sought that when the PCT ceased to exist, the Looked After Children Nurse position would be retained and that this arrangement had been referred to the new Clinical Commissioning Group and endorsed by the Health and Wellbeing Board. A number of posts had been reviewed and / or deleted. Savings had been realised from cost centres with uncommitted balances and the review of commissioned services identified savings of £267k. In addition to this a review of the divisional management structure contributed to the savings.
- 13.6 The training budget for children's services is £165,869 with the proposal to discontinue the annual secondment to the degree in social work. This proposal is based on the fact that there are a high number of social work graduates looking for posts and this is likely to continue. The use of training venues has been reviewed and the newly qualified social worker programme has been brought in house. There is a feasibility study underway regarding Tees workforce development and joint commissioning of high cost training events with external facilitators.
- 13.7 The Forum was informed that that there was no scope to reduce in house foster care. The average cost of an in house foster placement is £362 per child, per week compared to £1,034 per child, per week for an independent foster placement.
- 13.8 In relation to residential care provision, it was reported that there was no Council residential provision and all residential care was commissioned through the independent sector. The average cost of a commissioned placement was £3,068 with a projected cost of delivering the service in house

at £3,682. A full detailed breakdown of how the figure of £3,682 for in-house residential provision was provided for Members information and is attached as **Appendix 6** along with details of the costs from the independent and voluntary sector as a comparator.

- 13.9 In addition, it was suggested by Members that the costs of utilising a Council owned building or a building currently included on the asset transfer list for this purpose should be considered and also low cost borrowing.

Site Visits to the Star Centre, an Independent Providers Children's Home and a Council run Children's Home

- 13.10 As part of the evidence gathering process for the undertaking of this investigation, Members of the Forum attended a site visit on 12 December 2011 to The Star Centre, formerly a children's home. The Centre is now used to work creatively with children and young people in care, their carers and other professionals to achieve positive outcomes. Members were of the opinion that the building was run down and did not feel homely.
- 13.11 The Independent providers children's home in Hartlepool was a large detached property with occupancy for three children / young people. Members considered the home to be too large for its purpose and were of the opinion that it did not feel homely as it was in the middle of redecoration. There were a number maintenance issues in and around the building and Members were informed that maintenance was undertaken separately and was not the role of the staff within the home. Members highlighted that this was not the standard that they would want for their looked after children and young people.
- 13.12 The Children's Home in Stockton was a 4 bedroom terraced property ran by Stockton Borough Council. Members considered the home to be very homely and the impression Members were given was that the children living in the home were being looked after by a 'house mother' who took charge whilst working under the ethos of a foster care family. In addition to this, the home was spotlessly clean. Members considered that the success of such an operation was linked to having the right staff in place who considered this type of employment to be a vocation as opposed to a job.
- 13.13 Members felt very strongly that the Council should own and run one or more, three to four bedroom children's home(s) to enable looked after children and young people to remain within their home town. It was suggested that the option of 'selling' one of the beds to another local authority may subsidise the operational costs of running the home.
- 13.14 Members were of the opinion that Hartlepool could learn from the way the children's home provision was run in Stockton and believed that this should be the vision for Hartlepool.

14. WAYS OF HOW SUPPORT AND SERVICES COULD BE PROVIDED IN THE FUTURE TO MOST EFFECTIVELY / EFFICIENTLY MEET THE NEEDS OF LOOKED AFTER CHILDREN / YOUNG PEOPLE AND PROMOTE IMPROVED OUTCOMES

- 14.1 The Forum was pleased to receive evidence from a statistical neighbouring authority, South Tyneside. The Head of Children and Families Social Care at South Tyneside attended a meeting of the Forum to discuss the provision of support and services to children and young people looked after by South Tyneside Council and also innovative ways of working.

Evidence from South Tyneside Council

- 14.2 Members were informed that looked after children and child protection / safeguarding issues inter-relate and that they are both at the top end of the responses that the Council offer. A child or young person may move from child protection to being looked after. For both services the Council aim to provide focused and purposeful intervention to enable the child to live with, or return to their own family in a safe and caring environment. However, if this is not possible, the aim is to secure a stable long term alternative, ideally adoption.
- 14.3 South Tyneside is very similar in terms of numbers for both looked after children and young people and children and young people who are subject to a child protection plan.
- 14.4 Members noted that review mechanisms were in place for all team managers with responsibilities for looked after children to discuss all cases individually and each are challenged on how each case is progressing. As with all local authorities, the challenge is to reduce the number of looked after children, and the Head of Children and Families Social Care believed that this reduction would be achieved by prevention, with the need to get the whole system running well, not just parts of it, including preventative services. Members were informed that looked after children and young people will have the best outcomes if the following are achieved:-
- (a) Stability of placement and community based, ideally early adoption where possible;
 - (b) Education to gain good qualifications;
 - (c) Preparation for independence, which involves good planning and emotional resilience;
 - (d) Stable accommodation while looked after and good quality accommodation when leaving care along with support if needed; and
 - (e) Employment or continue in education
- 14.5 The Forum was keen to examine the fostering arrangement in South Tyneside. The Head of Children and Families Social Care identified the key elements of their success in this area:-
- (a) well-resourced team, which is cost effective;

- (b) continuous recruitment to cover for retirement, burn out or becoming adopters; and
 - (c) high quality support
- 14.6 These elements have allowed for the reduction in the use of external fostering agencies, which has resulted in a significant saving in excess of £700k.
- 14.7 In relation to support for care leavers, South Tyneside's leaving care service has established close relationships with:-
 - (a) training providers – care leavers are seen as a priority;
 - (b) education providers;
 - (c) local authority economic regeneration;
 - (d) South Tyneside Homes for accommodation and support; and
 - (e) Other accommodation providers for a range of tenancies.
- 14.8 The Head of Children and Families Social Care highlighted that in view of the current budgetary challenges faced by South Tyneside Council, a number of innovative ways of providing services and proposing savings had been implemented which included:-
 - (a) implementing a front door multi agency panel to establish a multi agency approach;
 - (b) a review of new birth procedures;
 - (c) reconfiguration of children's centres way of working;
 - (d) challenged the Primary Care Trust about the funding for placements with success;
 - (e) driven down agency foster care costs resulting in savings in excess of £459k;
 - (f) have no agency social work staff because South Tyneside recruit 3 or 4 over number to ensure no gaps in service provision;
 - (g) recruitment of career foster carers; and
 - (h) recruiting staff to become foster carers who are at risk of redundancy;
- 14.9 Members queried the career foster care initiative. The Head of Children and Families Social Care explained using an example. Officers from within the Youth Offending Service were approached to become foster carers for the more complex cases such as remand cases. They would continue to receive their full salary along with time off to do remand work and additional salary. This pilot was in its early stages but may prove an incredibly cost effective invest to save method. Members thought that this should be an avenue that the Council explores along with considering staff who are at risk of redundancy as prospective foster carers, subject to the necessary checks and training being in place.
- 14.10 Members were very interested to hear about the 'bring a gift initiative'. The Head of Children and Families Social Care explained that at the Strategic Partnership, she had asked partners to donate a gift to looked after children, rather than monetary, a gift in kind. For example, accommodation for when

looked after children are home from university or cinema tickets. Members thought that this was an excellent initiative.

- 14.11 In conclusion, South Tyneside identified their long term task is to maintain a high quality of care, gain better outcomes and balance the budget. This change is likely to take 5 years to take full effect and prevention is key with the best interests of the child always the priority.

15. CONCLUSIONS

15.1 The Children's Services Scrutiny Forum concluded that:-

- (a) The Council has a lack of residential provision in Hartlepool and Members were impressed with the standard of residential care provided by Stockton Borough Council for looked after children and young people with lower level care needs;
- (b) As corporate parents, Members have a moral responsibility for their looked after children and young people, including the responsibility to address their needs. Therefore, by running an in-house children's home, this will provide a 'homely' environment, in Hartlepool, for the children and young people. It also presents a good business case, that may in part address the current impact and future budget pressures placed on services for looked after children and young people;
- (c) In-house foster placements are cost effective and that improving the take up of fostering within the boundaries of Hartlepool is essential;
- (d) Fostering is about integrating a child or young person into a family and it is a life style choice and vocation, not simply a 'job'. Therefore the child or young person should be included in all family events and activities;
- (e) It is necessary to reduce the numbers of looked after children and young people through strengthening provision of support to children on the edge of care by preventing family breakdown and delivering intensive packages of support. Members supported opportunities and initiatives to reduce the numbers of looked after children and young people;
- (f) All looked after children and young people should have the same opportunities, both academically and socially as other children and young people;
- (g) Stability of placement is essential and children and young people need to be suitable matched to placements based on their own individual needs;
- (h) Foster care and adoption arrangements work well but additional support should be offered where required.

- (i) In relation to the recruitment of foster carers and adopters, Members recognise that there is a national shortage and recruitment remains a difficult task;
- (j) Siblings should be kept together when taken into care and all options to make this possible need to be explored, for example, recruiting foster carers who have the capacity to take three or four children and / or young people;
- (k) All agencies need to work together to provide the best possible services for looked after children and young people; and
- (l) Looked after young people should have the option to remain in their placement beyond the age of 18 and if they wish to live independently, support should be available if needed

16. RECOMMENDATIONS

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

Residential Care

- (a) That the Council explores the viability of buying or building, and running, one or more 3 to 4 bedroom children's home(s) in Hartlepool, whether that be through the utilisation of existing buildings, buildings on the asset transfer list or new builds;
- (b) That the Council extends joint working and liaises with a range of housing providers in order to provide a breadth of accommodation for young people including supported accommodation, floating support, single person accommodation and accommodation whilst home from University;

Foster Care and Adoption

- (c) That the Council ensures that all looked after young people are equipped with the skills required for adulthood and independent living and extends care provision beyond the age of 18 for anyone not wishing to live independently at 18 and this may include supported accommodation, which should be available to a young person up until the young person feels ready to live independently;
- (d) That the Council, as part of the redeployment process, highlights to staff the option of becoming foster carers and explores the option of offering a 'career foster care' scheme to the staff at risk of redundancy, with the necessary skills;

- (e) That the Council aims to recruit more adopters and foster carers for children and young people with complex needs, giving thorough support and contact throughout the placement and post adoption;
- (f) That the Council keeps sibling groups together, where ever possible, and additional support is offered to foster carers to accommodate sibling groups;
- (g) That the Council improves links and communication with foster carers by:-
 - (i) providing additional support where required;
 - (ii) keeping foster carers up to date with developments;
 - (iii) publicising the 24 hour support service; and
 - (iv) using improved communication methods
- (h) That the Council considers, during the recruitment process, whether foster carers are better suited to long or short term placements, taking into account whether foster carers are willing to take their fostered child or young person with them on their family holiday;
- (i) That the Council ensures that a clear set of criteria is in place so that placements are appropriate to meet the needs of the child or young person including involving the child or young person in the planning processes for all placements;

Partnerships

- (j) That the Council and partner agencies outline in their service plans what they can and will do for looked after children and young people and continues to develop a multi agency approach;
- (k) That the Council develops and implements a scheme similar to the 'bring a gift' initiative, whereby partner organisations across all Council activities are asked to donate a gift in kind (for example, cinema tickets) for a looked after child or young person;
- (l) That the Council explores the development of innovative ways of providing early intervention services to hard to reach children and young people to avoid children and young people becoming looked after; and
- (m) That the Council ensures that any meetings in relation to the personal circumstances of a looked after child or young person are held out of school hours to maintain confidentiality and ensures that all schools provide a designated person to act as a mentor to the looked after child and young person.

17. ACKNOWLEDGEMENTS

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

Hartlepool Borough Council:

Portfolio Holder for Children's Services – Cllr Simmons
Sally Robinson – Assistant Director - Prevention, Safeguarding and Specialist Services
Jane Young – Head of Business Unit, Specialist Services
Ian Merritt – Head of Commissioning and Children's Trust
James Sinclair – Connexions Team Manager
Zoe Westley – School Improvement Adviser
Emma Rutherford – Social Inclusion Co-ordinator
Camel Jackson – Independent Reviewing Officer
Annette Hall – Participation Officer
Wendy Rudd – Head of Business Unit
John Ellison – Social Worker
Cath Bishop – Social Worker
Margaret Hennessey – Team Manager
Jacky Yeoman-Vass – Family Placement Team Manager
Maureen McEnaney – Head of Safeguarding and Review Unit
Sylvia Lowe – Manager of Exmore Grove
Simon Field – Principal Practitioner
Terry Moore – Principal Practitioner
Angela Laughton – Social Worker
Denise Sutton – Social Worker
Dawn Thorpe – Social Worker
Gladis Mante-Nyadu – Social Worker

Co-opted young people on the Children's Services Scrutiny Forum:

Ashleigh Bostock
Robyn Reid
Danielle O'Keefe
Hannah Bew
Millie Allan
Kimberley Henry
Demi Coull

External Representatives

Amanda Bradley – South Tyneside Council
Angie Askins - Stockton Borough Council
Andy Powell – Housing Hartlepool
Lynn Beeston – Chief Inspector, Cleveland Police

Brian Durham – Young Foundations
Trish Wetherell – Hartlepool College of Further Education
Khalid Azaam – Assistant Director of Commissioning and Systems Development
Dr McKinity – General Practitioner
Gillian Sild – Brougham Primary School
Foster Carers

Looked after children and young people:

Leigh (19)
Becky (21)
Simon (20)
Claire (17)
Mark (16)
Jordan (16)
George 13)
Paul (16)
Jack (15)
Caitlin (13)
Shelby (14)
Billie Jo (12)
Sarah (11)
James(9)
Marcus (14)
Scott (20)
Jamie (8)
Jordan(15)
Nicola (16)
Michael(17)
Arron (18)

COUNCILLOR CHRISTOPHER AKERS – BELCHER
CHAIR OF THE CHILDREN'S SERVICES SCRUTINY FORUM

March 2012

Contact Officer:- Laura Stones – Scrutiny Support Officer
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BACKGROUND PAPERS

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

- (a) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into The Provision of Support and Services to Looked After Children / Young

- People – Scoping Report’ presented to the Children’s Services Scrutiny Forum of 18 October 2011.
- (b) Report of the Scrutiny Support Officer entitled ‘Investigation into the Provision of Support and Services to Looked After Children - Setting the Scene - Covering Report’ presented to the Children’s Services Scrutiny Forum of 18 October 2011.
 - (c) Presentation of Officers from the Child and Adult Services Department entitled ‘Services for Children and Looked After Young People’ delivered to the Children’s Services Scrutiny Forum Services Scrutiny Forum of 18 October 2011.
 - (d) Report of the Head of Business Unit entitled ‘Hartlepool Borough Council’s Provision Support and Services for Looked After Children and Young People – Setting the Scene Report’ presented to the Children’s Services Scrutiny Forum of 18 October 2011.
 - (e) Report of the Scrutiny Support Officer entitled ‘Budget Consultation – Prevention, Safeguarding and Specialist Services – Covering Report’ presented to the Children’s Services Scrutiny Forum of 1 November 2011.
 - (f) Presentation of the Assistant Director of Prevention, Safeguarding and Specialist Services ‘Savings 2012/13 – Safeguarding and Specialist Services’ presented to the Children’s Services Scrutiny Forum of 1 November 2011.
 - (g) Report of the Scrutiny Support Officer entitled ‘Investigation into the Provision of Support and Services to Looked After Children / Young People – Group Exercises - Covering Report’ presented to the Children’s Services Scrutiny Forum of 23 November 2011.
 - (h) Report of the Scrutiny Support Officer entitled ‘Provision of Support and Services to Looked After Children / Young People: Evidence From South Tyneside Council - Covering Report presented to the Children’s Services Scrutiny Forum of 17 January 2012.
 - (i) Presentation of the Head of Children and Families Social Care at South Tyneside Council entitled ‘Looked After Children and Child Protection in South Tyneside’ delivered to the Children’s Services Scrutiny Forum Services Scrutiny Forum of 17 January 2012.
 - (j) Report of the Scrutiny Support Officer entitled ‘Provision of Support and Services to Looked After Children / Young People - Feedback From the Group Exercises Undertaken by the Children’s Services Scrutiny Forum on 23 November 2011 and Feedback From the Site Visit – Covering Report’ presented to the Children’s Services Scrutiny Forum of 17 January 2012.
 - (k) ‘Feedback from Group Exercises held on 23 November 2011’ presented to the Children’s Services Scrutiny Forum of 17 January 2012.

- (l) Report of the Scrutiny Support Officer entitled 'Investigation Into the Provision of Support and Services to Looked After Children / Young People – Views of Looked After Children / Young People - Covering Report presented to the Children's Services Scrutiny Forum of 31 January 2012.
- (m) Presentation from looked after children and young people entitled 'Children and Young People's Views' presented to the Children's Services Scrutiny Forum of 31 January 2012.
- (n) Minutes of the Children's Services Scrutiny Forum of 18 October 2011, 1 November 2011, 23 November 2011, 17 January 2011 and 31 January 2011.
- (o) Poverty website - <http://www.poverty.org.uk/29/index.shtml#def>
- (p) Hartlepool's Children Looked After Strategy – www.hartlepool.gov.uk
- (q) Inspection of Safeguarding and Looked After Children Services – 16 July 2010 - <http://www.ofsted.gov.uk/local-authorities/hartlepool>
- (r) Messages for Munro – A report of Children's Views collected for Professor Eileen Munro by the Children's Rights Director for England
- (s) Centre for Public Scrutiny – 10 Questions to ask if you're Scrutinising Services for Looked after Children

Looked after children who were adopted during the years ending 31 March, by Local Authority^{1,2}
 Years ending 31 March 2007 to 2011
 Coverage: England

	numbers and percentages														
	<u>Number</u> of children who ceased to be looked after during the year ³					<u>Number</u> of looked after children adopted during the year					<u>Percentage</u> of looked after children adopted during the year ⁴				
	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011
England	24,990	24,500	25,030	25,310	26,830	3,330	3,180	3,330	3,200	3,050	13	13	13	13	11
North East	1,430	1,430	1,510	1,480	1,600	240	210	240	220	240	17	14	16	15	15
Darlington	65	70	80	75	70	20	10	x	10	x	28	13	x	14	x
Durham	240	215	190	190	225	40	35	15	30	35	16	17	8	16	15
Gateshead	115	110	100	145	125	20	20	20	35	20	16	20	20	23	17
Hartlepool	65	75	105	85	70	5	x	10	5	15	11	x	9	8	19
Middlesbrough	135	130	145	150	165	15	10	20	10	25	10	8	14	7	14
Newcastle Upon Tyne	155	205	205	200	210	25	35	30	20	35	16	17	16	11	17
North Tyneside	125	130	140	95	130	25	15	30	25	15	18	11	20	26	13
Northumberland	130	125	120	95	90	20	20	25	10	15	15	14	19	13	14
Redcar and Cleveland	55	70	55	80	95	10	10	10	10	15	16	12	18	12	14
South Tyneside	95	105	120	95	120	30	20	25	20	25	29	20	22	22	23
Stockton-On-Tees	120	80	120	130	145	15	5	15	10	15	12	7	12	9	10
Sunderland	130	120	135	130	155	25	20	35	30	25	19	18	28	21	15
Statistical Neighbours															
Barnsley	115	85	110	105	95	20	20	15	15	20	16	24	14	16	19
Doncaster	175	170	165	190	210	35	15	25	30	25	19	10	14	16	11
Halton	45	60	45	50	75	15	10	10	15	10	30	13	22	27	15
Hartlepool	65	75	105	85	70	5	x	10	5	15	11	x	9	8	19
North East Lincolnshire	90	80	70	75	65	10	5	10	25	15	11	8	17	31	25
Redcar and Cleveland	55	70	55	80	95	10	10	10	10	15	16	12	18	12	14
Rotherham	130	150	100	150	185	20	20	10	25	35	14	13	10	17	20
South Tyneside	95	105	120	95	120	30	20	25	20	25	29	20	22	22	23
St Helens	70	100	105	80	115	10	10	30	15	15	14	11	31	20	14
Sunderland	130	120	135	130	155	25	20	35	30	25	19	18	28	21	15
Tameside	95	120	105	110	150	10	15	20	30	25	13	12	20	28	15

Source: SSDA 903

1. England and regional totals have been rounded to the nearest 10. Other numbers have been rounded to the nearest 5. Percentages have been rounded to the nearest whole number. See Technical Notes for more information on rounding.
2. Historical data may differ from older publications. This is mainly due to the implementation of amendments and corrections sent by some local authorities after the publication date of previous materials.
3. Only the last occasion on which a child ceased to be looked after in the year has been counted.
4. Percentages based on the number of children that ceased to be looked after during the year.

x Figures not shown in order to protect confidentiality. See Technical Notes for information on data suppression.
 . Not applicable.

