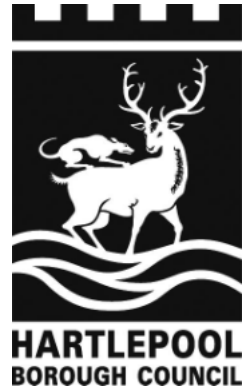


CABINET AGENDA



Monday 19 March 2012

at 9.15 am

in Council Chamber, Civic Centre, Hartlepool

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hill and H Thompson.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Record of Decision in respect of the meeting held on 5 March 2012 (previously circulated)

4. BUDGET AND POLICY FRAMEWORK

4.1 Corporate Plan and Departmental Plan 2012-13 – *Assistant Chief Executive, Director of Child and Adult Services and Director of Regeneration and Neighbourhoods*

5. KEY DECISIONS

- 5.1 Housing Care and Support Strategy – *Director of Child and Adult Services and Director of Regeneration and Neighbourhoods*
- 5.2 Commissioning the Local Healthwatch Service – *Director of Child and Adult Services*
- 5.3 Concessionary Local Bus Travel – *Director Regeneration and Neighbourhoods*
- 5.4 Empty Property Purchasing Scheme – *Director of Regeneration and Neighbourhoods, Chief Finance Officer and Chief Solicitor*
- 5.5 Sub Regional Strategic Tenancy Policy – *Director of Regeneration and Neighbourhoods*

- 5.6 Options Appraisal for the Potential Development of one or more Children's Homes in Hartlepool – *Director of Child and Adult Services*
- 5.7 Adult Substance Misuse Plans 2012-13 – *Acting Chief Executive*
- 5.8 Housing Market Renewal Transition Funding Plan – *Director of Regeneration and Neighbourhoods*
- 5.9 Laying the Foundations: A Housing Strategy for England – *Director of Regeneration and Neighbourhoods*
- 5.10 Provision of Supported Housing for Care Leavers and Homeless 16 – 25 Year Olds – *Director of Child and Adult Services*
- 5.11 Mill House Site Masterplan and Potential Disposal of Land at Victoria Park – *Director of Regeneration and Neighbourhoods*
- 5.12 The Allocation of Community Pool Grant 2012/2013 – *Director of Regeneration and Neighbourhoods*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Heugh Gun Battery Museum – *Director of Child and Adult Services*
- 6.2 Civic Lottery Fund Grant Applications 2011/2012 – *Director of Child and Adult Services*
- 6.3 Youth Justice Strategic Plan 2012-2013 – *Director of Child and Adult Services*
- 6.4 Falcon Road Traffic Management Options – *Director of Regeneration and Neighbourhoods*
- 6.5 Quarter 3 - Revenue Financial Management Report 2011-12 – *Corporate Management Team*
- 6.6 Digital City – *Director of Regeneration and neighbourhoods*
- 6.7 Chief Executive Replacement – Chief Customer and Workforce Services Officer

7. ITEMS FOR DISCUSSION/INFORMATION

- 7.1 Growing Places Fund - *Director of Regeneration and Neighbourhoods*
- 7.2 Who Cares (NE) – Update – *Director of Child and Adult Services*
- 7.3 Quarter 3 - Capital Programme Monitoring Report 2011/2012 – *Corporate Management Team*

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 8.1 Final Report – Provision of Support and Services to Looked After Children / Young People
- 8.2 Scrutiny Investigation into the Provision of Support and Services to Looked After Children / Young People Action Plan

CABINET REPORT

19 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

SUMMARY

1. PURPOSE OF REPORT

To enable Cabinet to: -

- i) consider and comment on the proposed Corporate Plan for 2012/13
- ii) agree the three Departmental Plans for 2012/13

2. SUMMARY OF CONTENTS

The Council's suite of Service Planning documents for 2012/13 can be found as Appendices to the attached report. The Corporate Plan can be seen at **Appendix A**, the Chief Executive's Departmental Plan at **Appendix B**, the Child and Adult Services Departmental Plan at **Appendix C** and the Regeneration and Neighbourhoods Departmental Plan at **Appendix D**.

All of the plans contain a detailed action plan setting out how the Council, or individual departments, propose to deliver the priority outcomes. Key Performance Indicators are also included which will be used to monitor progress throughout 2012/13. Departmental Plans also contain a section listing the Risks that could prevent the Department from delivering the priority outcomes.

These documents will be used as the basis for the regular monitoring reports that will be presented throughout the year to

Elected Members.

3. RELEVANCE TO CABINET

The Corporate Plan forms part of the Council's Budget and Policy Framework and is a key document that sets out the Council's priorities and contribution to achieving the Community Strategy aims.