Children looked after adopted during the year who were placed for adoption within 12 months of the decision that they should be placed for adoption, and who remained in that placement on adoption, by Local Auth^{1,2,3,4,5,6}

Years ending 31 March 2007 to 2011

Coverage: England

	numbers and percentages														
	2007			2008			2009			2010			2011		
	Number of children adopted	Number of children adopted during the year who were placed for adoption within 12 months	Percentage of children adopted during the year who were placed for adoption within 12 months	Number of children adopted	Number of children adopted during the year who were placed for adoption within 12 months	Percentage of children adopted during the year who were placed for adoption within 12 months	Number of children adopted	Number of children adopted during the year who were placed for adoption within 12 months	Percentage of children adopted during the year who were placed for adoption within 12 months	Number of children adopted	Number of children adopted during the year who were placed for adoption within 12 months	Percentage of children adopted during the year who were placed for adoption within 12 months	Number of children adopted	Number of children adopted during the year who were placed for adoption within 12 months	Percentage of children adopted during the year who were placed for adoption within 12 months
England	3,330	2,500	75.1	3,180	2,400	75.6	3,330	2,500	75.0	3,200	2,310	72.4	3,050	2,250	74.0
North East	240	190	80.4	210	180	87.8	240	190	78.8	220	180	80.0	240	180	74.7
Darlington	20	15	83.3	10	5	x	x	x	x	10	10	72.7	x	x	x
Durham	40	30	82.1	35	35	91.7	15	15	86.7	30	25	83.9	35	25	73.5
Gateshead	20	15	73.7	20	20	86.4	20	15	80.0	35	20	66.7	20	20	81.8
Hartlepool	5	x	x	x	x	x	10	10	x	5	5	x	15	10	75.0
Middlesbrough	15	10	85.7	10	10	x	20	15	75.0	10	10	72.7	25	20	78.3
Newcastle upon Tyne	25	20	84.0	35	30	83.3	30	25	81.3	20	15	81.0	35	25	75.0
North Tyneside	25	20	87.0	15	10	85.7	30	20	78.6	25	20	88.0	15	15	81.3
Northumberland	20	15	78.9	20	20	100.0	25	15	73.9	10	10	91.7	15	10	69.2
Redcar and Cleveland	10	5	x	10	10	x	10	10	x	10	10	x	15	15	100.0
South Tyneside	30	25	89.3	20	20	90.5	25	25	96.3	20	20	100.0	25	25	85.2
Stockton-on-Tees	15	5	50.0	5	5	x	15	5	42.9	10	5	58.3	15	10	60.0
Sunderland	25	20	80.0	20	15	68.2	35	25	67.6	30	20	76.9	25	10	45.8
North West	20	15	94.4	20	20	90.0	15	10	68.8	15	10	64.7	20	15	72.2
Barnsley	35	25	73.5	15	15	76.5	25	15	65.2	30	20	71.0	25	10	41.7
Doncaster	15	10	92.3	10	x	x	10	x	x	15	10	76.9	10	5	54.5
Halton	5	x	x	x	x	x	10	10	x	5	5	x	15	10	75.0
Hartlepool	10	10	x	5	x	x	10	10	83.3	25	15	66.7	15	10	68.8
North East Lincolnshire	10	5	x	10	10	x	10	10	x	10	10	x	15	15	100.0
Redcar and Cleveland	20	10	56.3	20	15	77.8	10	5	x	25	20	72.0	35	25	67.6
Rotherham	30	25	89.3	20	20	90.5	25	25	96.3	20	20	100.0	25	25	85.2
South Tyneside	10	10	x	10	5	63.6	30	25	81.3	15	10	56.3	15	10	75.0
St. Helens	25	20	80.0	20	15	68.2	35	25	67.6	30	20	76.9	25	10	45.8
Sunderland	10	10	83.3	15	10	80.0	20	15	76.2	30	20	63.3	25	15	69.6
Tameside															

Source: SSDA903

1. England and Regional totals have been rounded to the nearest 10. Other numbers have been rounded to the nearest 5. Percentages have been rounded to one decimal place.

See Technical Notes for more information on rounding.

2. Data for all 5 years are based on the snapshot taken in August 2011.

3. This represents part of the previous performance management framework for local authorities on the timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption: This is obtain

X = The number of children included in the denominator who were placed for adoption (SSDA903 placement codes A3, A4, A5 and A6) within 12 months (i.e. less than 365 days, inclusive of date child was placed for adoption) of the decision that they should

This figure excludes children who were placed within 12 months of the decision that they should be placed for adoption, but whose placement for adoption broke down before being adopted.

Y = The number of children who ceased to be looked after during the year ending 31 March as a result of the granting of an adoption order (SSDA903 reason episode ceased codes E11 and E12). Includes only those children who were adopted after having been

immediately prior to adoption. Children placed for adoption or freed for adoption remain looked after until the adoption order is granted.

4. For information only: Special guardianship orders came into force on 30th December 2005.

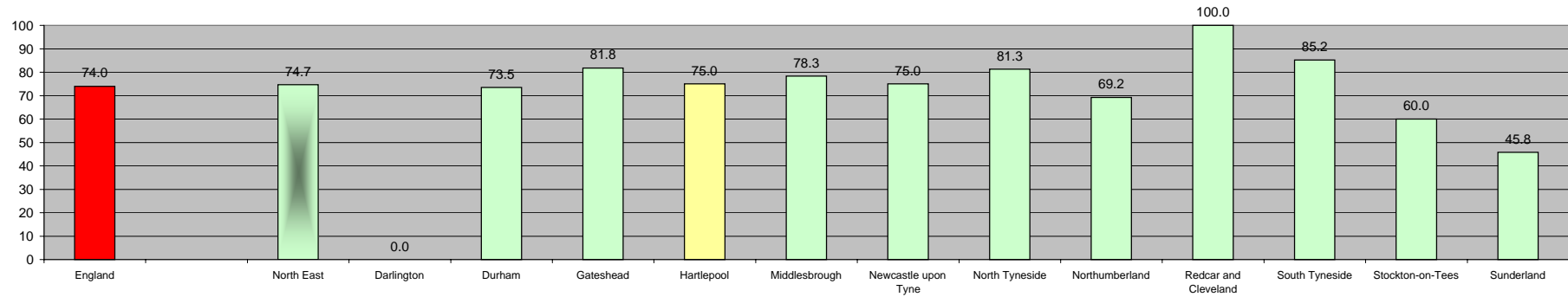
5. Historical data may differ from older publications. This is mainly due to the implementation of amendments and corrections sent by some local authorities after the publication date of previous materials.

6. Children that were adopted but were not placed for adoption are not included in the denominator of the indicator.

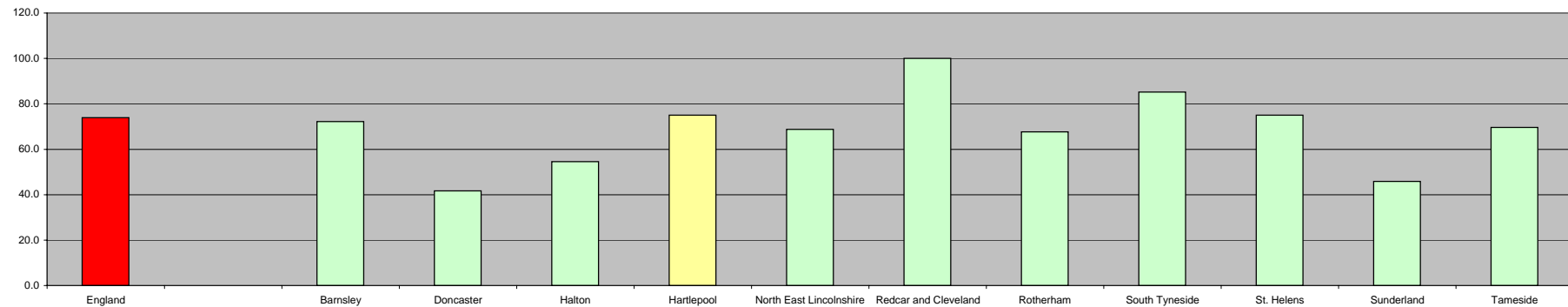
x Figures not shown in order to protect confidentiality. See Technical Notes for information on data suppression.

. Not applicable.

Percentage of children adopted during the year who were placed for adoption within 12 months (North East Region) 2011

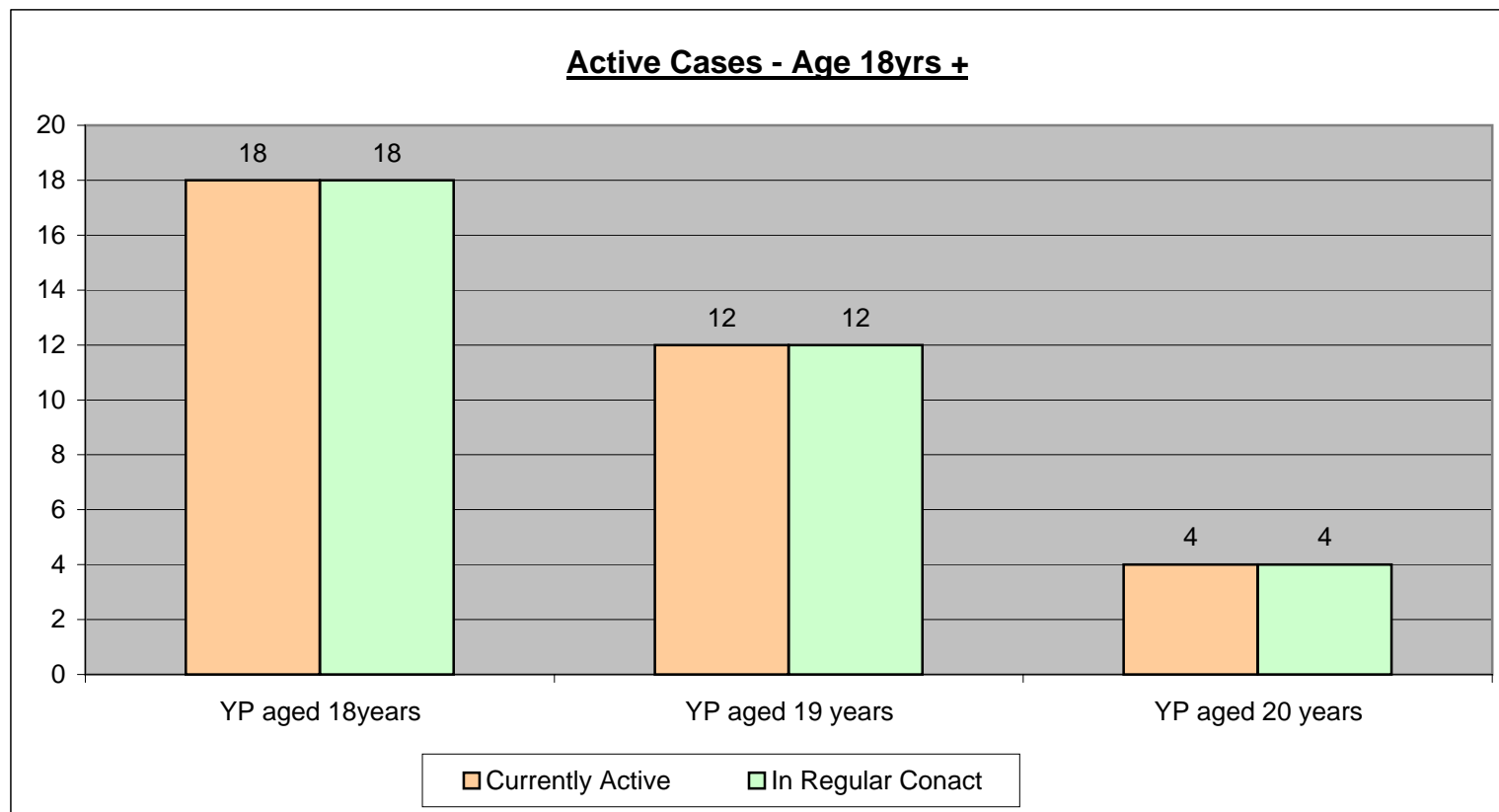


Percentage of children adopted during the year who were placed for adoption within 12 months (Statistical Neighbours) 2011

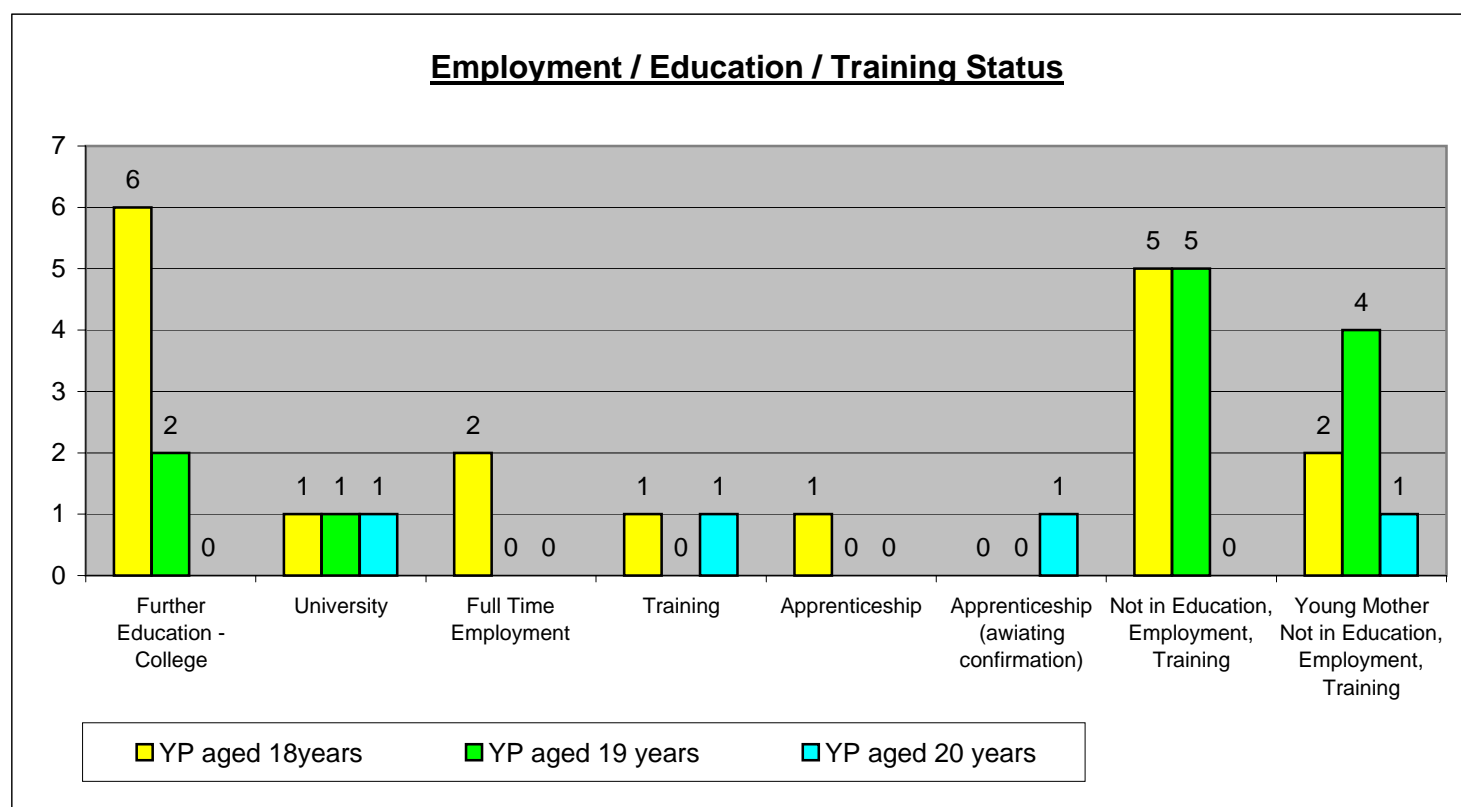


- try very hard to find carers who are the best people to look after you
- give you information about the carers' home
- make sure you know who is responsible for you and how to get in touch with them
- consider your views and wishes, needs, age, culture and any disabilities you may have
- try to make sure you feel safe, have private space and time for yourself

	YP aged 18years	YP aged 19 years	YP aged 20 years	TOTAL
Currently Active	18	12	4	34
In Regular Conact	18	12	4	34



	YP aged 18years	YP aged 19 years	YP aged 20 years	TOTAL
Further Education - College	6	2	0	8
University	1	1	1	3
Full Time Employment	2	0	0	2
Training	1	0	1	2
Apprenticeship	1	0	0	1
Apprenticeship (awaiting confirmation)	0	0	1	1
Not in Education, Employment, Training	5	5	0	10
Young Mother Not in Education, Employment, Training	2	4	1	7



Feedback from Group Exercises held on 23 November 2011

QUESTION	COMMENTS	SUGGESTIONS FOR IMPROVEMENT
1. How good is the health and wellbeing of children in care? Could this be improved, if yes, how?	<p>90% of health assessments completed in the timescales</p> <p>Dental health ok at present</p> <p>Some issue in being seen / waiting lists to get registered for doctor therefore have access to doctor through One Life Centre (fairly recently moved back into Hartlepool)</p> <p>Emotional health and wellbeing - young people in care for extended periods of time and multiple placements. Transition into adult life has a huge impact. CAMHS can be effective</p> <p>Children looked after aware of the services</p>	<p>Continue multi agency response working</p>
2. How good is the standard of any residential care provided or used by the Council? Could this be improved, if yes, how?	<p>Difficulties in sustaining tenancies</p> <p>When is someone ready to live independently? Don't set young person up to fail</p>	<p>Preparation for independent living</p> <p>Support to help stay with family</p> <p>The need to extend joint working and</p>

	<p>Impact of changes to Benefits in the future</p> <p>Young person feels there is an increased likelihood of eviction and rules are too rigid</p> <p>Low levels of supported accommodation within the Borough and lack of residential provision</p>	<p>liaise with a range of housing providers</p> <p>Care provision be extended beyond the age of 16 for anyone not wishing to live independently at 16</p>
<p>3. How well does the Council do in commissioning or providing services for looked after children / young people?</p>	<p>Would you send a child of your own out of town for a home?</p> <p>Smaller residential -If you have units you would fill them</p> <p>Dunston Road – Independent Provider currently in Hartlepool</p> <p>Over coming barriers / prejudicial against young person</p> <p>Young people placed out of the area run back home</p> <p>Sometimes young person needs to be out of town</p> <p>Issues for young people into adulthood, relationships</p>	<p>The need to ensure that placements are appropriate to meet the needs of the child</p> <p>Need to look at why Children Homes were closed, what were the problems?</p>

	Importance of questioning whether it is appropriate to place a child outside the town as well as consider the impact of placements outside the area and how best to reintegrate children into an area as part of adulthood	
4. How stable and secure are the lives of looked after children / young people while they are in care? Could this be improved? If yes, how?	<p>Security and stability of looked after children – it is important to find suitable matching placements</p> <p>Potential impacts of emergency foster placements</p>	<p>Foster carer should try and plan moves</p> <p>Young person over 18 years, should continue to support young person</p> <p>Reduce respite placement from carers</p> <p>Take children / young person on holiday with you</p> <p>Option to examine performance figures of the Council in relation to stability of placements for looked after children and young people.</p> <p>Additional support for foster carers</p>
5. What more could be done to fulfil the Council's responsibilities as a 'Corporate Parent'?	<p>What would you want for your own children?</p> <p>Should feel part of the family</p>	<p>Ensure young people have the same opportunities / involved in planning process</p> <p>Families should stay together</p> <p>The need to question whether the level of</p>

APPENDIX 4

		<p>support for a looked after child would be acceptable for own child</p> <p>Placing of siblings together</p>
<p>6. How well does the Council do at finding appropriate adoptive families for children for whom it is decided this is the right option?</p>	<p>Numbers of children for whom plan for adoption is rising, number of adopters reducing</p> <p>Report of success of adoption in Hartlepool for statistics in relation to placements within timescale of decisions Identified shortage and successfully advertised – more adopters however, this does not necessarily match the needs of children waiting. One of the measures was finding the right match and reference was made to Hartlepool's success in the adoption process.</p> <p>Trying to be flexible – education, willing to work with and support children</p> <p>Therapeutic support – Acorn</p> <p>How long does process take – balancing act – setting quality info and preparing people in timely way</p> <p>Adoption register process – getting right profiles for children</p>	<p>Measure success by how many placements are the right match evidenced by rates of disruptions compared with other local authorities</p> <p>Need to recruit and prepare adopters for children with more complex needs – support is crucial to this</p> <p>Contact after adoption to support placements</p> <p>Better links with adoption team</p> <p>One of the main issues identified was the need to support carers to accommodate sibling groups with complex needs.</p>

	<p>Prospective adopters attend panel meeting</p> <p>Quality of written information to Panel</p> <p>Disruption meetings</p>	
<p>7. How well do foster care arrangements work? Could this be improved? If yes, how?</p>	<p>Placement breakdown – frequently linked to minimising problems. Once crisis over it has not gone away, need to look at what support is required</p> <p>Foster carers don't always speak out, they look to each other for support. Make judgement when to talk to link worker</p> <p>24 hour telephone support service available – managers from Hartlepool</p> <p>High numbers of foster carers in town</p> <p>Legal proceedings – children not well served by judicial system. Detrimental impact placed on looked after children by legal proceedings</p> <p>Carers need to be jack of all trades</p> <p>Good relationships between foster carer and social workers</p> <p>Situations where carers are left in the dark about future plans of the children they are</p>	<p>Link worker – if not available would like 2nd that has pre-existing relationship with foster carers need to be confident to speak out</p> <p>Foster carer email site. Put number on site</p> <p>Foster carers need to be kept up to date with developments</p> <p>Need to publicise the 24 hour support service and improve communication methods with foster carers</p>

	<p>looking after until the last minute. This leaves the carers having to explain to the children that they can't answer their questions – leaves both carers and children distressed.</p> <p>Foster carers don't have luxury</p>	
8. What support does the Council provide to children / young people leaving care and how effective is it?	<p>Leaving Care service available but often young people vote with their feet.</p> <p>Always room for improvement</p> <p>Getting message across of the reality of leaving home. Children should leave home when ready – children receiving reassurance</p> <p>Shouldn't be leaving care – should be supporting independence</p>	<p>Need innovative ways of providing services to hard to reach young people</p> <p>Provide breath of accommodation for young people, supported lodgings, supported accommodation, floating support, single person accommodation Accommodation whilst home from University</p> <p>Co-ordinate services and ensure the appropriate skills are available to move onto adulthood.</p>
9. How well do looked after children / young people do at school, both academically and in terms of other kind of achievements? Could this be improved? If yes, how?	<p>Results:-</p> <p><u>KS2 (7 children)</u> 43% level 4 Increase from 30%</p> <p><u>KS4 (16 children)</u> 6% A* - C including English and Maths</p>	<p>Mentors – good idea, one trusted person - Each school should have designated person</p> <p>A looked after young person felt that as a looked after child she was singled out at school and suggested that any meetings in relation to personal circumstances</p>

	<p>4 looked after young people were currently studying at university.</p> <p>(Statistics are based on a transient population)</p> <p>Individual progress is now measured with Personal Education Plans – informal progress (e.g sports etc) monitored</p> <p>Attendance monitored weekly and followed up immediately – greatly improved</p> <p>Post 16 education – Hartlepool College of Further Education were not officially advised of details of looked after children, as a result of the recent removal of the education maintenance allowance and the need to apply for a bursary this information was no longer confidential. Whilst the improvements in attendance figures were noted, it was stated that further improvements were necessary.</p> <p>Effective support mechanisms were in place for children looked after when problems arose.</p> <p>Social Workers role is key in supporting improvements in education attainment and the potential benefits as a result.</p>	<p>should be held out of school hours to maintain confidentiality and schools should provide an individual they can talk to eg Citizenship Member.</p> <p>The need for settled placements and to improve links with foster carers to ensure young people were placed at the right schools was highlighted.</p>
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	<p>Changes in social workers affected performance in school.</p> <p>Sometimes there is lack of communication between social workers and carers with regards to dates of visits, reviews and Personal Education Plan meetings. School has been left to find out from carers regarding changes of circumstances instead of being told from Duty.</p>	
<p>10. How effective is the professional workforce of social workers and others responsible for running services for and working with looked after children / young people?</p>	<p>Networking is good, helps effective working</p> <p>Getting better at ensuring stability of school</p>	

Comments / views from a Hartlepool Foster Carer fostering children from Stockton:-

Stockton Council offer all of their leisure facilities free to foster children and their carers, even if the foster carers reside in Hartlepool and are fostering children from Stockton. Does Hartlepool offer this?

ANSWER: All foster families receive a free Active card which gives reduced rate admission to leisure and swimming facilities of the council. In addition the sports development team deliver day and residential activities for children looked after on a weekend and during school holidays.

In collaboration with Pony World, children looked after can receive reduced introduction rates to experienced horse riding.

This would help promote health (swimming baths for younger kids or gym membership for older kids). It could promote education (Maritime Experience etc.) Could Hartlepool partner with Stockton and share facilities? (Splash is better than Mill House but Maritime Experience is better than Preston Park Museum). Could each party waver costs to carers and families?

ANSWER: Along with 9 other local authorities in the North East region, Hartlepool participates in the MAX card scheme which offers children in care and their carers free or reduced admission to regional attractions including museums, castles and in 2010 theatre tickets (this includes Maritime Museum). The aim of the MAX card scheme is to increase access to culture for children and young people and is managed by the North East Museums Hub. The Hub is also promoting TECH Max Generation 2012 for its member local authorities which aims to promote a cultural Olympiad. TECH Max will provide funding for 12 projects across the North East region led by children looked after.

Certainly scope for Hartlepool and Stockton to collaborate to mutual benefit with reciprocal access to one another's provision and this can be further explored.

We have also spoken to a few foster carers when on trips out and they asked if they could have discount as they were carers for foster children and were told if they come next time with i.d. then this would be looked at. I know we recently went to lightwater valley with my kids, the foster babies and others. It cost us nothing for the babies but its an expensive day out if you have older foster children. Our agency is going to supply us with id cards.

ANSWER: Hartlepool foster carers are issued ID cards identifying them as foster carers for the Council.

During the summer holidays our agency Reach Out Care arranged a day out each week to the beach, Wynyard Park, Splash etc social workers and support workers attended and everybody met other carers and all the kids played together. Does Hartlepool do this?

ANSWER: Reach Out Care is an independent fostering agency that provides a range of services, from the local authority position we deliver weekend and holiday activities for children, provide funding to the foster care association to support the delivery of activities for foster carers and their children/fostered children. During the summer holiday the local authority take some children on residential break and a fostering allowance is paid to carers for holidays.

Stockton also had an awards day at Preston Park for looked after kids and they received certificates for outstanding progress etc. again not sure if Hartlepool does this?

ANSWER: *HBC has the annual 'Celebrating Success' night where children receive awards as well as the summer barbeque and annual Christmas party.*

I realise Hartlepool may already do the things I mentioned above but now I work with foster kids I have become quite passionate about their cause.

Comments / views from a co-opted Member of the Children's Services Scrutiny Forum:-

What I would like to comment on is that it is all very well attracting new Foster Carers, but what work is being done to match children/young people to the right foster families?

ANSWER: *Part of the fostering assessment process is to identify the skills and quality of the carers taking into account their own family situation and throughout the training and assessment, social workers are able to build positive relationships with fostering families and provide a good assessment of their capacity to meet individual needs of children. This information alongside the assessments of children form the initial basis of a match. For children placed permanently in foster care the current carers of the children are involved in seeking the appropriate match as well as the social work applying matching considerations to match children to carers. An assessment report is completed and presented to fostering panel and the agency decision maker before a placement is made. Child Appreciation Days are held to assist and prepare prospective carers for the placement.*

What real support is there for foster carers when things don't go so well and the carers are not trained to deal with the emotions/tantrums and even violence of a child/YP?

ANSWER: *Hartlepool foster carers have access to a 24 hour telephone support service where they can call for advice, guidance and assistance. The Emergency Duty Team provide out of hours support on an evening and weekends. Every child has an allocated social worker and every foster carer has an allocated supervising social worker. Foster carers are provided a full programme of training and development which aims to prepare them for the challenges they may face in the role of foster carer. Furthermore, where appropriate foster carers through the social worker have access to the child and adolescent mental health service where therapists will work directly to support carers as well as children and the*

Placement Support team provide support and respite within the home. There is a monthly Fostering Support Group where foster carers can seek peer support and also request session are held focussing on specific issues if required.

Fairly recent news items indicate that far too many families are taking children and YP into their homes WITHOUT the appropriate training, vetting and support needed. Is this being addressed in Hartlepool?

ANSWER: Yes, all carers receive a comprehensive programme of training, preparation and assessment in line with the national regulations and minimum standards prior to being approved and once approved are inducted into the fostering role.

I personally feel that childless couples who seek to become foster carers can have no idea what they may be letting themselves in for. I have two children and despite being 10 years older than my sibling, changing his nappy and babysitting him, I still found it extremely difficult to cope with all of the changes to our lives, marriage, et al. I am in the fortunate position of knowing the background of my children and being responsible from the onset for their upbringing. Foster carers don't have that luxury. I'm not sure how much of a bond they are able to make, especially if they have to hand the children/YP back to their families. I imagine it to be really tough, but very rewarding when things work out well.

Foster care is important and I fully support the notion of offering children and YP the opportunity to be looked after in a caring home environment, rather than a care home. But, I wonder if YP develop a false sense of what life is like with other families when carers have to abide by so many (necessary) rules/guidelines.

How can carers cope with this? These are some of the issues, how can carers be supported?

Children & Young People's Views



Children & young people who have experienced a variety of care settings to meet their individual and unique needs/circumstances have been consulted and their views obtained. It is these views that we will now share with you.

Appendix 5



We would like to say thank to the following young people for sharing their views.



- Leigh (19)
- Becky (21)
- Simon (20)
- Claire (17)
- Mark (16)
- Jordan (16)
- George (13)
- Paul (16)
- Jack (15)
- Caitlin (13)
- Shelby (14)

- Billie Jo (12)
- Sarah (11)
- James (9)
- Marcus (14)
- Scott (20)
- Jamie (8)
- Jordan (15)
- Nicola (16)
- Michael (17)
- Arron (18)

Appendix 5

What **do** you like about being looked after in care?



- Good relationships with carer.
- Double treats at Christmas, Birthdays Easter etc.
- I have been able to go to places I would never have went with my family.
- Some carers accept you for who you are.
- A bit more freedom.
- I now have opportunities I would never have had with my family.
- Learn good family values and good family morals.
- Better being out of my home town made it easier much happier and more accepted.
- Easier not having as many people living in the home of last carer.
- Comfort of a family home.
- Stability.
- Pocket money.
- Clothing allowance
- Staff/carers
- Friendly people.
- Location.
- Activities.
- Lifestyle.
- Family values.
- Contact with family – (Residential Care)
- Better in general, better prospects as probably wouldn't have gone to college and if I did wouldn't have stuck in.

Appendix 5

What **do** you like about being looked after in care?



- New clothes when I need them.
- I get treated with more respect
- They treat me like an adult.
- I get to do more activities and have more opportunities and good experiences.
- Not as many arguments as there were when I lived at home.
- Someone who can tell me what not to do and try to keep me right and someone to take me to the doctors.
- You get to go on holiday
- You get to go to the pictures
- My carers are kind
- You get pocket money
- They look after us nicely
- I get to do things that I didn't get to do with my mam and dad.
- It is nice to be in foster care
- Someone to talk to a friendship and bonding with Foster Carer and other young people in the household and extended family.

Appendix 5

What **do** you like about being looked after in care?

- Personal belongings.
- Xbox/PSP
- The staff at Exmoor
- Where I live
- Joyful environment
- Stability and having a roof over your head.
- Knowing there is someone there.
- Nice Social Worker
- Someone there to help you.



Appendix 5

What **don't** you like about being looked after in care?



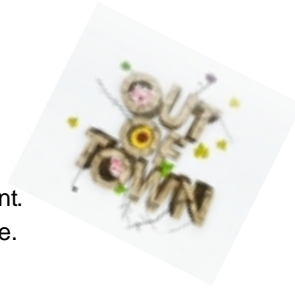
- | | |
|--|---|
| <ul style="list-style-type: none"> • Get told off for negative behaviour. • Lack of communication (residential care) • Family contact – should be in a family setting instead of a resource centre. • Not having someone to talk to. • Friends parents having to be police checked when I would like to sleep out it is so embarrassing for me. • Some foster carers are in it for the money | <ul style="list-style-type: none"> • When foster carers go on holiday we should always be included. • Going to respite with carers you don't know. • Building up a relationship with your Social Worker then getting a new one. • Sibling separation • Foster carers saying they understand when they haven't been through what we have been through. • Nothing about being in care – strangers. • Did not know the environment. |
|--|---|

Appendix 5

What **don't** you like about being looked after in care?



- If I kick off I get locked up – with carers or residential staff.
- I do not get given enough information from my Social Worker
- Families are separated
- Living out of town/shipped out of town.
- Strict boundaries.
- Don't like some other children in placement
- Get told off all the time.
- Not being able to play on my DS when I want.
- Should be able to go home any time you like.
- Nothing x 2



Appendix 5

What **don't** you like about being looked after in care?

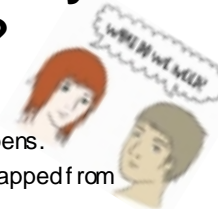


- Lack of choices.
- People that I didn't know.
- Have to go out with random people
- I want to go home.
- Being stereotyped
- Looks bad on families
- Don't like being part of social services.
- Worried that when you reach 18, where you're going to live.
- Should involve families more.
- Too many other people involved.
- LAC Reviews
- Hard to be placed between 16 -18.
- Having to attend meetings (all meetings, puts you on a downer when they talk about you)

Appendix 5

Is there anything which would have made coming into care easier for you? What would have made your time in care easier?

- An explanation to why I am in care.
- Getting informed that you are going into care before it happens.
- When we got taken into care, it felt like we were being kidnapped from school.
- Not getting an explanation to why I went into care wasn't very nice. I think I should have been told why.
- Building a relationship with a foster carer before I lived with them.
- Living with younger foster carers would have helped.
- Making sure that I was going to be with the right foster carer and family.
- Social Worker to have more background knowledge of the foster carer and whether or not they have knowledge of my family.



Appendix 5

Is there anything which would have made coming into care easier for you? What would have made your time in care easier?

- An Xbox
- Getting to know the carers first
- Could have been prepared for transition from home to care.
- Picked up from school with no warning.
- Should have been kept as a family (4 siblings separated)
- We are not given choices of foster carers.
- Have to be totally honest (the Social Workers)
- Meeting the carers.
- Would have been easier if I had been placed correctly the first time.
- Having more choice and say in where to go and being kept informed otherwise it can be scary.
- Social Worker to listen to my worries/concern's about who I am to be placed with.



Appendix 5

Is there anything which would have made coming into care easier for you? What would have made your time in care easier?

- Knowing where you were going and why.
- To be given clear rules and boundaries.
- Different types of care and families to match preferences.
- Choice
- Choose where we go.
- Less carer's – get it right from the beginning.
- Would have liked a Social Worker that listened and sided with the family.
- To have a foster carer that is understanding and can talk too and to be treated as a member of the family.



Appendix 5

If you were able to change the care system what things would you change?



- To keep contact with siblings whether in foster care or adopted.
- Promote family contact more.
- More contact with Social Workers
- More support workers
- More leaving care workers
- To have contact with Social Workers in a more relaxed environment.
- You should be told what a care order is and why you have one.
- More contact with your family and unsupervised.
- Should be able to pick and choose the foster carer you want to stay with, to be able to 'test out' i.e. stay with a week or so to see how you are going to get on with the carer and their family.

Appendix 5

If you were able to change the care system what things would you change?

- To have more family contact.
- Foster carers should take all family members.
- To have a residential home in Hartlepool
- More foster carers homes in Hartlepool
- To have a new bus (Exmoor).
- Its fine the way it is.
- More consistency across the board in regards to finances and make sure that they receive the money.



Appendix 5

If you were able to change the care system what things would you change?

- More places in Hartlepool for young people.
- Not to be judged on past behaviour.
- More funding for Child & Adult Services.
- Being able to stay in one place.
- Not having to move
- Less people fussing around you.
- More choices of foster carers.
- Move leaving care workers and Social Workers – to allow workers to better support young people – would have less young people to support so able to give better service.
- A limit on the number of children/people in a house.
- Don't mix families.



Appendix 5

Additional Comments

- Why don't I see my family when I want to?
- Why don't I see my Social Worker very often?
- Why do staff have to supervise my contact with my family?
- Leigh wishes she had stayed in care a lot longer because things are not as easy as she thought.
- It is difficult learning how to budget.
- Matching Social Workers to our personality.
- Important to attend panel and be fully involved in the process as much as possible.
- Happy in placement and services that are in place.