4. TYPE OF DECISION

Corporate Plan – Key Decision (Budget and Policy Framework)
Departmental Plans - Non-Key Decision

5. DECISION MAKING ROUTE

Both Cabinet and Scrutiny Coordinating Committee have had a number of opportunities to comment on and shape the Outcomes, Actions, Indicators and Targets that form the Departmental Plans and the Corporate Plan, most recently at Cabinet on 19 December 2011 and Scrutiny Coordinating Committee on 9 March 2012.

The Corporate Plan will be considered by Council at the meeting on 12 April 2012.

6. DECISION(S) REQUIRED

Cabinet is asked to approve: -

- the Corporate Plan 2012/13, subject to any amendments it may wish to make, for consideration by Council on 12 April 2012.
- the Chief Executive's Departmental Plan 2012/13 for distribution
- the Child and Adult Services Departmental Plan 2012/13 for distribution
- the Regeneration and Neighbourhoods Departmental Plan 2012/13 for distribution

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

Subject: Corporate Plan and Departmental Plans 2012/13

1 PURPOSE OF REPORT

1.1 To enable Cabinet to: -

- i) consider and comment on the proposed 2012/13 Corporate Plan
- ii) agree the 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 Cabinet on 10 January 2011 Central Government removed the requirement to prepare a new LAA and the 2011/12 Departmental Plans, Corporate Plan and Hartlepool Partnership Plan were based on a more targeted and slimmed down version of the Outcome Framework.
- 2.2 For 2012/13 the Outcome Framework has been reviewed to take account of emerging strategies, such as the Housing Strategy and Economic Regeneration Strategy, to ensure that it accurately reflects the key outcomes that the Council and Partners have identified as being important for the future of the Borough.
- 2.3 As in previous years detailed Departmental Plan proposals have been considered by each of the Scrutiny Forums and Scrutiny Coordinating Committee and, where appropriate, plans have been amended based on comments made at these meetings. Most recently the proposals were discussed by Scrutiny Coordinating Committee at their meeting on 9 March 2012, and a verbal update will be provided at this meeting if required.
- 2.4 The Outcome Framework report that came to Cabinet on 19 December 2011 stated that the framework would also be used as the basis for the Hartlepool Partnership Plan in 2012/13. However, due to the delay in implementing some of the changes to the Partnership no overall Partnership Plan has been developed for 2012/13. As the new structure of the Partnership is implemented

the approach to performance management will be reviewed and a proposal will be brought to a future Cabinet meeting for discussion. In the meantime each of the theme groups (Housing Partnership, Economic Regeneration Forum, Safer Hartlepool Partnership and the Shadow Health and Wellbeing Board) have or are currently developing their own key strategies which have related action plans that will be performance managed by the theme group.

3 THE CORPORATE PLAN

- 3.1 The proposed 2012/13 Corporate Plan is attached at **Appendix A**, 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.
- 3.2 All of the actions and key performance indicators included in the Corporate Plan have been drawn from the relevant Departmental Plan. Officers from across the Council have identified the key actions and indicators that should be included in the Corporate Plan and progress on these will be reported throughout the year to both Cabinet and Scrutiny Coordinating Committee.
- 3.3 As in 2011/12 the timetable for producing the Corporate Plan 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 Cabinet and Scrutiny Coordinating Committee later in the year which will include this information.
- 3.4 The Corporate Plan forms part of the Budget and Policy Framework and final approval rests with full Council, who will consider it at their meeting on 12 April 2012.

4 DEPARTMENTAL PLANS

- 4.1 Attached to this report are the three Departmental Plans for 2012/13 as below: -
 - **Appendix B** - Chief Executive's Departmental Plan 2012/13
 - **Appendix C** – Child and Adult Services Departmental Plan 2012/13
 - **Appendix D** – Regeneration and Neighbourhoods Departmental Plan 2012/13
- 4.2 Scrutiny Coordinating Committee and the relevant Scrutiny Forums have had the opportunity to consider the proposals contained within the Departmental Plans at meetings held in January, February and

March. These comments have been incorporated into the relevant plans.

- 4.3 As previously stated, in para 3.2, 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 plans for information.
- 4.4 Officers will monitor progress against the key actions and performance indicators included in the Departmental Plans and progress will be reported throughout the year to Cabinet and Scrutiny Coordinating Committee.

5 RECOMMENDATION

5.1 Cabinet is asked to approve: -

- the Corporate Plan, 2012/13, subject to any amendments it may wish to make, for consideration by Council on 12 April 2012;
- the Chief Executive's Departmental Plan 2012/13 for distribution;
- the Child and Adult Services Departmental Plan 2012/13 for distribution;
- the Regeneration and Neighbourhoods Departmental Plan for 2012/13 for distribution.