	Basic £	NI £	Super £	Total Cost £	
<u>Staffing</u>					
Manager	38,042	2,943	6,239	47,224	
Deputy-Manager	36,186	2,737	5,935	44,858	
Staff - Bands 7-9	377,000	28,451	61,828	467,279	2 staff on duty at all times; includes Shift Allowance & Weekend & Night Enhancements
Cook	16,900	1,300	2,800	21,000	
Cover / Overtime	56,000	4,000	0	60,000	
	524,128	39,431	76,802	640,361	
Utilities				16,000	
Cleaning				12,000	
Maintenance				15,000	
Other Premises				10,000	inc Insurance, Trade Waste, Grounds Maintenance
Food				20,000	
Transport				13,000	
General Equipment etc				6,500	inc phones, ICT, office equipment etc
OFSTED Registration				2,000	
Activities				11,000	
Prudential Borrowing				22,000	Cost of £0.5m capital
Total Cost				767,861	
Cost per Placement per week				3,682	Assumes 100% occupancy throughout year

Residential Child Care Salaries**Independent Sector Salaries:****Company A:**

Manager: £33,679

Deputy: £26,104

Senior Qualified: £22,941

Senior Unqualified: £21,611

Care Worker Qualified: £19,663

Care Worker Unqualified: £18,523

Company B:

Manager: £32,000

Deputy: £21,000

Care Worker qualified: £ 14,430

Care Worker unqualified: £ 13,468

Example of voluntary sector salaries:

Different tiers of management dependent on size of establishment and number of children/staff therefore either:

Residential Manager: £32,072 - £39,351 or £33,998 - £41,148

House Manager: £28,922 - £35,784

Unit Manager: £27,323 - £33,998

Standard qualified scale for a project worker: £27,323 to £33,998;

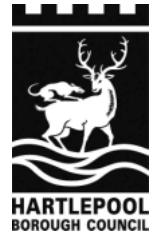
Unqualified rate: £19,817 - £25,727

Assistant unqualified: £15,882 - £19,817

Above does not include enhanced rates for weekends or any on costs, employer NI contributions or pensions

SCRUTINY CO-ORDINATING COMMITTEE

9 March 2012



Report of: Chief Customer & Workforce Services Officer

Subject: USE OF AGENCY WORKERS WITHIN THE COUNCIL

1. INTRODUCTION

- 1.1 As part of the Scrutiny Co-ordinating Committee's 2008/09 programme an investigation was held into the use of agency workers in the council. It was recommended that twelve months after the implementation of the new HR/payroll system and the introduction of centralised control measures for the recruitment of agency workers /specialists across the Authority that a monitoring report would be provided to the Committee.

2. BACKGROUND

- 2.1 The workforce demands of the Council regularly fluctuate in terms of the number of employees needed and the skills required to undertake the wide variety of work required by the Council to develop and deliver services. The Council, in common with other local authorities nationally, has traditionally operated on the basis of retaining a permanent workforce where the nature of the work to be undertaken is primarily well planned and funded within the Council's medium term financial plan. Appropriate staff are recruited and retained within this permanent establishment however on occasion posts become vacant and decisions are made to appoint on a permanent or temporary basis.
- 2.2 In addition to this core workforce, additional workforce capacity can be required due to additional funding becoming available, increasing demand for services, the need for specialist skills which are not normally required within the Council, etc. The flexibility required by the Council when additional capacity is needed determines how the additional resource will be sourced within the employment law framework.
- 2.3 The Council sources additional staffing resources from:
- traditional recruitment processes for permanent and temporary appointments. Initially internal applications are invited and if necessary an external advert is placed;

- relief lists which are maintained by departments and work offered on an “as and required” basis;
- agencies who are able to access immediate and/or specialist workers paid on a agency basis;
- Consultancies who are able to provide immediate and/or specialist support on a contract basis.

2.4 The Scrutiny Co-ordinating Committee were particularly interested in the Council’s use of the last two sources and made recommendations accordingly.

3. AGENCY WORKERS / CONSULTANTS

3.1 Agency workers and consultants are defined as workers employed through a third party to deliver services on behalf of the Council. Generally this is for a specific period to cover absences, peaks in workload or provide specific skills which are not available in the Council. The contractual arrangement is between the Council and the company which has sourced and provided the worker.

3.2 The Council has benefitted from using agency workers and consultants to increase the capacity of the workforce, often very quickly, without applying employment procedures and becoming responsible for many of the associated employer liabilities.

3.3 This type of worker however can be expensive and new statutory rights for agency workers provided them with equivalent rights as directly employed staff and therefore require closer control measures for their engagement initially and on-going use.

3.4 The new Agency Worker Regulations came into effect on 1 October 2011. Under the Regulations agency workers are immediately entitled to be treated no less favourably than a comparable direct employee in being given access to job vacancies and ‘collective facilities and amenities’ e.g. canteen or other similar facilities, child care facilities and transport services.

- Access to job vacancies means the right to be informed of, and be able to apply for, internal and external vacancies once redeployment arrangements have been exhausted in order to avoid redundancies and/or accommodate employees in new structures etc.
- The right to be treated no less favourably than direct employees with respect to access to facilities is not the same as an absolute right of access. For example, if direct employees are required to join a waiting list before they are granted a car parking space, equal treatment is satisfied by an agency worker also having an opportunity to join the waiting list.

- In addition the Regulations require equal treatment in respect of the 'relevant terms and conditions' ordinarily incorporated into the contracts of those working in similar positions for the Council, subject to a 12 week minimum qualifying period.

- 3.5 The primary responsibility for complying with the Regulations lies with the agency worker providers, although the Council could become liable if the provider took "reasonable steps" to obtain the necessary information to determine the agency worker's basic working and employment conditions but this was not provided, and will assume primary responsibility where the agency worker providers have no influence or control e.g. access to job vacancies and Council facilities.
- 3.6 Stockton Borough Council is the lead authority for the Tees Valley Agency Framework which is used by the Council to source agency workers. The Corporate Procurement Unit is working with managers to eliminate sourcing of agency workers outside of the Framework other than where there is no other option.
- 3.7 As a rule of thumb, under the current Framework the direct costs of agency workers undertaking professional jobs are similar to or greater than the direct costs of direct employment. Conversely the current direct costs of agency workers undertaking 'manual jobs' are generally lower than the direct costs of direct employment.

4 ACTION PLAN AND PROGRESS UPDATE

- 4.1 Table 1 below shows the original recommendation from the Scrutiny Co-ordinating Committee, the response from Cabinet and provides an update on progress against the proposed action.

Table 1

Recommendation	Executive Response / Proposed Action	Progress Update
(a) That a review be undertaken to substantially reduce the current level of expenditure on the use of agency workers / specialists across the Authority	Each department to review agency posts and ensure continuous assessments is in place as an ongoing exercise, with a view to reducing the numbers, exploring alternatives, improving planning and consider permanent arrangements.	CMT Support Group receives updates on agency spend for departmental action. Review of agency workers undertaken as part of assessing the impact of budget proposals on current staffing.
(b) That the current arrangements for	New control protocols to be agreed by CMT and	Procurement guidance and HR guidance on the

the recruitment of agency workers / specialist across the Authority be centralised and appropriate control measures introduced.	implemented across the Council, including the recording and monitoring of agency staff in post.	correct engagements and use of Agency Workers issued and published on the intranet.
(c) That the duration of engagement for all agency workers / specialists be restricted to short term use and not exceed twelve months.	Instruction and guidance to service managers on the engagement of agency workers and the introduction of monitoring process.	Procurement guidance and HR guidance on the correct engagements and use of Agency Workers issued and published on the intranet. Departmental guidance and revised processes introduced on the use of self-employed consultants.
(d) that the Authority be encouraged to share innovative approaches to minimise the future demand of agency workers / specialists where appropriate.	Options to be pursued including a regional portal for staff recruitment, a Hartlepool recruitment pool where appropriate, succession planning and staff development / secondment opportunities. An exercise to exchange good practice between departments e.g. the use of casual lists, maintaining contact with leavers, etc.	NorthEastJobs recruitment portal supported and staff encouraged to register. Internal secondments used to provide internal resources where required. Joint working between departments to develop shared relief registers, leavers details retained etc.
(e) That a feasibility study be undertaken to determine the appropriateness of establishing either a council-run agency or a joint procurement arrangement with neighbouring local authorities across the Tees Valley.	Joint procurement exercise across the Tees Valley being pursued. Also potential option for NEPO arrangements. Future consideration of in-house provision required.	Tees Valley Agency Framework in place to source agency workers.
(f) That there appears to be some	Recruitment and retention protocols	Requirements for Modern Apprentices assessed

<p>conflict between the Council's recruitment and retention policies, namely the securing of temporary and permanent positions by modern apprentices versus permanent posts occupied in the short-term by agency workers and this should be addressed appropriately; and</p>	<p>around Modern Apprentices to be agreed and implemented prior to intake of Modern Apprentices.</p>	<p>annually as part of departmental succession planning.</p> <p>The use of Agency Workers monitored to avoid the Council accruing avoidable employer liabilities.</p> <p>High levels of MA retention evidenced.</p>
<p>(g) That twelve months after the implementation of the new HR/payroll system and the introduction of centralised control measures for the recruitment of agency workers / specialists across the Authority, a detailed monitoring report on the level of expenditure and usage be submitted to the appropriate Portfolio holder thereafter.</p>	<p>Provide monitoring report.</p>	<p>Due to limited resources for the development of HR modules, the HR/payroll system does not have centralised control functionality for non-employees.</p> <p>Departments provided with information regarding agency worker use for review and timely decisions in response to Agency Workers regulations. See Appendix A & B.</p>

5 USE OF AGENCY WORKERS & CONSULTANTS IN THE COUNCIL

- 5.1 The impact of the above actions is shown in Appendix A which includes an analysis of the use of agency workers and consultants in the Council in the last three financial years. Appendix B and C details spend in the current financial year.
- 5.2 The use of agency workers and other non- permanent employees has been impacted by the uncertainty created during the budget planning cycle. Where decisions cannot be made regarding the long-term funding for vacant post but the work still exists, temporary arrangements are made to minimise the impact on service delivery. Ultimately such posts may be deleted or confirmed as required and offered for redeployment or other recruitment process.

- 5.3 Since the Scrutiny Review in 2008/9 the use of agency workers, in particular, has been addressed and the current usage is strictly controlled and based on essential service need (e.g. refuse collection) short-term contract requirements for specialist staff (e.g. BSF work) and top-up-support for time limited in income generation projects (e.g. legionella work for other organisations).
- 5.4 The trend is definitely moving away from Agency workers to Fixed Term Contracts for seasonal work, in addition a register of Casual workers has been established for staff a range of services in line with Council procedures; zero based hours contracts are used for this purpose. This approach will ensure those individuals receive the same wage as permanent staff, and not at minimum wage levels with an administration fee insertion going to the Agency.
- 5.5 This has been highlighted and work is undergoing to reduce this now. In previous years the Council has needed to make use of special consultants for certain projects but the need for this has reduced significantly overtime and officers maximise the use of in-house resources and minimise the requirement to commission consultants, although there are occasions where this type of support will be necessary. There was a large amount of spend on consultancy in previous years for BSF and Tall Ships which will not be repeated. Although we have reduced the miscoding in 2011 / 12, there is still some miscoding to agency and consultancy codes.

6 RECOMMENDATION

- 6.1 Scrutiny Co-ordinating Committee are requested to note this contents of the report.

7 CONTACT OFFICER

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Combined Budget Codes 1605 & 3185 - Agency Workers

Year	Chief Executive's	Regeneration & Neighbourhoods	Child & Adult Services	Grand Total Spend (£)
2009/10	325,060	840,250	453,375	1,618,685
2010/11	143,748	624,451	382,781	1,150,980
2011/12	Nil	369,116	110,472	479,588

Details for 2011/2012 by service area are shown at Appendix A.

2011/12 excludes Schools

Budget Code 3203 - Consultancy

Year	Chief Executive's	Regeneration & Neighbourhoods	Child & Adult Services	Grand Total Spend (£)
2009/10	306,172	454,002	2,573,015	3,333,189
2010/11	251,014	366,460	2,260,740	2,878,214
2011/12	55,893	350,959	323,793	730,645

Details for 2011/2012 by service area are shown at Appendix B.

2011/12 excludes Schools

Combined Budget Codes 1605 & 3185 - Agency Workers

		2011/2012 - as at 31st January 2012			Reason for Appointment of Agency
Department	Service Area	General Fund	Grant Funded	Total	
Regen & Neighbourhood Services	Asset Management	8,724		8,724	
	Building Consultancy	129,381		129,381	Used for specific projects where there is insufficient in-house capacity. These costs are recharged to schemes.
	Grounds Maintenance	140,079		140,079	Used to for peak seasonal workload in the summer months and is funded through internal trading income.
	Highways Trading	6,746		6,746	
	Street Cleansing	33,081		33,081	Used to for peak seasonal workload in the summer months
	Waste & Environmental Services	51,104		51,104	Used to cover holidays and sickness. This practice will cease next year as staff from a temporary register will be used.
Regen & Neighbourhood Services Total		369,116	0	369,116	
Child & Adult Services	Children and Families	63,764		63,764	This was mainly the employment of experienced Social Workers to provide support for teams with newly qualified social workers.
	Children's Fund Partnership	2,148		2,148	This relates to a payment to Headland Future to fund a workers Overtime Payment for a project they were assisting with.
	Other School Related Expenditure		1,788	1,788	
	Special Needs Services		27,142	27,142	The Pupil Referral Unit has a delegated budget and this has been used to fund additional staffing owing to vacancies and additional activities, where it is difficult to support some of the town's most vulnerable.
	Youth Offending Service	15,630		15,630	Used to pay for a Temporary Head of Service. Contract now ended and management is from within existing HBC resources.
Child & Adult Services Total		81,542	28,930	110,472	
Grand Total		450,658	28,930	479,588	

Budget Code 3203 - Consultancy

Department	Service Area	2011/2012 - as at 31st January 2012				Reason for Appointment of Consultant
		General Fund	Grant Funded	Reserves	Total	
Chief Executives	Accountancy	0		10,500	10,500	Specialist one off support for the implementation of International Financial Reporting Standards (IFRS). The section was already covering 2 maternity leaves.
	Benefits	2,500			2,500	External advice for ICT / R&B Contract
	Corporate Strategy MRU	0		1,552	1,552	External advice for ICT / R&B contract
	Shopping Centre	6,880			6,880	Shopping Centre Service charge review
	Job Evaluation	6,820			6,820	Payment for Chair of Appeals Panel.
	Performance & Consultation	2,453			2,453	Viewpoint Analysis
	Public Relations	8,514			8,514	Advertising contract for the Hartbeat magazine based on income generation.
	Registration of Electors	1,675			1,675	Used for Electoral Registration and for mailing exercises ie the Canvas
	Centralised Estimates	15,000			15,000	External advice on Treasury Management, including up to date information on the economic markets to assist the Council making investment and borrowing decisions.
Chief Executives Total		43,841	0	12,052	55,893	
Regen & Neighbourhood Services	Resources	475			475	This is a purchase card transaction. Miscoding (not related to consultancy)
	Building Consultancy	16,095			16,095	Specialist architectural and quantity surveying services relating to specific projects and workloads and recharged to schemes
	Cems and Crems	7,355			7,355	Independent check before cremation is a statutory requirement. This cost is met from income from burials
	Engineering Consultancy	2,310	9,415		11,725	Specialist services in relation to Floods and Waters Act (grant funded) and Contaminated Land.
	ITU Road Safety	132,300			132,300	National Driver Offender Rehabilitation scheme (NDORS) Trainers
	ITU Strategic Management	77,230			77,230	Consultancy Services to support management of Integrated Transport Unit (ITU)
	ITU Vehicle Fleet	1,114			1,114	Fee for Specialist Consulting, relating to lease vehicles
	NDORS		72,284		72,284	National Driver Offender Rehabilitation scheme (NDORS) Trainers
	Neighbourhood Management	2,145			2,145	Rural Neighbourhood Plan funded by Government Grant.
	Safety Cameras	5,500			5,500	Specialist service for the Strategic Road Safety Partnership - (no longer paid).
	Strategic Management & Admin	1,195			1,195	Specialist work on backscanning documents also for purchase card transactions (Miscoding).
	Urban & Planning Policy	23,541			23,541	Relates to the use of Specialist Consultants for major regeneration scheme feasibility Studies such as the Options for Crown House and planning policy evidence studies.
Regen & Neighbourhood Services Total		269,260	81,699	0	350,959	
Child & Adult Services	Adult Education		3,000		3,000	To work on data analysis and planning in preparation for inspector
	Commissioning - Adults	63,784			63,784	£28.5k relates to the independent cost of care exercise to review care home fees (£20k to be covered by contributions from the PCT and care home providers),£31k relates to specialist consultancy days for major IT system development and updates with the balance relating to a number of small pieces of adult social care work.
	LD & Transition Social Work	398			398	
	Libraries	2,234			2,234	Pre visit and assessment for accreditation for Reference Library
	Sports,Leisure & Rec Facilities	2,459			2,459	Variety of Assessment work/Mystery visits for this area
	Access			88,547	88,547	Purchase of expert advice in respect of the BSF ICT Contract - mainly ICT Consultancy.
	Children and Families	46,136	13,781		59,917	Relates to payments to 'After Adoption' who provide support services to families who have adopted children, payments to the Independent Chair of the Local Safeguarding Children's Board in respect of their duties as chair and to Teesside Uni for the production of Threshold Audit & Report.
	Play & Care	220			220	
	Raising Educational Achievement	44,808	54,575		99,383	Mainly relates to the purchase of support for Children and Young People who are at most risk of educational failure.
	Youth Offending Service	3,850			3,850	External provision of various Risk Management Workshops for the Senior Management Team.
Child & Adult Services Total		163,891	71,355	88,547	323,793	
Grand Total		476,992	153,055	100,598	730,645	

SCRUTINY CO-ORDINATING COMMITTEE

9th March 2012



Report of: Assistant Director (Neighbourhood Services)

Subject: VOLUNTARY AND COMMUNITY SECTOR STRATEGY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Scrutiny Co-ordinating Committee with a draft document and consultation programme on the Voluntary and Community Sector Strategy which was approved by Cabinet on 20th February 2012.

2. BACKGROUND INFORMATION

- 2.1 It was agreed at Cabinet on 21st November 2011 that there should be a fundamental review of the Voluntary Sector Strategy (VSS) and Compact, which would bring the Strategy and Compact together into one document. The aim is that the development of one document will ensure clarity at the local level and set out the clear undertakings for the Local Authority and its public sector partners and the Voluntary and Community Sector (VCS) to improve and strengthen working relationships.

3. VOLUNTARY AND COMMUNITY SECTOR STRATEGY

- 3.1 The draft Voluntary and Community Sector Strategy is attached as Appendix 1. The strategy reflects the challenges that face the VCS and the public sector and sets out a clear vision, aims, objectives and undertakings to ensure that the strategy provides a clear guide to how the Council, its partners and the VCS will work together to aid the development, success and sustainability of the VCS's work in the borough.
- 3.2 The Strategy has three main objectives, these are:
- Have a say
 - Take part and deliver
 - Strengthen and develop

Under each objective there is a list of shared, public sector partners and VCS undertakings, these are key to the strategy and set out 'what' each sector agrees to do in order to, develop and strengthen the working relationships between the

two sectors. These undertakings build on the Hartlepool Compact and the recently updated National Compact. Dispute resolution is also covered within the strategy and proposed governance arrangements are attached as Appendix 2, combined these will ensure that there is a clear process in place for non – compliance.

- 3.3 A commissioning and procurement section has been included in the strategy, this acknowledges the Cabinet's wishes to move towards a commissioning approach when working with the VCS and the implications that this may have, for example some VCS groups, particularly smaller organisations may not have the capacity, skills, training or resources to take part in commissioning processes. The undertakings and the action plan that is developed following the implementation of the strategy will ensure that the VCS are supported.
- 3.4 The Equality Act, which came into force on the 20th April 2011, requires the authority to demonstrate compliance by consciously thinking about the aims of the Equality Duty as part of the decision-making process, completing an Impact Assessment helps to demonstrate how you have shown 'due regard' in complying with the Equality Duty. An impact assessment has been carried out on the consultation process for the Voluntary and Community Sector Strategy. Undertaking the assessment has resulted in steps being put in place to monitor the feedback received through the consultation process, if it becomes apparent that there are gaps in feedback from groups with certain protected characteristics additional consultation will be carried out to ensure their inclusion. The undertakings within the VCS Strategy are intrinsically linked to the aims of the Equality Act and by working towards the undertakings of the VCS Strategy we will further strengthen those links and work towards providing equality of opportunity for all.

4. CONSULTATION

- 4.1 There will be a 12 week consultation period on the Voluntary and Community Sector Strategy, a variety of consultation methods will be used over this period to ensure that there is optimum opportunity for inclusion and participation. Appendix 3 sets out the consultation framework, along with Appendix 4, a copy of the online questionnaire for members information.
- 4.2 The fundamental aim of the consultation process is to ensure that the content of the strategy reflects the needs of all partners, and the 'undertakings' set out a clear way of working which the VCS and public sector partners will sign up and commit to. Feedback from the consultation process will inform the contents of the 'action plan, with a view to firmly embedding the strategy into everyday practice.

5. RECOMMENDATIONS

- 5.1 That Members of the Forum note the content of the draft Voluntary and Community Sector Strategy and the consultation programme.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The recommendation will enable the strategy to be consulted on and developed into a final version ready for implementation in May 2012.

7. BACKGROUND PAPERS

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

- (i). Item 5.1 from Cabinet on 21st November 2011.
- (ii). Minutes from Cabinet on 21st November 2011.
- (iii). Item 6.1 from Cabinet on 6th February 2012.
- (iv). Minutes from Cabinet on 6th February 2012.
- (v). Item 5.1 From Cabinet on 20th February 2012.
- (vi). Minutes from Cabinet on 20th February 2012.

8. CONTACT OFFICER

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Hartlepool Voluntary and Community Sector Strategy

DRAFT FOR CONSULTATION



2012 - 2017

Foreword

In Hartlepool, there is a strong tradition of the public, private and community and voluntary sectors working in partnership to improve the environment and economic and social wellbeing of the borough. It is our ambition and our duty to build on these existing strong traditions despite the difficulties facing both the voluntary and the public sector.

The Voluntary & Community Sector (VCS) Strategy is a key document outlining how the local authority and its public sector partners will work in partnership to aid the development and success of the Voluntary and Community Sector over the next five years.

The overall aim of the strategy will be to improve service delivery for the residents of the borough by engendering strong partnership working across both the voluntary and public sector. We would welcome your thoughts and comments with regard to the contents of the strategy and governance arrangements.

I would like to urge all organisations and groups across Hartlepool to take part in this consultation process to ensure that this strategy will enable a sound basis on which we can work in partnership and are equipped to take on the challenges ahead.

*The deadline for comments on the first draft is **Friday 27th April 2012**. The strategy will be revised taking into account your views, with commitment to implementation in May 2012.*

Thank you in anticipation.

To take part in the consultation, please visit
www.hartlepool.gov.uk/vcs



Introduction

Our Shared Vision

There will be a strong and prosperous Voluntary & Community Sector in Hartlepool that will contribute towards the strategic direction of the borough, playing an important role in shaping and delivering good public services and strengthening communities and neighbourhoods by promoting inclusion and involvement.

Hartlepool has a large and vibrant Voluntary and Community Sector (VCS), with a wide breadth of knowledge, specialisms and understanding enabling the delivery and provision of a range of services to residents, contributing towards improving quality of life and creating cohesive communities.

Whilst Hartlepool Borough Council has had a Voluntary Sector Strategy as well as a Compact (in partnership with public sector partners) servicing the borough for a number of years, it is recognised that in light of governmental changes and revisions to the National Compact it is now the right time to bring these two documents together to create a Voluntary and Community Sector Strategy that supports a strong and prosperous VCS that is recognised by everybody.

Changes recently introduced by central Government and the global economic downturn, have and will continue to have, significant implications for both the public and the voluntary sector. Substantial cuts across all public sector services and reductions in funding to voluntary sector organisations will challenge the way we deliver services in the future.

Other emerging factors which have resulted in the need to review the way we work, are the Localism Act and the Government's Big Society concept. *'The Localism Act outlines the Government's priority to refocus power to communities by breaking down barriers that have prevented local councils and VCS organisations from getting things done'* (Department for Communities and Local Government 2011). The Coalition Government indicates that it is crucial that the VCS have an effective role in taking the Big Society concept forward at a local level.

It is important therefore that this strategy provides a clear guide to how the Council, its partners and the VCS will work together to aid the development, success and sustainability of the VCS's work in the borough.

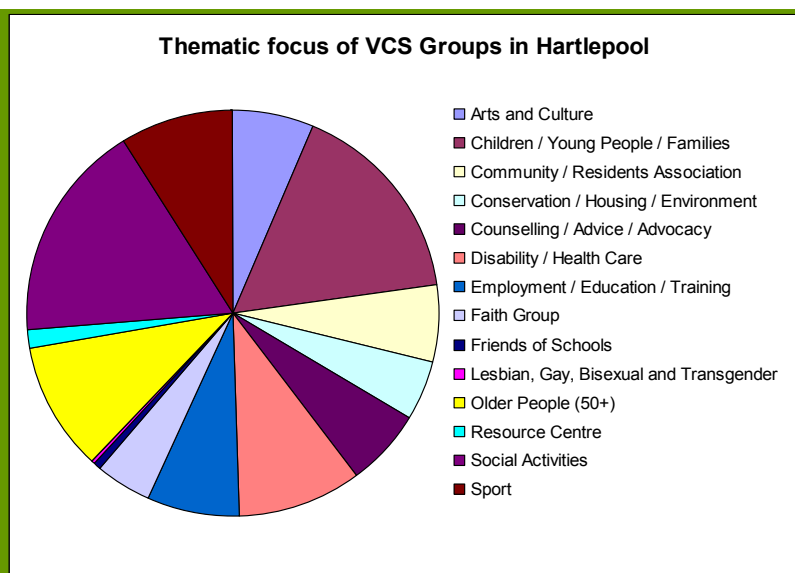
The strategy and the actions we take forward will provide a robust framework, which incorporates the principles of the Compact providing support and clear guidance on areas such as commissioning and procurement arrangements. This will enable all partners to respond to the current challenges in order to deliver and develop services that are a direct response to local needs.

The strategy will work to promote and encourage collaborative working to enable good communication between all partners. Building on and developing the capacity, skills and knowledge within the sectors to ensure that services are delivered effectively with enhanced work prospects for individual volunteers, and guarantees that all partners will have an equal voice.



The Voluntary Community Sector (VCS) in Hartlepool

There are over 500 VCS organisations and groups operating in Hartlepool, who provide a variety of different services to local people. The VCS groups are diverse in nature, ranging from larger organisations providing a multitude of services for example Credit Unions and benefits advice, to smaller volunteer led groups such as support groups and residents associations and also including support and guidance to individual volunteers. These groups have different focuses as outlined in the diagram below:



Source: Hartlepool Voluntary Development Agency Voluntary Group Database

Other areas of VCS work that is recognised by and complementary to statutory provision in Hartlepool include:

- *Community engagement and participation, increasing social capital and community cohesion, helping to build stronger communities through volunteer activity.*
- *Providing a range of voluntary opportunities for local residents to get involved in their neighbourhood, developing skills as well as social expertise.*
- *Securing external funding to bring additional services to the borough.*
- *Providing additional services at the local level, which are designed to the specialist requirements of the service user.*
- *Tackling inequalities.*
- *Shaping service provision in the borough.*

Until recently, the VCS were supported, and represented by Hartlepool Community Network. Their primary role included building strong links between the VCS, residents and other sectors and ensured good public involvement and levels of engagement in local decision-making structures. Now that this specific provision for the sector is no longer available, all sectors need to be mindful of this potential gap in support.

It is clearly recognised that the VCS makes a significant contribution towards delivering added value to services in the borough. Whilst it is widely acknowledged that 2012 to 2017 will be an extremely difficult period for Hartlepool Borough Council, we are strongly committed to supporting the VCS to continue to be a strong, prosperous and independent sector with whom we can work in partnership.



Aims and Objectives

OUR AIM

The aims of this strategy will focus on:

- Supporting the VCS in difficult financial times.
- Providing clear commissioning and friendly procurement processes.
- Assisting with funding either directly or indirectly.
- Encouraging collaborative working across the VCS.
- Strengthening partnership arrangements and ensuring good communication across both sectors.

OUR OBJECTIVES

The objectives of this strategy are intrinsically linked with the Compact principles, which are:

Objective 1 – Have a Say

To ensure that voluntary and community sector organisations are able to comment on and influence public sector strategies and service delivery plans, in order to develop more reliable and robust policies and strategies that better reflect the community's needs and wishes.

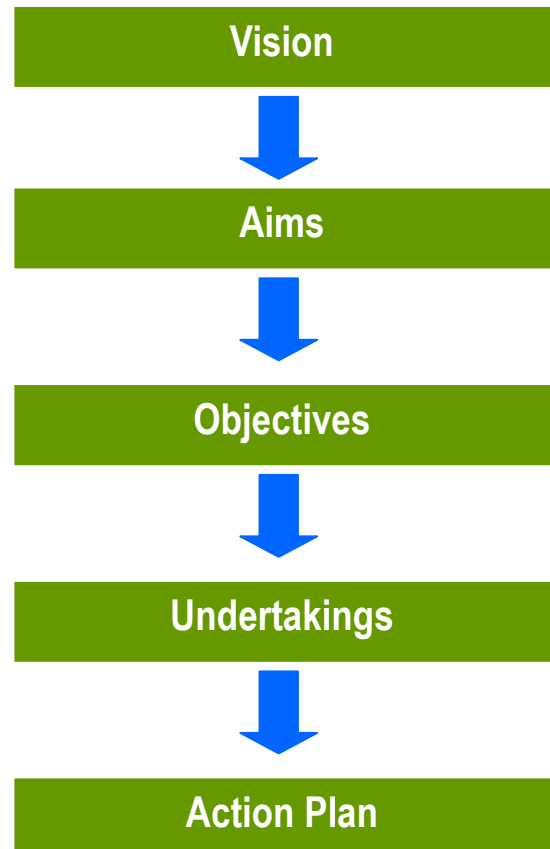
Objective 2 – Take Part and Deliver

To improve the relationship between public sector partners and the VCS within Hartlepool in managing and using resources to achieve a strong and prosperous VCS that contributes to the delivery of good public services within the town.

Objective 3 – Strengthen and Develop

To ensure a strong and diverse VCS that promotes inclusion across the town as well as a clearer understanding of community groups within the sector as a whole. The VCS is able to get involved, grow and develop, strengthening the local communities that they serve.

These aims and objectives form the basis of the undertakings agreed by all sectors to take this strategy forward; these will also form the framework for the action plan.



Undertakings

The undertakings outline 'what' both the voluntary and public sector agree to do. These will help to build on, develop and strengthen the working relationships between the two sectors.

These undertakings form the Compact, and build on the previous Hartlepool Compact taking into account the recent Government changes to the renewed National Compact, which highlights the need to *“Move towards tightly focused outcomes and practical commitments, increasing transparency and accountability in relation to implementation and partnership working”* (The Compact, Office for Civil Society 2010).

The undertakings will need to be embedded via a range of mechanisms such as:

- Robust and meaningful action plan with efficient and effective outcomes
- Sound governance arrangements
- Effective promotion and implementation

“Move towards tightly focused outcomes and practical commitments, increasing transparency and accountability in relation to implementation and partnership working”.



Objective 1 : Have a say

Ensure that voluntary and community sector organisations are able to comment on and influence public sector strategies and service delivery plans, in order to develop more reliable and robust policies and strategies that better reflect the community's needs and wishes.

SHARED UNDERTAKINGS:

- Have an active role in the development of policy and strategies that affect the people of Hartlepool.
- Promote opportunities for others to get involved in consultation on developing policy and strategies.
- Ensure that all communications are clear, purposeful and effective.

UNDERTAKINGS OF PUBLIC SECTOR PARTNERS:

- Ensure documents use simple, clear language and are made available in a variety of formats, including different languages if requested, to meet the needs of residents.
- Build early consultation into plans for statutory policy and strategy development, allowing 8 weeks for consultation, where practicable.
- Recognise and remain sensitive to the constraints upon, and resource implications for voluntary and community organisations, and use a variety of consultation methods and levels, in order to be as inclusive as possible.
- Clearly set out the purpose, scope and timeframe of each consultation and provide background information and contact details for additional information.
- Use existing networks and forums for consultation, where possible share resources and coordinate consultation activity.
- Give early notice of forthcoming consultations, where possible, allowing enough time for VCS groups to get involved.
- Ensure clear and constructive feedback processes, which will set out the reasons for decisions made or why a specific approach was adopted.

UNDERTAKINGS OF VCS:

- Promote and respond to Public Sector Partners consultations where appropriate.
- Seek the views of service users, clients, beneficiaries, members, volunteers, and trustees when participating in consultations and be clear about whose views are being put forward.
- Identify existing networks and forums for consultation and promote to Public Sector Partners.
- Be clear about the constraints and resource implications of consultation on VCS groups.
- Share the outcome of consultations with service users, clients, beneficiaries, members, volunteers, and trustees whose views have been put forward.



Objective 2: Take Part and Deliver

To improve the relationship between public sector partners and the VCS within Hartlepool in managing and using resources to achieve a strong and prosperous VCS that contributes to the delivery of good public services within the town.

SHARED UNDERTAKINGS:

- Be clear of the expectations of each party when developing funding agreements.
- Respect and be accountable to the law and in the case of charities, comply with the appropriate guidance from the Charity Commission including “Good Governance, A Code for the Voluntary and Community Sector”.
- Acknowledge the variety of roles that individuals have and be open and transparent of individual positions when discussing funding decisions.
- Work together to ensure services are joined up and avoid duplication.
- Ensure that funding is paid in line with agreed targets and the schedule in the contract.
- Seek to provide a diversity of funding support that recognises the different needs of the VCS.
- Ensure transparency by providing a clear rationale for all funding decisions.
- Work to support and develop VCS Groups who are encountering problems delivering commissioned services before considering withdrawing funding.
- Recognise the independence of VCS groups to deliver their mission, including their right to campaign, regardless of any relationship, financial or otherwise, which may exist.

UNDERTAKINGS OF PUBLIC SECTOR PARTNERS:

- Have open, transparent and timely commissioning processes ensuring that the same information and guidance is available and applies to all potential providers ensuring a level playing field for VCS groups.
- Recognise that VCS tenders will include appropriate and relevant overheads, including the costs associated with training and volunteer involvement.
- Where possible, give at least 3 months notice, when reducing or ending funding or other support to VCS groups, notice periods will be set out in contract terms and conditions.
- Engage VCS groups and service users as early as possible before making a decision on the future of a service; any knock-on effect on assets used to provide the service; and the wider impact on the local community.
- Ensure greater transparency by making data and information more accessible, helping VCS groups to challenge existing provision of services.
- Where appropriate, look to make advance payments to ‘kick start’ projects.



Objective 2: Take Part and Deliver

To improve the relationship between public sector partners and the VCS within Hartlepool in managing and using resources to achieve a strong and prosperous VCS that contributes to the delivery of good public services within the town.

UNDERTAKINGS OF VCS:

- Ensure robust governance arrangements are in place so that organisations can best manage any risk associated with service delivery and financing models.
- Give funders early notice of significant changes in circumstances and any concerns about delivery.
- Recognise that Public Sector Partners are accountable bodies with strict priorities and funding constraints placed upon them, with a requirement to balance competing needs when allocating resources.
- Be open and transparent about reporting, recognising the benefits of monitoring service delivery and responding to the requirements of funding providers.
- Be able to demonstrate that the services delivered are of a high quality and meet the needs of users.
- Take up opportunities which are aimed at supporting organisations to commission for services.
- Have a clear understanding of the organisation's financial structure and what they are trying to achieve.
- Ensure effective business planning processes and be able to demonstrate that services provide value for money.
- Work together as a sector to make the best use of resources available, developing consortia approaches as appropriate.
- Prepare for the end of funding and plan to reduce any potential negative impact on service users and the organisation.
- Adhere to the requirements of funding bodies in relation to the delivery of services, financial practices and other statutory obligations, legislation and regulations.
- Commit to the development of skills, capacity and expertise to effectively compete for public service contracts.



Objective 3: Strengthen and Develop

To ensure a strong and diverse VCS that promotes inclusion across the town as well as a clearer understanding of community groups within the sector as a whole. The VCS is able to get involved, grow and develop, strengthening the local communities that they serve.

SHARED UNDERTAKINGS:

- Ensure that staff, volunteers and contacts receive training and awareness as to specific needs and respond to particular sectors of Hartlepool's diverse community.
- Encourage and support volunteering by ensuring that volunteering is the result of a free choice by the volunteer, open to everyone and publicly recognised.
- Ensure that no group experiences marginalisation, isolation, disadvantage, exclusion or discrimination.
- Named contacts will be identified to deal with issues raised by minority groups, and act as a conduit to access relevant officers, services and support.
- Understand the respective roles, cultures and constraints of others to enable good collaborative working.
- Take practical action to eliminate unlawful discrimination, advance equality and to ensure a voice for under-represented and disadvantaged groups.
- Ensure that diverse community groups are properly represented.
- Ensure that they do not discriminate against any voluntary or community group on the basis of faith, race, disability, age or sexual orientation (lesbian, gay and bisexual) and gender (transgender), and will respect the voluntary nature of their work.
- Support existing diverse community groups and develop others so that people from diverse communities can raise concerns.
- Acknowledge that organisations representing specific disadvantaged or under-represented group(s) can help promote social and community cohesion and should have equal access to support.

UNDERTAKINGS OF PUBLIC SECTOR PARTNERS:

- Support the development of voluntary and community groups and related infrastructure organisations, recognising their local knowledge, expertise and perspective.
- Promote and monitor policies and services that eradicate discriminatory practice, implementing equality and diversity policies, and setting objectives and targets as appropriate.
- Encourage involvement and networking between the VCS, diverse people, and small community groups, thereby increasing skills and knowledge.
- Work with VCS groups that represent, support or provide services to people specifically protected by legislation and other under-represented and disadvantaged groups. Understand the specific needs of these groups by actively seeking the views of service users and clients.
- Build skills and capacity in the VCS to enable agencies to compete for contracts.
- Encourage VCS groups to engage in development opportunities.



Objective 3: Strengthen and Develop

To ensure a strong and diverse VCS that promotes inclusion across the town as well as a clearer understanding of community groups within the sector as a whole. The VCS is able to get involved, grow and develop, strengthening the local communities that they serve.

UNDERTAKINGS OF VCS:

- Representatives will be selected or elected through an open and transparent recruitment process and representatives will be accountable to the VCS.
- Take advantage of training and capacity building opportunities on representation to ensure that groups know how to get their voice heard.
- Recognise the benefits of networking amongst the VCS.