7. CONTACT OFFICER

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Hartlepool Borough Council

Corporate Plan 2012/13

Contents

	Page
Introduction	3
Organisational Structure	4
Performance Management	5
Priorities	6
Actions, Performance Indicators and Targets	9

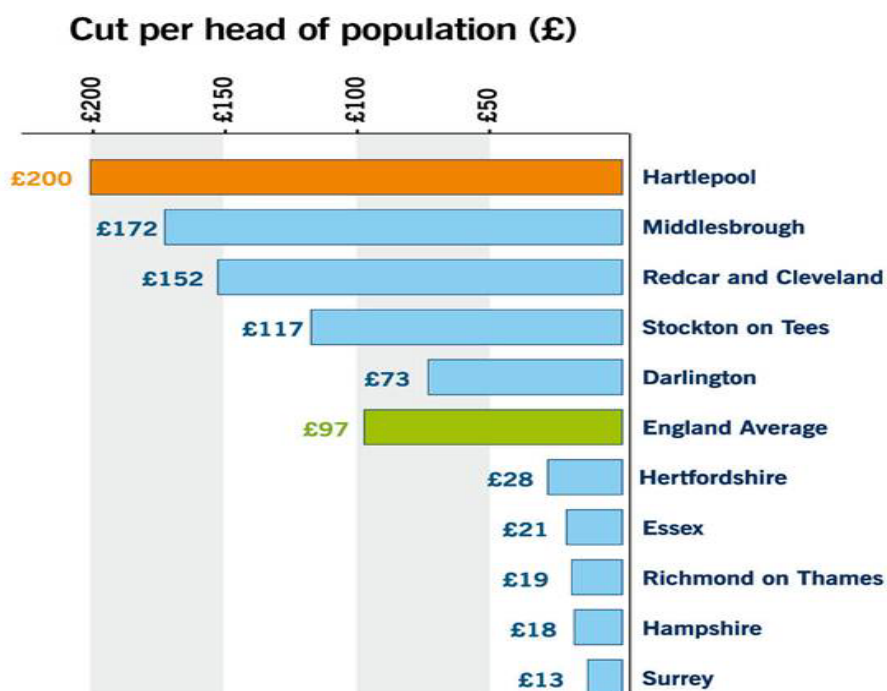
Introduction

This document is Hartlepool Council's Corporate Plan for 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:

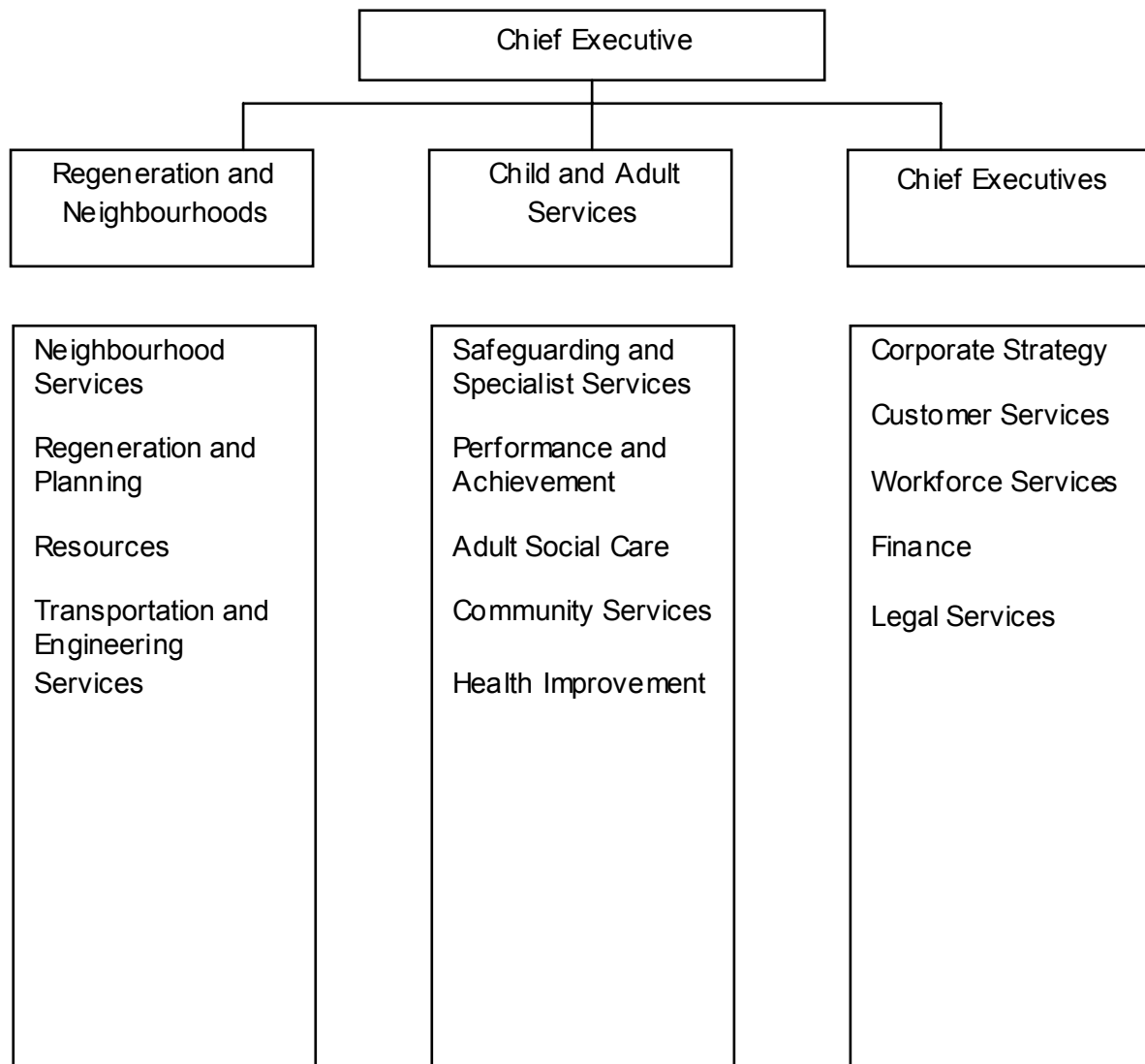
<http://www.hartlepool.gov.uk/meetings/meeting/2357/council>