Commissioning & Procurement

COMMISSIONING

Commissioning can be defined as the agreed formal arrangements set up to deliver a service to meet specific needs and objectives. The shift towards a total commissioning approach will bring about real changes to the way that the VCS are funded in Hartlepool.

In turn this presents challenges to the VCS, as some groups and organisations, especially smaller groups may not have the skills, capacity, resources or expertise to tender for contracts in the same way as larger and commercial organisations.

The National Programme for Third Sector Commissioning outlines eight key principles, which are:

- Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with the third sector organisations, as advocates, to access their specialist knowledge;
- Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- Putting outcomes for users at the heart of the strategic planning process;
- Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
- Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups;
- Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
- Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

'If embedded, these could yield efficiency gains and community benefits, through smarter, more effective and innovative commissioning, and optimal involvement of the third sector in public service design, improvement and delivery.'
(National Audit Office)

The undertakings under Objective 1, 2 and 3 of this strategy will be the mechanism for ensuring that these key principles form the future working relationship between all partners and help to inform the commissioning process across all departments of the Council.

PROCUREMENT

The Council has a Sustainable Procurement Strategy (2011 - 2014) which sets out to:

- Support the delivery of cost-effective high quality services which underpin the Council's corporate priorities, through a strategic and systematic approach to procurement and business development.

This strategy sets out key principles underpinning procurement activities, with particular relevance to the VCS, which will:

- Enhance our commissioning and procurement relationship to the VCS.
- Support the VCS in understanding and implementing any legislative changes in EU and UK Procurement Regulations.

Information on the Council's Sustainable Procurement Strategy, Asset Transfer Policy and Consortium Models will be available on the Hartlepool Borough Council website, www.hartlepool.gov.uk.



Taking the Strategy Forward

How the undertakings are taken forward will be key to the successful implementation of the strategy. Ensuring that the processes and documentation is in place to action this. The strategy will be driven forward by a Voluntary & Community Sector Strategy Steering Group; this will include a cross section of partners from the Voluntary Sector, Public Sector and Local Authority.

This group will oversee the implementation of the strategy and the key responsibilities of the group are:

- *Communication and awareness raising of the strategy.*
- *Review and monitor the Action Plan.*
- *Report to Strategic Partners Group.*
- *Ensure that the undertakings are embedded.*
- *Oversee the Dispute Resolution Procedure.*
- *Ensure that there are linkages across the authority to other strategic aims.*
- *Ensure that there is a consistent approach across all departments within the Council towards the VCS e.g. contract management, commissioning and procurement.*

The dispute resolution procedure attached as Appendix 1 is in keeping with The Compact Accountability and Transparency Guide from the Office for Civil Society.



Taking the Strategy Forward

ACTION PLAN

The action plan will be a separate document to allow for annual updates. It will focus on the key priorities for the strategy which will be guided by the 3 key objectives, and reflect the needs and priorities required by all partners to deliver effective outcomes.

MONITORING THE STRATEGY

The implementation of the strategy will be monitored by the following mechanisms:

- A cross-departmental and organisational Voluntary & Community Sector Strategy Steering Group taking forward and monitoring compliance with the strategy.
- An annual review of the action plan, to reflect the developments and current priorities, this will include self-assessment forms for both the public and voluntary sector partners.
- Progress will be reported on annually and feedback will be provided to all partners.

The intended period of this strategy is 5 years; therefore, a complete review of the strategy is expected in 2017.

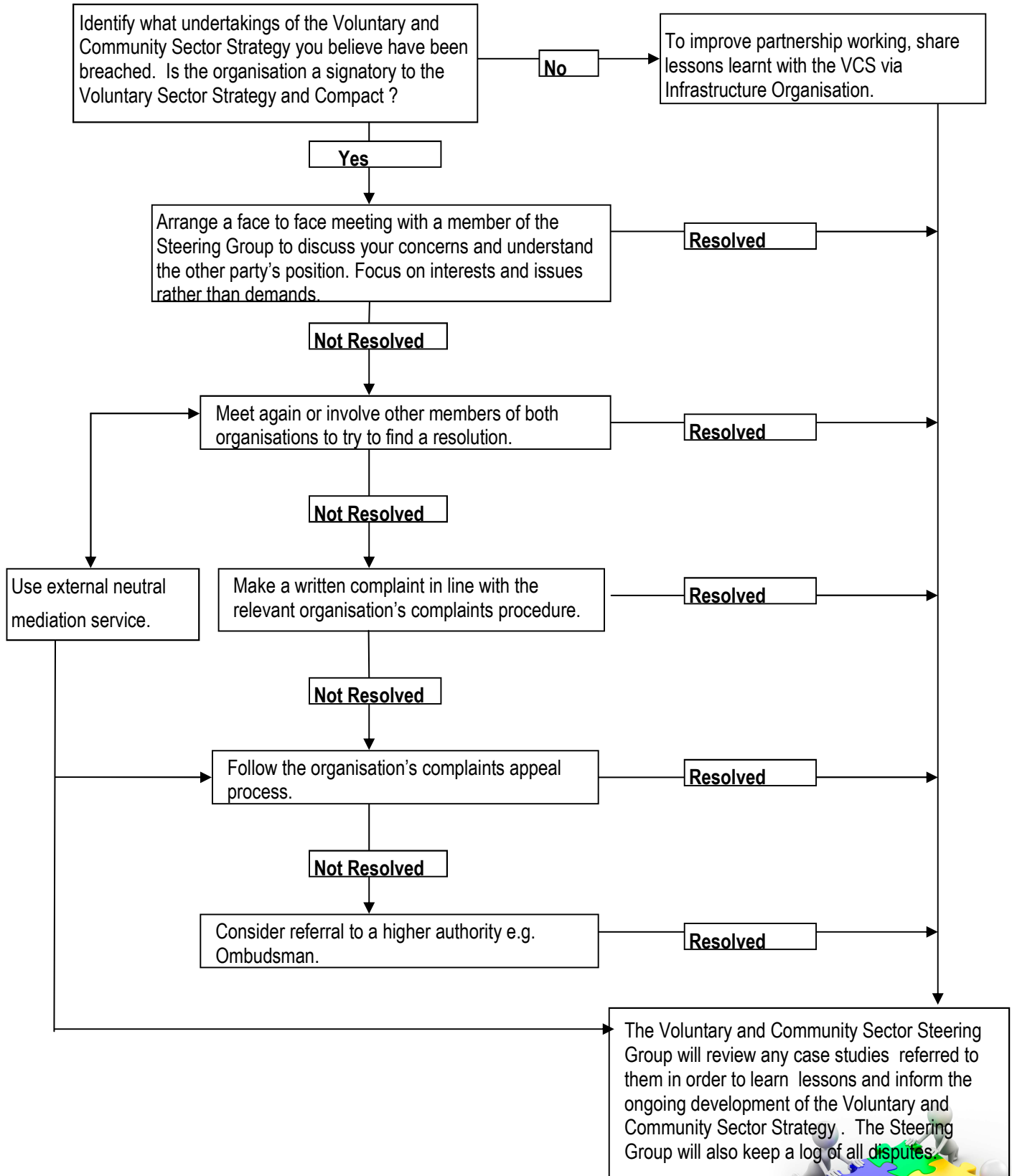
If you would like further information on this strategy please contact the Karen Oliver, Neighbourhood Manager on 01429 523680.



Appendix 1: Dispute Resolution

Voluntary & Community Sector Strategy

Dispute Resolution Flow chart - What to do when things go wrong





Hartlepool Voluntary and Community Sector Strategy 2012 - 2017



Governance Proposal - Draft

Set out below are the suggested Governance arrangements for the Voluntary & Community Sector Strategy once the document has been developed and approved.

- 1) **Establish a Voluntary & Community Sector Strategy Steering Group.** This is in keeping with guidance from Compact Voice*.
- 2) **Membership** of the Steering Group to include:
 - Representation from the VCS Infrastructure organisation
 - Elected representation from the Voluntary and Community Sector, including representation from smaller VCS organisations for example; black and minority ethnic, refugee and faith groups.
 - Representation from Public Sector Partners.
- 3) **Terms of Reference** for the Membership of the Steering Group to include:
 - Purpose of the Groups - Aim and Objectives of group
 - Role of Group & Responsibilities
 - Communication & awareness raising of the Voluntary & Community Sector Strategy
 - Review and Monitor the Action Plan
 - Report to Strategic Leadership Board
 - Ensure undertakings are embedded
 - Dispute Resolution
 - Membership
 - Chairing and support arrangements
 - Declaration of Interest
 - Accountability
 - Meetings – at least 4 times a year, more frequently as required
 - Co-ordination

4) **Dispute Resolution** process

Step 1: Resolve at the local level with the Voluntary & Community Sector Strategy Steering Group acting as or appointing an appropriate intermediary. Follow process set out in **Dispute Resolution Flow chart**. NB. This process was approved as part of the governance arrangements for the Hartlepool Compact and has been update to reflect revised governance arrangements.

Step 2: If unable to resolve at the local level, signpost to Local Ombudsman and Compact Advocacy.

Record all allegations of non-compliance to the undertakings of the Voluntary & Community Sector Strategy and analyse causes.

* Compact Voice are the of the voluntary sector on the Compact, they support the voluntary sector through sharing best practice, providing information and recourses and offering practical help and guidance, see www.compactvoice.org.uk for more information.

Voluntary and Community Sector Strategy Consultation Framework

Consultation process, wide-ranging consultation methods to be used including:

Week 1 - 4	Launch consultation: <ul style="list-style-type: none"> • Initial press release • Information to be sent to all VCS groups in Hartlepool and all existing Compact signatories. • Publicity inc. newsletters / websites (public sector partners and VCS organisations) / HBC Facebook page. • Public Online Consultation draft document to be publicised though the Council's Consultation page on HBC website. Survey via Survey Monkey (8 week time scale).
Week 5 - 7	<ul style="list-style-type: none"> • Analysis of comments received to date. • Event including a range of discussion/focus groups (6 people max) to discuss the contents and feedback of the Voluntary and Community Strategy and proposed governance arrangements.
Week 8	Consultation on first draft to close following 8 week online consultation.
Week 8 - 9	Final document to be produced in light of comments.
Week 10 - 12	Public Online Consultation on 2 nd draft document to be publicised though the Council's Consultation page on HBC website. Survey via Survey Monkey (2 week time scale) for final comments.
Week 12	Consultation Closes <ul style="list-style-type: none"> • Final strategy to be developed.

Introduction to Survey

We would like to know your thoughts on the Draft Hartlepool Voluntary and Community Sector Strategy. This strategy brings together the Voluntary Sector Strategy and the Compact into one document.

We would like to know if you think we have covered everything in our shared vision statement, if you agree with the content for each of the sections or if you think anything is missing, as well as what your thoughts are on the proposed governance structures for taking the strategy forward.

PLEASE NOTE: The content of the draft strategy is presented throughout this questionnaire to make it easier for you to fill in (and not switch between the document and the survey), this has increased the length of the survey and time it may take to complete. However you are able to save the survey and come back to it a later date.

As an alternative if you would prefer to download the document and mark comments on a hard copy, this can be returned to the Community Regeneration Team, Hartlepool Borough Council, Bryan Hanson House, Hartlepool, TS24 7BT.

The draft strategy can be viewed by copy and pasting the following address into an internet address bar:

www.hartlepool.gov.uk/vcs.

If you wish to discuss this document further, please contact Fiona Stanforth on (01429) 523278 or email Fiona.stanforth@hartlepool.gov.uk

The deadline for consultation on the first draft of the Voluntary and Community Sector Strategy is Friday 27th April 2012.

1. To help us analyse the results of this questionnaire please tell us which sector you represent.

☐ Voluntary and Community Sector

☐ Public Sector

Other (please specify)

Foreword (page 2)

In Hartlepool, there is a strong tradition of the public, private and community and voluntary sectors working in partnership to improve the environment and economic and social wellbeing of the borough. It is our ambition and our duty to build on these existing strong traditions despite the difficulties facing both the voluntary and the public sector.

The Voluntary & Community Sector (VCS) Strategy is a key document outlining how the local authority and its public sector partners will work in partnership to aid the development and success of the Voluntary and Community Sector over the next five years.

The overall aim of the strategy will be to improve service delivery for the residents of the borough by engendering strong partnership working across both the voluntary and public sector. We would welcome your thoughts and comments with regard to the contents of the strategy and governance arrangements.

I would like to urge all organisations and groups across Hartlepool to take part in this consultation process to ensure that this strategy will enable a sound basis on which we can work in partnership and are equipped to take on the challenges ahead.

The deadline for comments on the first draft is Friday 27th April 2012. The strategy will be revised taking into account your views, with commitment to implementation in May 2012.

Thank you in anticipation.

To take part in the consultation, please click on the next button below. The full strategy document can be viewed by copy and pasting the following address into an internet address bar

www.hartlepool.gov.uk/vcs

Vision Statement (page 3)

We would like to know if you agree with the shared vision statement, if you think anything is missing from it, or if you think anything should be taken out.

Our Shared Vision is...

There will be a strong and prosperous Voluntary & Community Sector in Hartlepool that will contribute towards the strategic direction of the borough, playing an important role in shaping and delivering good public services and strengthening communities and neighbourhoods by promoting inclusion and involvement.

2. Do you think that the 'vision' for the strategy is right?

- ☐ Yes
- ☐ No
- ☐ Don't know

3. If no, please use the box to tell us why.

4. Do you have any comments on the vision, do you think that anything missing or should be taken out? If so, please use the box below to tell us.

Introduction Section (page 3)

This sections gives the background to and purpose of the Strategy

Hartlepool has a large and vibrant Voluntary and Community Sector (VCS), with a wide breadth of knowledge, specialisms and understanding enabling the delivery and provision of a range of services to residents, contributing towards improving quality of life and creating cohesive communities.

Whilst Hartlepool Borough Council has had a Voluntary Sector Strategy as well as a Compact (in partnership with public sector partners) servicing the borough for a number of years, it is recognised that in light of governmental changes and revisions to the National Compact it is now the right time to bring these two documents together to create a Voluntary and Community Sector Strategy that supports a strong and prosperous VCS that is recognised by everybody.

Changes recently introduced by central Government and the global economic downturn, have and will continue to have, significant implications for both the public and the voluntary sector. Substantial cuts across all public sector services and reductions in funding to voluntary sector organisations will challenge the way we deliver services in the future.

Other emerging factors which have resulted in the need to review the way we work, are the Localism Act and the Government's Big Society concept. 'The Localism Act outlines the Government's priority to refocus power to communities by breaking down barriers that have prevented local councils and VCS organisations from getting things done' (Department for Communities and Local Government 2011). The Coalition Government indicates that it is crucial that the VCS have an effective role in taking the Big Society concept forward at a local level. It is important therefore that this strategy provides a clear guide to how the Council, its partners and the VCS will work together to aid the development, success and sustainability of the VCS's work in the borough.

The strategy and the actions we take forward will provide a robust framework, which incorporates the principles of the Compact providing support and clear guidance on areas such as commissioning and procurement arrangements. This will enable all partners to respond to the current challenges in order to deliver and develop services that are a direct response to local needs.

The strategy will work to promote and encourage collaborative working to enable good communication between all partners. Building on and developing the capacity, skills and knowledge within the sectors to ensure that services are delivered effectively with enhanced work prospects for individual volunteers, and guarantees that all partners will have an equal voice.

5. Please use the space below to let us know if you are happy with this section, if you feel anything is missing, or if you have any other thoughts or comments about the introduction part of this document.



The Voluntary Community Sector (VCS) in Hartlepool Section (page 4)

This section is about the The Voluntary Community Sector (VCS) in Hartlepool, we want to know if you agree with the information in the Strategy and any comments you have on changes, additions etc.

Section reads....

There are over 500 VCS organisations and groups operating in Hartlepool, who provide a variety of different services to local people. The VCS groups are diverse in nature, ranging from larger organisations providing a multitude of services for example Credit Unions and benefits advice, to smaller volunteer led groups such as support groups and residents associations and also including support and guidance to individual volunteers. These groups have different focuses as outlined in the diagram below:

Other areas of VCS work that is recognised by and complementary to statutory provision in Hartlepool include:

- Community engagement and participation, increasing social capital and community cohesion, helping to build stronger communities through volunteer activity.
- Providing a range of voluntary opportunities for local residents to get involved in their neighbourhood, developing skills as well as social expertise.
- Securing external funding to bring additional services to the borough.
- Providing additional services at the local level, which are designed to the specialist requirements of the service user.
- Tackling inequalities.
- Shaping service provision in the borough.

Until recently, the VCS were supported, and represented by Hartlepool Community Network. Their primary role included building strong links between the VCS, residents and other sectors and ensured good public involvement and levels of engagement in local decision-making structures. Now that this specific provision for the sector is no longer available, all sectors need to be mindful of this potential gap in support .

It is clearly recognised that the VCS makes a significant contribution towards delivering added value to services in the borough. Whilst it is widely acknowledged that 2012 to 2017 will be an extremely difficult period for Hartlepool Borough Council, we are strongly committed to supporting the VCS to continue to be a strong, prosperous and independent sector with whom we can work in partnership.

6. Do you agree with the information that has been included in this section?

- ☐ Yes
- ☐ No
- ☐ Don't know

7. If no, use the box below to tell us why you don't agree.

8. Please use the space below to let us know if feel anything is missing, or if you have any other thoughts or comments about this section of the document.

The Aims of the strategy (page 5)

There are five aims to this strategy. We would like to know which of the aims you think are important, and if you think we've missed anything out.

9. For each of the aims below, please tell us how important you think they are.

	Very important	Fairly important	Neither important nor unimportant	Fairly unimportant	Very unimportant	Don't know
Support the Voluntary Community Sector in difficult financial times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing clear commissioning and friendly procurement processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisting with funding, either directly or indirectly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging collaborative working across the Voluntary Community Sectors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthening partnership arrangements and ensuring good communication across both sectors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Do you think we have missed any aims out? If so, please use the space below to tell us about them.

Objectives (page 5)

There are three objectives for this strategy. The objectives of this strategy are intrinsically linked with the Compact principles

Objective 1 – Have a Say

To ensure that voluntary and community sector organisations are able to comment on and influence public sector strategies and service delivery plans, in order to develop more reliable and robust policies and strategies that better reflect the community's needs and wishes.

Objective 2 – Take Part and Deliver

To improve the relationship between public sector partners and the VCS within Hartlepool in managing and using resources to achieve a strong and prosperous VCS that contributes to the delivery of good public services within the town.

Objective 3 – Strengthen and Develop


To ensure a strong and diverse VCS that promotes inclusion across the town as well as a clearer understanding of community groups within the sector as a whole. The VCS is able to get involved, grow and develop, strengthening the local communities that they serve.

These aims and objectives form the basis of the undertakings agreed by all sectors to take this strategy forward; these will also form the framework for the action plan.

11. Do you think we have missed any objectives out?

- ☐ Yes
- ☐ No
- ☐ Don't know

12. Please use the space below for any comments you have about the Objectives.



Undertakings (page 6)

There are certain things it is hoped that the voluntary and community sector and the public sector will agreed to and sign up to do, to help build upon, develop and strengthen working relationships between the two sectors. We have called these things 'Undertakings'.

We would like to know if you agree with the draft 'undertakings' included in the strategy, and if you think anything is missing.

There are three types of undertaking: Shared undertakings, Undertakings of Public Sector Partners, and Undertakings of VCS to take each of the three objectives forward.

These undertakings form the Compact part of the strategy, and build on the previous Hartlepool Compact taking into account the recent Government changes to the renewed National Compact. These can be viewed at www.hartlepool.gov.uk/vcs.

This section of the consultation is quite long, however it is important for the future of the strategy that we get these undertakings right and each sector agrees to them.

Please click the next button below to continue completing this questionnaire.

Undertakings for Objective 1 - Have a Say (page 7)

The next few questions focus on the undertakings relating to Objective 1 - Have a say.

This is an opportunity to comment on each of the draft undertakings and put forward your thoughts and suggestions to develop the strategy.

13. Shared Undertakings - Objective 1 – Have a say

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
Have an active role in the development of policy and strategies that affect the people of Hartlepool.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote opportunities for others to get involved in consultation on developing policy and strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure that all communications are clear, purposeful and effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Do you think these Shared Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

15. Please use the space below to tell us if there is anything that you think is missing from the Shared Undertakings for Objective 1 and for any other comments you have on these.

Undertakings for Objective 1 - Have a Say (continued) (page 7)

16. Public Sector Undertakings - Objective 1 - Have a say

[illegible]

17. Do you think these Public Sector Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

18. Please use the space below to tell us if there is anything that you think is missing from the Public Sector Undertakings for Objective 1 and for any other comments you have on these.



Undertakings for Objective 1 - Have a Say (continued) (page 7)

19. VCS Undertakings - Objective 1 - Have a say

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
Promote and respond to Public Sector Partners consultations where appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek the views of service users, clients, beneficiaries, members, volunteers, and trustees when participating in consultations and be clear about whose views are being put forward.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify existing networks and forums for consultation and promote to Public Sector Partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be clear about the constraints and resource implications of consultation on VCS groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share the outcome of consultations with service users, clients, beneficiaries, members, volunteers, and trustees whose views have been put forward.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Do you think these VCS Undertakings cover everything you think they should?

- ☐ Yes
☐ No
☐ Don't know

21. Please use the space below to tell us if there is anything that you think is missing from the VCS Undertakings for Objective 1 and for any other comments you have on these.

22. Please use the space below if you have any further comments on the draft undertakings for Objective 1.

Undertakings for Objective 2 - Take Part and Deliver (page 8 & 9)

The next few questions focus on the undertakings relating to Objective 2 - Take Part & Deliver.

This is an opportunity to comment on each of the draft undertakings and put forward your thoughts and suggestions to develop the strategy.

23. Shared Undertakings - Objective 2 – Take part and deliver

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
Be clear of the expectations of each party when developing funding agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect and be accountable to the law and in the case of charities, comply with the appropriate guidance from the Charity Commission including "Good Governance, A Code for the Voluntary and Community Sector".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acknowledge the variety of roles that individuals have and be open and transparent of individual positions when discussing funding decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work together to ensure services are joined up and avoid duplication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Do you think these Shared Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

25. Please use the space below to tell us if there is anything that you think is missing from the Shared Undertakings for Objective 2 and for any other comments you have on these.

Undertakings for Objective 2 - Take part and Deliver (continued) (page 8 &a...

26. Public Sector Undertakings - Objective 2 - Take part and deliver

[illegible]

right to campaign, regardless of any relationship, financial or otherwise, which may exist.

Ensure greater transparency by making data and information more accessible, helping VCS groups to challenge existing provision of services.

☐☐☐☐☐☐

Where appropriate, look to make advance payments to 'kick start' projects.

☐☐☐☐☐☐

27. Do you think these Public Sector Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

28. Please use the space below to tell us if there is anything that you think is missing from the Public Sector Undertakings for Objective 2 and for any other comments you have on these.

Undertakings for Objective 2 - Take part and Deliver (continued) (page 8 & a...

29. VCS Undertakings - Objective 2 - Take part and deliver

[illegible]

negative impact on service users and the organisation.

Adhere to the requirements of funding bodies in relation to the delivery of services, financial practices and other statutory obligations, legislation and regulations.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Commit to the development of skills, capacity and expertise to effectively compete for public service contracts.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

30. Do you think these VCS Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

31. Please use the space below to tell us if there is anything that you think is missing from the VCS Undertakings for Objective 2 and for any other comments you have on these.

	<input type="button" value="Up"/>
	<input type="button" value="Down"/>

32. Please use the space below if you have any further comments on the draft undertakings for Objective 2.

	<input type="button" value="Up"/>
	<input type="button" value="Down"/>

Undertakings for Objective 3 - Strengthen and Develop (page 10 & 11)

The next few questions focus on the undertakings relating to Objective 3 - Strengthen and Develop.

This is an opportunity to comment on each of the draft undertakings and put forward your thoughts and suggestions to develop the strategy.

33. Shared Undertakings - Objective 3 – Strengthen and develop

[illegible]

gender (transgender), and will respect the voluntary nature of their work.

Support existing diverse community groups and develop others so that people from diverse communities can raise concerns.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Acknowledge that organisations representing specific disadvantaged or under-represented group(s) can help promote social and community cohesion and should have equal access to support.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

34. Do you think these Shared Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

35. Please use the space below to tell us if there is anything that you think is missing from the Shared Undertakings for Objective 3 and for any other comments you have on these.

	<input type="text"/>
	<input type="text"/>

Undertakings for Objective 3 - Strengthen and Develop (continued) (page 10 ...)

36. Public Sector Undertakings - Objective 3 - Strengthen and Develop

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
Support the development of voluntary and community groups and related infrastructure organisations, recognising their local knowledge, expertise and perspective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote and monitor policies and services that eradicate discriminatory practice, implementing equality and diversity policies, and setting objectives and targets as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage involvement and networking between the VCS, diverse people, and small community groups, thereby increasing skills and knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with VCS groups that represent, support or provide services to people specifically protected by legislation and other under-represented and disadvantaged groups. Understand the specific needs of these groups by actively seeking the views of service users and clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build skills and capacity in the VCS to enable agencies to compete for contracts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage VCS groups to engage in development opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. Do you think these Public Sector Undertakings cover everything you think they should?

- ☐ Yes
☐ No
☐ Don't know

38. Please use the space below to tell us if there is anything that you think is missing from the Public Sector Undertakings for Objective 3 and for any other comments you have on these.



Undertakings for Objective 3 - Strengthen and Develop (continued) (page 10 ...)

39. VCS Undertakings - Objective 3 - Strengthen and Develop

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
Representatives will be selected or elected through an open and transparent recruitment process and representatives will be accountable to the VCS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take advantage of training and capacity building opportunities on representation to ensure that groups know how to get their voice heard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognise the benefits of networking amongst the VCS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. Do you think these VCS Undertakings cover everything you think they should?

- ☐ Yes
- ☐ No
- ☐ Don't know

41. Please use the space below to tell us if there is anything that you think is missing from the VCS Undertakings for Objective 3 and for any other comments you have on these.

42. Please use the space below if you have any further comments on the draft undertakings for Objective 3.

Commissioning and Procurement (page 12)

A Commissioning and Procurement section has been included in the draft strategy, it reads...

COMMISSIONING

Commissioning can be defined as the agreed formal arrangements set up to deliver a service to meet specific needs and objectives. The shift towards a total commissioning approach will bring about real changes to the way that the VCS are funded in Hartlepool.

In turn this presents challenges to the VCS, as some groups and organisations, especially smaller groups may not have the skills, capacity, resources or expertise to tender for contracts in the same way as larger and commercial organisations.

The National Programme for Third Sector Commissioning outlines eight key principles, which are:

- Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with the third sector organisations, as advocates, to access their specialist knowledge;
- Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- Putting outcomes for users at the heart of the strategic planning process;
- Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
- Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups;
- Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
- Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

The undertakings under Objective 1, 2 and 3 of this strategy will be the mechanism for ensuring that these key principles form the future working relationship between all partners and help to inform the commissioning process across all departments of the Council.

PROCUREMENT

The Council has a Sustainable Procurement Strategy (2011 - 2014) which sets out to:

- Support the delivery of cost-effective high quality services which underpin the Council's corporate priorities, through a strategic and systematic approach to procurement and business development.

This strategy sets out key principles underpinning procurement activities, with particular relevance to the VCS, which will:

- Enhance our commissioning and procurement relationship to the VCS.
- Support the VCS in understanding and implementing any legislative changes in EU and UK Procurement Regulations.

Information on the Council's Sustainable Procurement Strategy, Asset Transfer Policy and Consortium Models will be available on the Hartlepool Borough Council website, www.hartlepool.gov.uk.

43. Please use the space below to let us know if you are happy with this section, if you feel anything is missing, or if you have any other thoughts or comments about the Commissioning and Procurement part of this document.



Taking the Strategy Forward (page 13)

Key to the future success of the Strategy is having robust governance and implementation arrangements. This section focuses on what these will be and gives you an option to make suggestions on what your key priorities for action would be to take the strategy forward.

It is proposed that the strategy will be driven forward by a Voluntary & Community Sector Strategy Steering Group; this will include a cross section of partners from the Voluntary Sector, Public Sector and Local Authority.

This group will oversee the implementation of the strategy and the key responsibilities of the group are:

- Communication and awareness raising of the strategy.
- Review and monitor the Action Plan.
- Report to Strategic Partners Group.
- Ensure that the undertakings are embedded.
- Oversee the Dispute Resolution Procedure.
- Ensure that there are linkages across the authority to other strategic aims.
- Ensure that there is a consistent approach across all departments within the Council towards the VCS e.g. contract management, commissioning and procurement.

The dispute resolution procedure will be attached to the strategy as Appendix 1 (page 15 of strategy), you can view this and the proposed governance arrangements for the group at www.hartlepool.gov.uk/vcs.

44. Do you agree with the proposed governance arrangements (can be viewed at www.hartlepool.gov.uk/vcs)?

- ☐ Yes
- ☐ No
- ☐ Don't know

45. Please use the space below to let us know if you have any other thoughts or comments about the governance arrangements, proposed group and dispute resolution procedure.

Taking the Strategy Forward - Action Plan (page 14)

It is proposed that there will be an action plan that will be a separate document to allow for annual updates.

It will focus on the key priorities for the strategy which will be guided by the 3 key objectives, and reflect the needs and priorities required by all partners to deliver effective outcomes.

We want your thoughts on what would be your key priorities for the action to take the strategy forward.

46. Please use the space below to list what would be your 3 top priorities for actions.

Action 1	<input type="text"/>
Action 2	<input type="text"/>
Action 3	<input type="text"/>

Taking the Strategy Forward - Monitoring (page 14)

It is suggested that the implementation of the strategy will be monitored by the following mechanisms:

- A cross-departmental and organisational Voluntary & Community Sector Strategy Steering Group taking forward and monitoring compliance with the strategy.
- An annual review of the action plan, to reflect the developments and current priorities, this will include self-assessment forms for both the public and voluntary sector partners.
- Progress will be reported on annually and feedback will be provided to all partners.

The intended period of this strategy is 5 years; therefore, a complete review of the strategy is expected in 2017.

47. Please use the space below to let us know if you are happy with suggested monitoring arrangements and if you have any further comments on this section.



Final Question

48. Please can you tell us which of these protected characteristics you or your organisation represents:

- ☐ Age
- ☐ Gender
- ☐ Disability
- ☐ Gender-reassignment
- ☐ Race
- ☐ Religion
- ☐ Sexual orientation
- ☐ Marriage and Civil Partnerships
- ☐ Pregnancy and Maternity

Other (please specify)

Thank you

Thank you for taking the time to complete this questionnaire, the comments that you have made will be fed into the development process and which will be used to inform the next draft.

Please ensure that you include your contact details below so we can update you on the Strategy.

Many thanks

49. Please fill in your contact details

Name

Organisation

Address

Telephone Number

Email

50. Here is a final opportunity for any comments on the draft strategy that have not been made previously in the questionnaire.

SCRUTINY CO-ORDINATING COMMITTEE

09 March 2012



Report of: Scrutiny Manager

Subject: SIX MONTHLY MONITORING OF AGREED
SCRUTINY CO-ORDINATING COMMITTEE'S
RECOMMENDATIONS

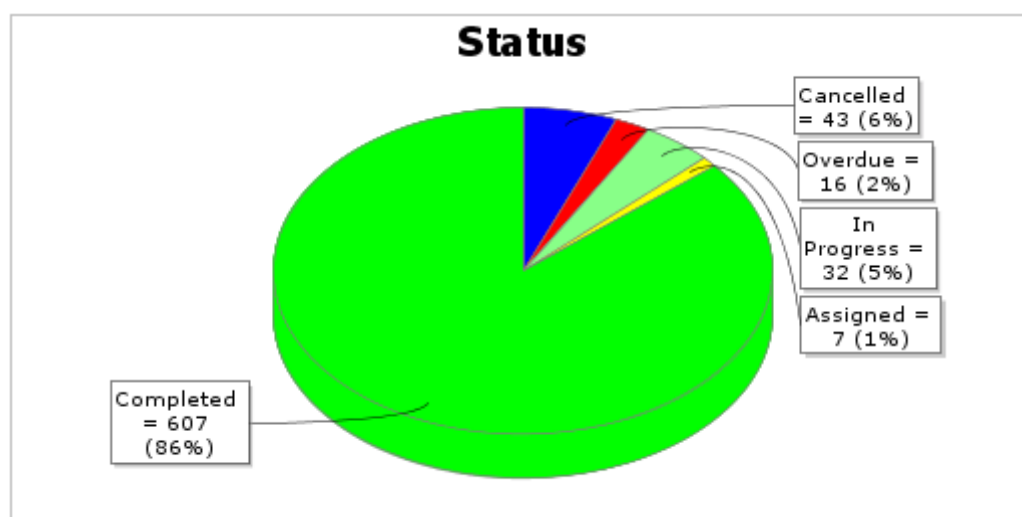
1. PURPOSE OF REPORT

- 1.1 To provide Members with the six monthly progress made on the delivery of the agreed scrutiny recommendations of this Committee.

2. BACKGROUND INFORMATION

- 2.1 In November 2007 the Scrutiny Co-ordinating Committee approved the introduction of the Scrutiny Monitoring Database, an electronic database, to monitor the delivery of agreed scrutiny recommendations since the 2005/06 Municipal Year.
- 2.2 In March 2010 Scrutiny Chairs noted and agreed for the movement of the Scrutiny Monitoring Database into the Covalent, which is the Council's Performance Management System.
- 2.3 In accordance with the agreed procedure, this report provides for Members details of progress made against each of the investigations undertaken by the Committee. **Chart1** overleaf is the overall progress made by all scrutiny forums since 2005, **Appendix A** provides a detailed explanation of progress made against each scrutiny recommendation agreed by this Committee since the last update to this Committee on 23 September 2011 and **Appendix B** gives a breakdown of progress made by the five standing Forums.

Chart1: Progress made by all Scrutiny Investigations Undertaken since 2005



3. RECOMMENDATIONS

3.1 That Members:-

- (a) Note progress against the Scrutiny Co-ordinating Committee's agreed recommendations, since the 2005/06 Municipal Year, and explore further where appropriate; and
- (b) Retain **Appendix A** for future reference.

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

BACKGROUND PAPERS

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

Scrutiny Co-ordinating Committee - All

Generated on: 28 February 2012



Year 2008/09

Investigation Kerbside Recycling Scheme Referral

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/7a/vi That as part of work to further improve waste disposal and recycling services in Hartlepool, the implementation of the following	SCR-SCC/7a/vi Set of meetings to be scheduled exploring the most appropriate collection method to enable residents to recycle and participate in the Kerbside Collection Service. Information will be	Craig Thelwell	01-May-2009	01-May-2011	07-Mar-2011 The welcome packs are still issued to the private sector housing selective licencing scheme members as well as any new properties receiving the	40% Overdue

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
activities be explored: - (vi) Close working with the Authority's Private Sector Housing Team.	incorporated in the welcome packs.				<p>Authority's refuse and recycling leaflets. Conversations have also been had with Hartlepool Housing re the waste collections in multiple occupancies.</p> <p>25-Feb-2010 The welcome pack has been designed and issued out to private sector housing's selective licencing scheme members. The welcome pack includes information on landlord responsibilities with respect to waste management. Collection methods for bedsits will be identified during the pilot scheme.</p>	
SCR-SCC/7b/i-vi That as part of the process for the reconfiguration of in-house services, a feasibility study be undertaken incorporating the following areas of provision: (i) The reconfiguration of contracts in line with the service standard.	SCR-SCC/7b/i-vi Reconfiguration of current services will be carried out as detailed in the recommendation, taking account of business transformation frameworks which are currently being developed.	Fiona Srogi	01-Dec-2010	01-Dec-2011	07-Mar-2011 The route optimisation has modelled two options for routing this includes a four day week and a five day week option. Research is also being undertaken into separate green waste collections, different kerbside collection methods such as dual-stream collections. We are also investigating the	<div>75%</div> <div>Overdue</div>

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
					options and efficiencies from the inhouse disposal of green waste. Charges to bulky waste will be introduced on the 1st February in preparation for this we have reviewed the working methods and reduced the number of vehicles from 3 to 2. The waste transfer station working practices have been reviewed to ensure that all users of the site must segregate where possible.	
					16-Aug-2010 The Bring Centre contract is being reviewed before documents go out for tender. Tender documents are being prepared with amendments added to incorporate changes to the Bring Centre Service within the Tees Valley.	
					25-Feb-2010 Reduction of the Bring centre provision programme has commenced, five of the sites identified for removal being removed. Further sites will be removed in the coming weeks.	

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/7f That ways of increasing the levels of recycling with small businesses across the town be explored further.	SCR-SCC/7f Options to explore how best to increase business recycling without adding additional financial pressures to the waste revenue budgets.	Craig Thelwell	01-Sep-2009	01-Sep-2011	<p>07-Mar-2011 investigations into the feasibility of a trade waste recycling centre have been undertaken, however there is concerns that there is a number of strong competitors within the town, also we are looking at how feasible a collection service would be.</p> <p>25-Feb-2010 Discussions have been held to look at the options to increase business recycling with small businesses without additional financial pressures to waste revenue budgets. Concerns have been raised that an recycling collection would have to be cheaper than standard trade waste collection to make it an attractive service to businesses, and this will have an adverse affect on waste revenue budgets. We have also had preliminary discussion with a Recycling Company regarding this subject</p>	<div>50%</div> <div>Overdue</div>

Year 2009/10

Investigation Child Poverty and Financial Inclusion in Hartlepool

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/9d That the capacity of Council to become involved in schemes for provision of things e.g. household items, new/second hand, at a reasonable cost to residents be explored to prevent vulnerable families being drawn into high cost finance deals.	SCR-SCC/9d Develop working arrangements with the voluntary sector to reuse furniture and other items from the Council's Household Waste Recycling centre and the Bulky Waste Collection service.	Fiona Srogi	31-Dec-2010	31-Dec-2011	07-Mar-2011 The British Heart Foundation are keen to work with HBC with the furniture reuse, a SLA is agreed in principle with the documents to be drafted. Further to this the Hartlepool Hospice has also expressed an interest in working with the authority on Furniture reuse 16-Aug-2010 There is a facility provided at the Household Waste Recycling Centre, Burn Road to segregate furniture and other items for reuse, This facility is available for local voluntary sector to take items for reuse.	75% Overdue

Year 2010/11


Investigation Call-In: Community Pool 2011/12

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/22c That the decision taken in relation to the award of a	SCR-SCC/22c/ii That following this informal meeting the application by the Hartlepool Credit Union	John Mennear	31-Dec-2011	31-Dec-2011	30-Jan-2012 this action is now ongoing, the member representation has	75% Overdue

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
Community Pool grant to the Hartlepool Credit Union Forum (Ltd) contravened the principles of decision making (as outlined in Section 2.9 and 2.13 above).	come back to the Grants Committee for consideration at a future meeting to be arranged.				<p>changed and the outcome is dependent upon the response of the credit Union to structural changes within the organisation</p> <p>14-Oct-2011 -- enter new status update -- new member allocations have been made and two have to date been accepted by the FSA onto the Board of the Credit Union.</p> <p>31-Aug-2011 Following the informal meeting with the HCU on the 5th NMay the Grants Committee was scheduled for the 6th June. The grants committee decision was as follows; -i) That the decision to provide funding to the Hartlepool Credit Union Board of £16,793 be reaffirmed subject to the appointment of the Council representatives nominated to the Board at Annual Council. (ii) That the allocation of grant aid be released in monthly instalments to safeguard the</p>	

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
					Council's investment and minimise risk. Following legal advice the monthly payments to the HCU have been made towards their core costs. Following Annual Council four councillors were nominated for appointment to the Board of the HCU and these are currently in the process of submission and consideration by the HCU and then the FSA.	