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.

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
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
9	NI 123	Stopping smoking	
9	NI 123	Stopping smoking (Neighbourhood Renewal Area)	

Outcome No.	PI Ref. No.	Performance Indicator	2012/13 Target
	(NRA)	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
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
25	Develop and implement response to the Community Right to Challenge within the Localism Act	March 2013	David Hart
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	Review the Council's Commissioning and Procurement Strategy	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

Contents

	Page
Introduction	3
Departmental Structure	4
Performance Management	6
Priorities	7
Departmental Annual Action Plan 2012/13	9
Appendix 1 – Risks by Theme	20

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.

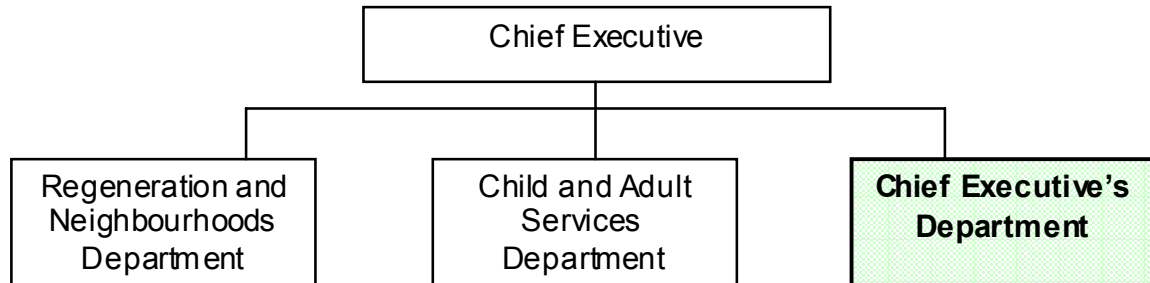
Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

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: -

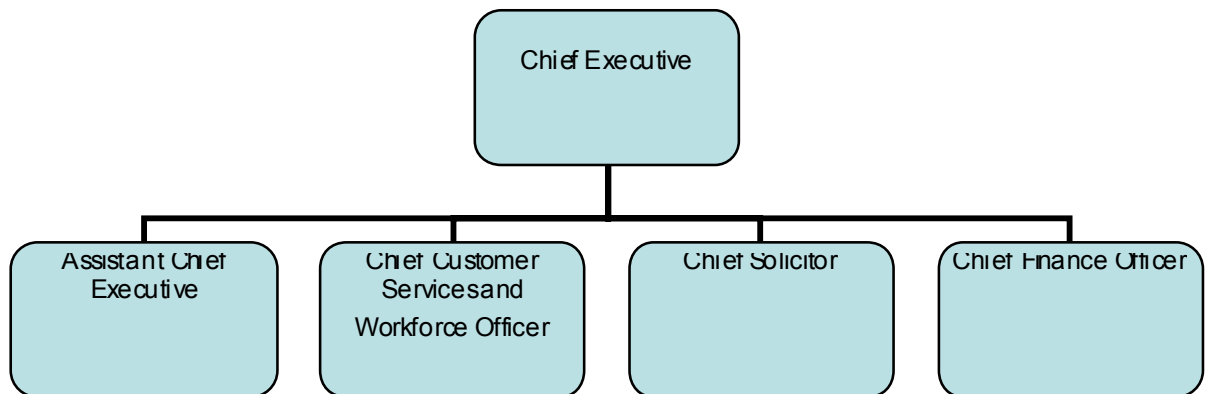
- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards the achievement of the outcomes

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:-

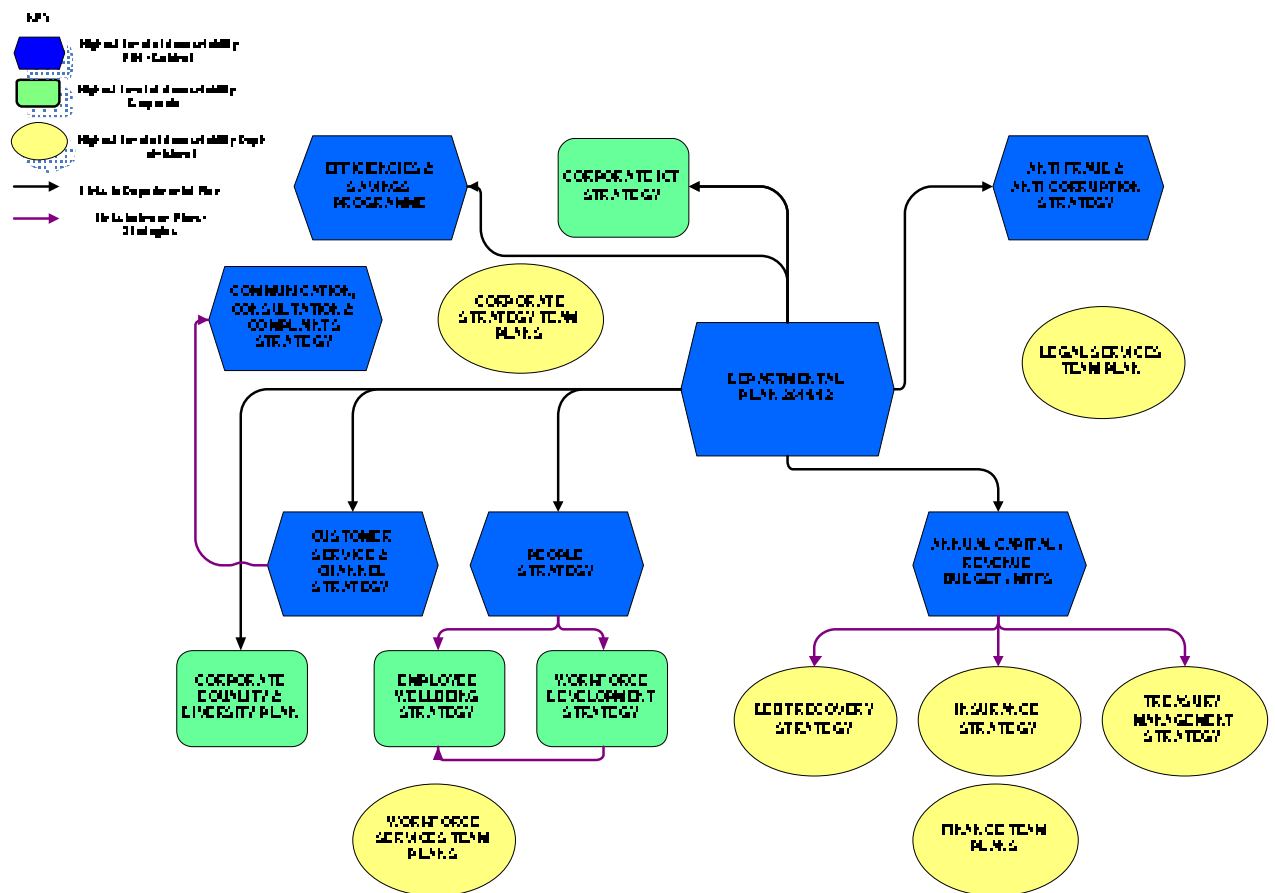
- Organisational Development

- **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
Owner	John Morton		Lead Dept:	Chief Executive's
Theme:	Jobs and the Economy		Other Contributors:	

SECTION 2 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Support Big Lottery Financial Indusion 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		
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		Hartlepool Partnership Outcome?	No
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Owner:	Peter Devlin
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Lead Dept:	Chief Executive's Department
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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
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	
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	Lead Dept:	Chief Executive's
Theme:	Organisational Development	Other Contributors:	