Year 2006/07**Investigation** Closure of Hartlepool College of Further Education's on Site Nursery

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/3b That the Council seeks to engage all partners to establish a comprehensive picture of childcare provision in Hartlepool that focuses particularly on demand and supply in relation	SCR-SCC/3b/ii In addition the EYCT will undertake consultation with parents of young children in order to ascertain the extent to which the take up of childcare places is a barrier to accessing further education	Danielle Swainston	01-Jan-2007	01-Jan-2007	09-Jan-2012 CSA completed in 2011. Updated CSA report currently being produced by April 2012.	 Completed
					30-Sep-2011 Completed CSA	
					31-Mar-2011 Cabinet approved CSA on 21st March 2011	
					17-Jan-2011 Draft	

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
to nursery care provision					sufficiency assessment in consultation - going to Cabinet March 21st 2011	
					12-Oct-2010 Parents consultation in progress. Sufficiency assessment will be presented to Cabinet in March 2011 for approval.	
					07-Jul-2010 The Childcare Sufficiency Assessment is being prepared with consultation taking place with parents up until October. The Childcare Sufficiency Assessment will be published in April 2011.	
					04-May-2010 The EYCT collects information directly from parents and through appropriate stakeholders regarding the barriers to the take up of training, employment and education and this includes childcare as a barrier to take up.	

Year 2008/09

Investigation Use of Agency Workers Within the Council


Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/8g That twelve months after the implementation of the new HR/payroll system and the introduction of centralised control measures for the recruitment of agency workers / specialists across the Authority.	SCR-SCC/8g	Provide monitoring report.	Joanne Machers	01-Sep-2010	30-Sep-2011	22-Feb-2012 Action is now complete with a report going to SCC on the 9th March 2012
						16-Jan-2012 To be reported to SCC on 27.01.12
						13-Oct-2011 To be reported to SCC on 11.11.11
						19-Apr-2011 Revised completion date 30.9.11
						04-Apr-2011 All payroll aspects of ResourceLink are operational. Some HR modules and self-service functions are prioritised as part of the efficiencies programme. A review of the requirements arising from the Agency Worker Regulations has delayed the implementation of record keeping and monitoring agency worker use within ResourceLink with a revised deadline of 30.9.11 for completion.
						12-Apr-2010 HR / PAYroll Steering Group meets regularly to monitor

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
					progress	
					25-Feb-2010 Hr/Payroll system implementation on schedule.	


Year 2009/10

Investigation Child Poverty and Financial Inclusion in Hartlepool

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/9b That given ANEC's role as the lobbying and advisory body in relation to this issue, the Council should utilise the skills and knowledge it has to assist in linking into the work of other authorities to share best practice.	SCR-SCC/9b	Danielle Swainston	28-Feb-2011	28-Feb-2011	09-Jan-2012 Lead officer continues to attend regional network meeting	100% Completed
					30-Sep-2011 Lead officer continues to attend regional meeting.	
					31-Mar-2011 Lead Officer continues to attend the regional network meetings. Child Poverty Unit rep attending the meetings to update members of the group on government thinking. Next meeting planned for 15th April 2011	
					02-Mar-2011 Lead Officer continues to attend the regional network meetings. Child Poverty Unit rep attending the meetings to update	

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
					members of the group on government thinking. Lead Officer meeting Regional Child Poverty Research and Action Plan Co-ordinator on 10th March.	
					17-Jan-2011 Meetings attended	
					12-Oct-2010 Meetings attended. Group being reviewed in response to changing GONE remit.	
					12-Jul-2010 All meetings have been attended by Lead Officer or designated deputy.	
SCR-SCC/9e That updates be presented to Scrutiny on progress in tackling child poverty at regular intervals.	SCR-SCC/9e Update reports on progress to be prepared for Scrutiny on a 6 monthly basis.	Danielle Swainston	30-Nov-2010	30-Nov-2010	09-Jan-2012 Reporting taking place as needed. Face to face financial advice being explored through Community Pool commissioning process	 100% Completed
					30-Sep-2011 Face to face financial investigation completed. Action plan being reviewed. Cabinet requested further exploration about wider economic wellbeing. Consultation with front facing staff	

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress	
					taking place.		
					06-Jul-2011 Face to face financial advice investigation to be presented with action plan to Cabinet on 7th July.		
					31-Mar-2011 Scrutiny updates are provided as needed. Report being presented to scrutiny re: face to face financial advice investigation on 25th March		
					02-Mar-2011 Scrutiny updates are provided as needed. Report being presented to scrutiny re: face to face financial advice investigation on 11th March		
					17-Jan-2011 Scrutiny updates being provided as requested.		
					12-Oct-2010 Scrutiny updates being provided. Face to face financial advice investigation in progress.		
					12-Jul-2010 Recommendations from Scrutiny approved by Cabinet.		
SCR-SCC/9g That the	SCR-SCC/9g	Progress against the actions as outlined in	Danielle Swainston	30-Nov-2010	30-Nov-2010	09-Jan-2012 Reporting taking	<div>100%</div> Completed

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
recommendations of the ANEC Child Poverty Task and Finish Group be supported and taken forward wherever possible.	appendix B of the report will be updated on a 6 monthly basis as part of the reporting.				<p>place as needed. Financial advice being explored via Community Pool process.</p> <p>06-Jul-2011 Reporting taking place as needed.</p> <p>02-Mar-2011 Face to face financial advice investigation coming to a close. Report to be presented to Scrutiny on 11th March. Child Poverty Strategy being revised alongside the development of a Child Poverty Needs Assessment.</p> <p>17-Jan-2011 Face to face investigation continues. Child Poverty strategy being reviewed.</p> <p>12-Oct-2010 Face to face financial advice investigation in progress</p> <p>12-Jul-2010 Closing the Loop Report to go to Scrutiny Coordinating Committee 23rd July 2010.</p>	
SCR-SCC/9h That the expansion of face to face financial advice	SCR-SCC/9h That this action be undertaken as part of the Scrutiny Co-ordinating Committee's	Danielle Swainston	30-Apr-2011	30-Apr-2011	09-Jan-2012 Face to face financial advice being explored within the Community Pool	 100% Completed

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
and support be explored through local authority in-house provision to increase the availability of appointments already provided by the CAB and the West View Advice and Resource Centre.	2010/11 investigation into the provision of face to face financial advice and information services.				commissioning process.	
					30-Sep-2011 Report persented to Cabinet. Action plan being reviewed with a focus on wider ecominc wellbeing. Consultation currently taking place with front facing staff.	
					06-Jul-2011 Final report with action plan being presented to Cabinet on 7th July 2011	
					02-Mar-2011 Face to face financial advice investigation being concluded in March. Report to be presented to scrutiny on 11th March.	
					17-Jan-2011 Face to face financial advice scrutiny investigation ongoing to complete in March 2011	
					12-Oct-2010 Face to face financial advice investigation is in progress- first presentation to scrutiny on 15th Oct.	
SCR-SCC/9i That the local authority and all partners co-ordinate and work together to	SCR-SCC/9i To be added	Danielle Swainston	31-Dec-2011	31-Dec-2011	10-Jan-2012 Child Poverty plan in place - partners contributing within partnership approach.	<div><div></div></div> 100% Completed

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
focus on one or two issues affecting child poverty in the first instance to ensure a defined and co-ordinated effort.					<p>Reviewing democratic reports paperwork to include Child Poverty risks</p> <p>06-Jul-2011 Child poverty pathway being developed as part of the early intervention strategy - all partners involved.</p>	

Year 2011/12**Investigation** Call-In: Appointment of Local Authority Representatives to Serve on School Governing Bodies

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/26a That the Children's Services Portfolio be asked to reconsider the decision.	SCR-SCC/26a That the Children's Services Portfolio be asked to reconsider the decision taken relating to the Seaton Nursery School appointment contravened the principles of decision making <i>(as outlined in Section 2.2 of the report)</i> .		09-Aug-2011	09-Aug-2011		<p>0% Canceled</p> <p>Rejected by Children's Services Portfolio Holder</p>

Year 2011/12**Investigation** Call-In: Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/28a That Cabinet be asked	SCR-SCC/28a That in reconsideration of the decision made at		05-Dec-2011	05-Dec-2011	21-Feb-2012 Agreed by Cabinet at their	<p>100% Completed</p>



Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
to reconsider its decision(s), taking into consideration the Scrutiny Co-ordinating Committees suggestions.	Minute 148 (7 November 2011) 'Delivery of Support to Members and to the Council, Executive, Non Executive and Scrutiny Functions', Cabinet agrees that all the remaining recommendations from Minute 148 that did not form part of the decision made at Minute 166 above, be referred to Scrutiny for consideration to be reported back to Cabinet in the timetable agreed under that decision.				meeting of 5 December 2011.	

Year 2011/12**Investigation** Call-In: Local Authority Childcare Settings - Oscars out of School Service, Bushbabies Daycare and Chatham House Daycare

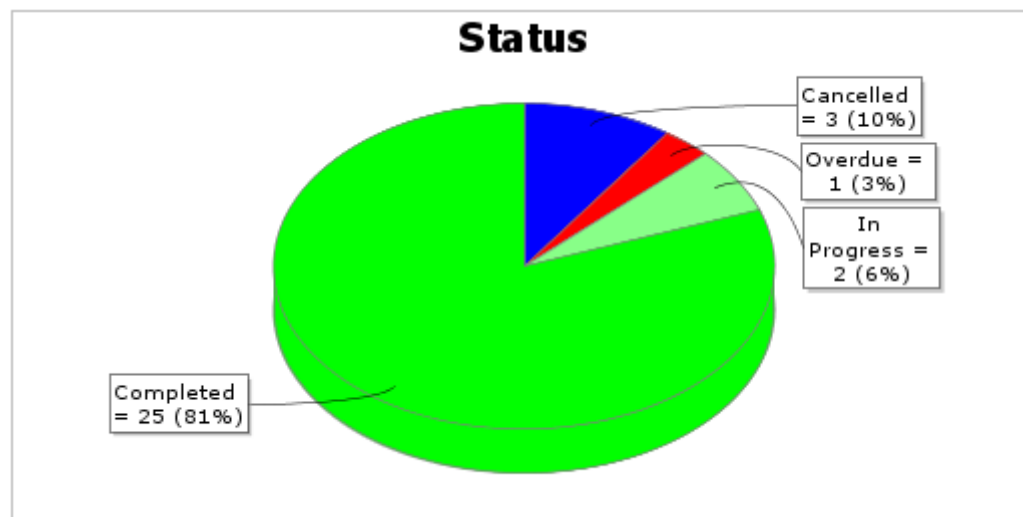
Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/27a That the Children's Services and Finance & Procurement PH's reconsider their decision.	SCR-SCC/27a That in reconsidering their decision, the Scrutiny Co-ordinating Committee recommend to the Children's Services and Finance and Procurement Portfolio Holders that meaningful and effective consultations be undertaken with the parents of those children affected by the closures.		22-Sep-2011	22-Sep-2011		Cancelled Rejected by the Children's Services and Finance & Procurement Portfolio Holders on the 22 September 2011.

Year 2011/12

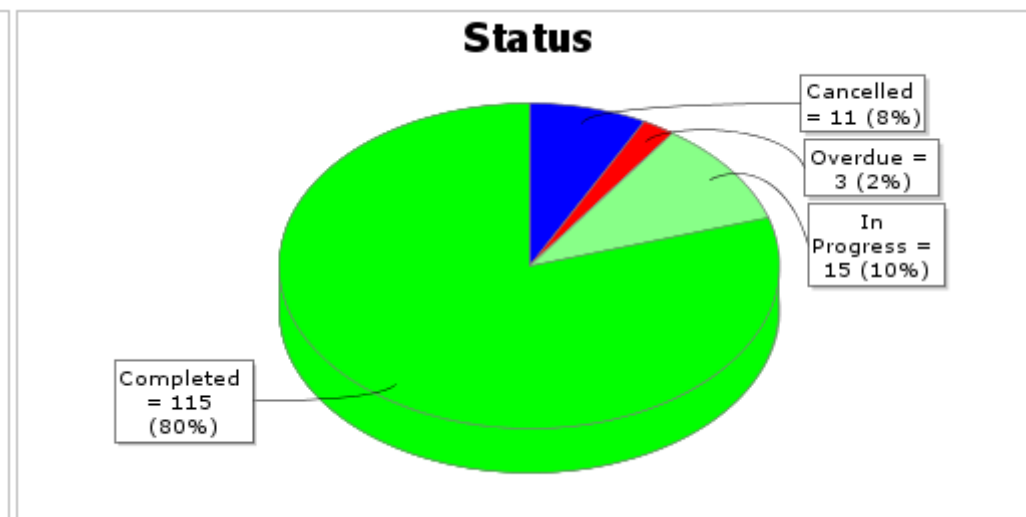
Investigation Call-In: Strategy for Bridging the Budget Deficit 2012/13 – ICT, Revenues and Benefits Services

Recommendation	Action	Assigned To	Original Due Date	Due Date	Note	Progress
SCR-SCC/25a The Committee disagreed with Cabinets decision of the 23 May 2011 (Minute 246) in that it contravened the principles of decision making in relation to the provision of clear aims and desired outcomes and that Cabinet reconsider its decision.	SCR-SCC/25a That the Committee disagreed with Cabinets decision of the 23 May 2011 (Minute 246), in that it contravened the principles of decision making in relation to the provision of clear aims and desired outcomes and that Cabinet be asked to reconsider its decision. <i>(The basis for this decision is outlined in Section 2.8 of the report.)</i>		31-Mar-2020	31-Mar-2020	20-Jul-2011 Recommendation rejected by Cabinet.	 Cancelled Rejected by Cabinet on the 20 June 2011.
SCR-SCC/25b That Scrutiny Co-ordinating Committee recommendations for service changes/savings (made in response to the Cabinet referral) be explored/implemented immediately for areas of Rev's & Ben's Services not included in the OGC procurement exercise.	SCR-SCC/25b That a timetable for the implementation of the recommendations of Scrutiny Coordinating Committee relating to potential service changes / savings, particularly in relation to those areas of the Revenues and Benefits Service not included in the OGC procurement exercise, be reported to an early Cabinet meeting.		20-Jun-2011	20-Jun-2011	20-Oct-2011 Report/ Action Plan considered by Cabinet on the 10 October 2011. This report is to presented to SCC, in conjunction with Cabinet views on the SCC recommendations, to SCC on the 11 November 2011.	 Completed

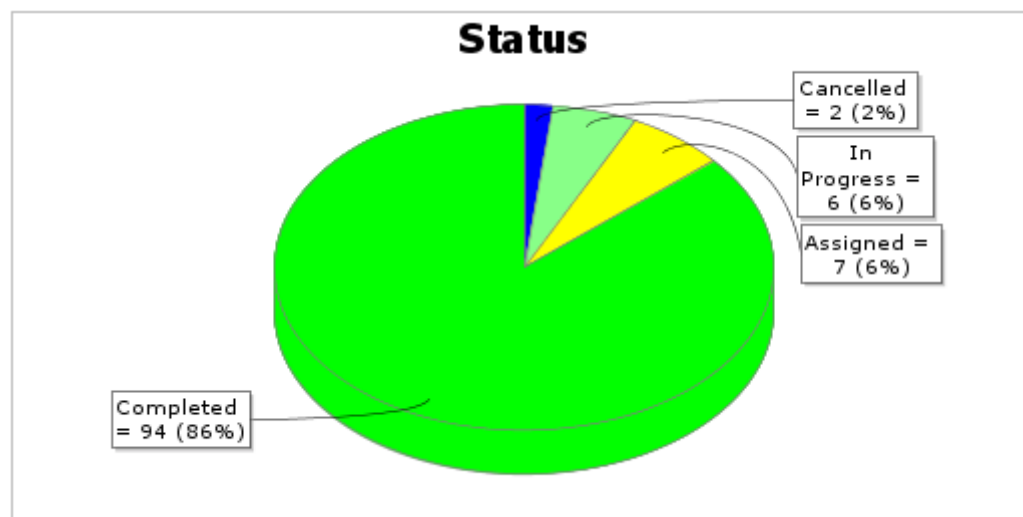
Adult & Community Services Scrutiny Forum



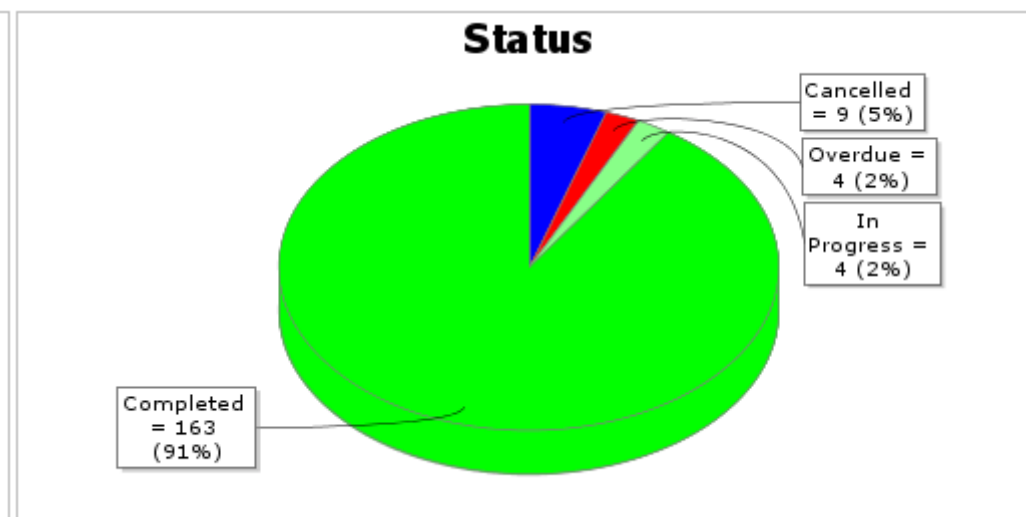
Children's Services Scrutiny Forum



Health Scrutiny Forum



Neighbourhood Services Scrutiny Forum



Regeneration and Planning Services Scrutiny Forum