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
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 2 ACTIONS			
Action	Corporate Plan	Due Date	Assignee

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
CED R076	Partnership structures no longer fit for purpose resulting in relationship breakdown between Hartlepool Borough Council and key partners.	Catherine Frank	30

Code	Risk	Assignee	Outcome
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

Contents

	Page
Introduction	3
Departmental Structure	4
Performance and Risk Monitoring and Reporting	5
Priorities	6
Departmental Annual Action Plan 2012/13	8
Appendix 1: Risks by Theme	29

Introduction

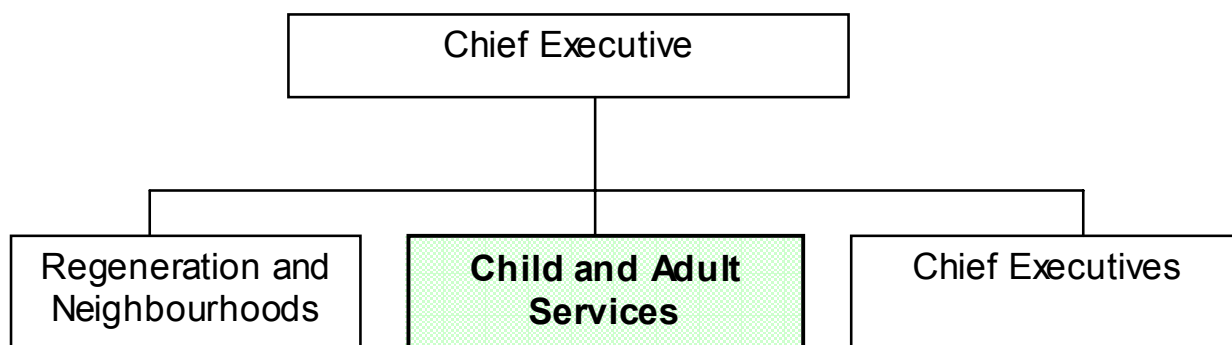
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- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

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, home library 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 free schools meals at academic age 15 and those that were not	Tom Argument	Targeted		Financial Year	22.9%	22.5%	21.0%

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 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%

SECTION 1 OUTCOME DETAILS

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

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
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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)
NI 99	Percentage of looked after children reaching level 4 in English at Key Stage 2	Zoe Westley	Monitor		Academic Year	Not required		

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 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	
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		

SECTION 1 OUTCOME DETAILS

Theme	Health and Wellbeing	Outcome	9. Improve health by reducing inequalities and improving access to services	Hartlepool Partnership Outcome?	Yes
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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
NI 39	Alcohol related hospital admissions	Louise Wallace	Targeted	Yes	Financial Year	Not Set	TBC	TBC

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 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		

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
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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

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		

SECTION 1 OUTCOME DETAILS

Theme	Health and Wellbeing	Outcome:	11. Children and young people are safe	Hartlepool Partnership Outcome?	Yes
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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 should be placed for adoption	Jane Young	Targeted		Financial Year	80%	80%	80%
NI 62	Stability of placements of looked after children: number of moves	Jane Young	Targeted	Yes	Financial Year	10%	10%	10%

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 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		

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
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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 services (all adults)	John Lovatt	Monitor	Yes	Financial Year	4700	4700	TBC

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 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		

SECTION 1 OUTCOME DETAILS

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

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
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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

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		

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
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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

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

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
CAD R001	Service issue as a result of insufficient budget allocation or changes in national funding/grants	Jill Harrison	24



Regeneration and Neighbourhoods Department

Departmental Plan 2012/13

Contents

	Page
Introduction	3
Council / Departmental Structure	4
Performance and Risk Monitoring and Reporting	5
Priorities	6
Departmental Annual Action Plan 2012/13	8
Appendix 1: Risks by theme	31

Introduction

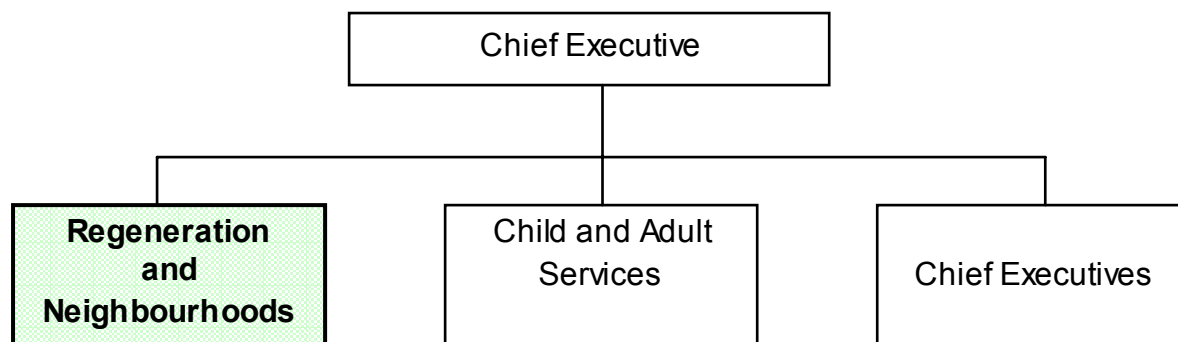
This document is the Regeneration and Neighbourhoods Departmental Plan for 2012/13 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

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.

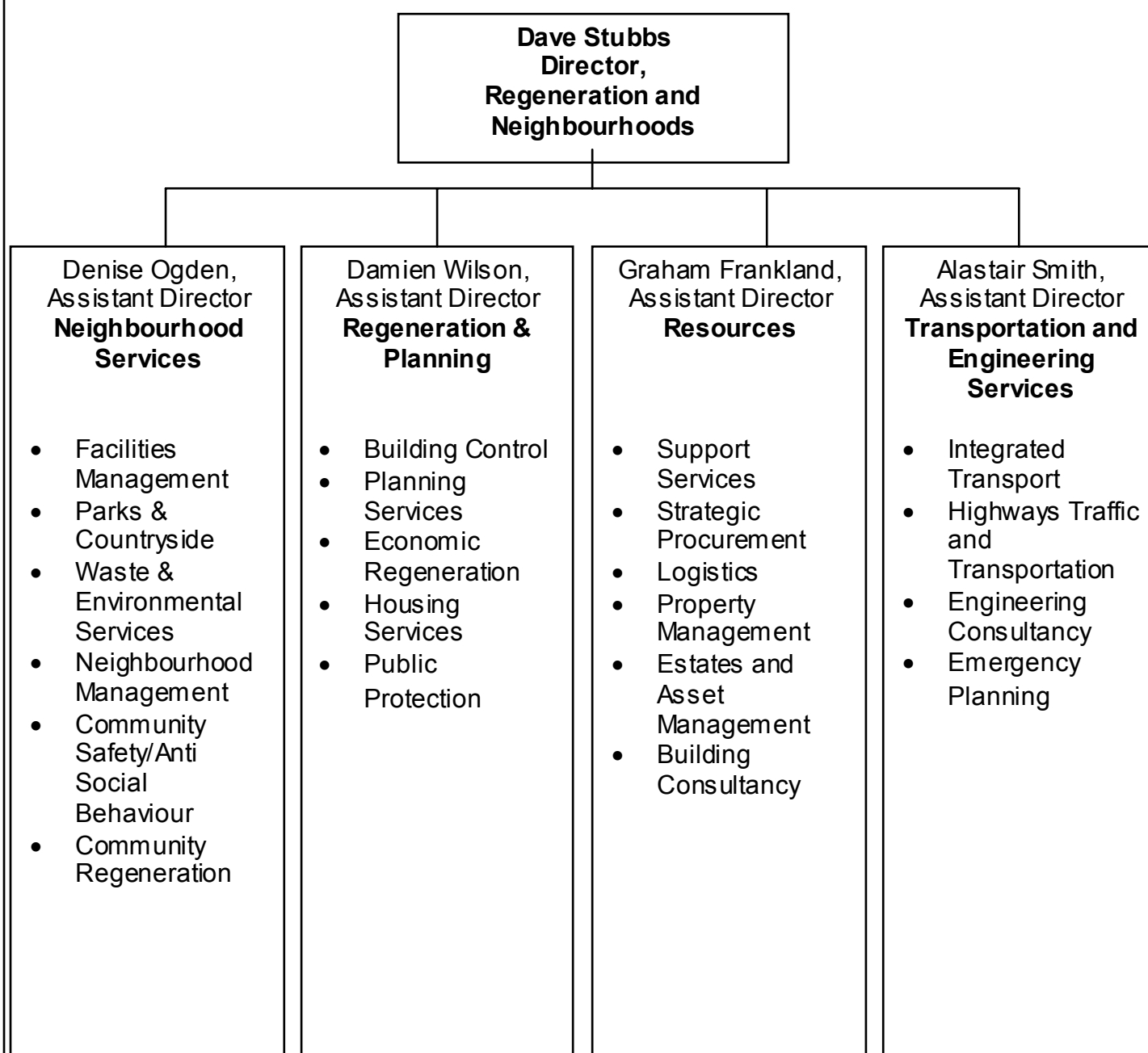
The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

- 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	<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 5. Hartlepool has a boosted visitor economy
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, social and emotional health and live a healthy lifestyle
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
Environment	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 25. Local people have a greater voice and influence over local decision making and the delivery of services
Organisational Development	<ol style="list-style-type: none"> 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

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 bom 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 bom 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 olds who are unemployed.	Antony Steinberg	Monitor	Yes	Financial Year	Monitor	N/A	N/A

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	Yes	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	Yes	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.	No	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

CABINET REPORT

19th March 2012



Report of: Director of Child and Adult Services and Director of Regeneration and Neighbourhoods

Subject: HOUSING, CARE, AND SUPPORT STRATEGY

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to seek approval from Cabinet for the Housing, Care, and Support Strategy 2012-15.

2. SUMMARY OF CONTENTS

This report contains background information to the strategy and information about the consultation process which has resulted in the final version of the Housing, Care, and Support Strategy. The full strategy is attached to this report at **APPENDIX 1**.

3. RELEVANCE TO CABINET

This strategy outlines the strategic direction and vision that the Council is working towards in terms of housing, care, and support for vulnerable adults. The strategy details information about the current and future needs of various vulnerable populations, as well as including information on the needs and views of service users and gaps in service provision. As a result this strategy should be used to inform any commissioning decisions that include housing, care, and support and is therefore of key relevance to Cabinet.

4. TYPE OF DECISION

Key Decision (Test 2). Forward Plan Reference Number: CAS 117/11

5. DECISION MAKING ROUTE

Cabinet 19th March 2012

6. DECISION(S) REQUIRED

Cabinet is asked to approve the Housing, Care, and Support Strategy 2012-15

Report of: Director of Child and Adult Services and Director of Regeneration and Neighbourhoods

Subject: HOUSING, CARE, AND SUPPORT STRATEGY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval from Cabinet for the Housing, Care, and Support Strategy 2012-15.

2. BACKGROUND

- 2.1 Good housing, along with other key components, is a key priority for a person's health and wellbeing. Appropriate housing can help to increase health and wellbeing and can also lead to increased independence. On the other hand unsuitable housing can lead to stress, anxiety, and can increase isolation, poverty, poor health and injury.
- 2.2 Providing good quality and appropriate housing is not enough, it is also important to ensure that people have a right to choose housing that will best suit their needs and wishes. Unfortunately, some groups are often not afforded the right to choose where they live and with whom. Those who are most likely to be affected by this tend to be those with learning and/or physical disabilities, mental health problems, older people, young people, and those with substance misuse problems.
- 2.3 This is illustrated by the fact that nationally 55% of people with a learning disability still live with their family, 30% are in residential care, and 15% rent their own home. In contrast 70% of the general population own their own home and 30% rent. Studies from MIND and Shelter show that people with mental health problems are also under-represented in owner-occupied accommodation. They are twice as likely to be unhappy with their housing and four times as likely to say that it makes their health worse. It is evident from these figures and our 2010 Joint Strategic Needs Assessment that a key objective is to increase the number of people who are able to live as independently as possible in their own home or a place of their choosing.

3. CURRENT POSITION

- 3.1 The aim of the Housing, Care, and Support Strategy is:

“To provide people with appropriate housing and with the right level of care and support to ensure that individuals can live as independently as possible and choose where they live and with whom.”

The Housing, Care and Support Strategy replaces the 2008 Older Person's Housing, Care, and Support Strategy for Hartlepool, and brings together relevant topics to include young and older people, mental health, learning and physical disabilities, and substance misuse.

- 3.2 The sole focus on older people's needs neglects several other vulnerable populations who may also require housing, care, and support. The inclusion of other groups ensures that there is a holistic and comprehensive strategy and vision within Hartlepool for all housing, care, and support needs. This strategy therefore seeks to explore and set out the various different options around housing, caring, and supporting a wide variety of people with different needs.

This strategy details information about the current and future needs of various vulnerable populations, as well as including information on the needs and views of service users and gaps in the service provision. As a result this strategy should be used as a tool to inform any commissioning decisions that include housing, care, and support.

- 3.3 An annual action plan is being developed to bring together the key actions and recommendations from this strategy. The action plan is also vital in linking the various relevant strategies and other initiatives that fall under the remit of the Housing, Care, and Support Strategy. It is proposed to include representation across all six vulnerable groups on the Housing, Care, and Support Steering Group and to ensure that the action plan reflects actions across all service users. The action plan will be agreed by the Housing, Care, and Support Steering Group who will ensure the completion of the action plan and the annual refresh. The (Shadow) Health and Wellbeing Board will oversee the action plan and monitor its progress and performance.

The strategy has been consulted on by the Housing Partnership, Learning Disabilities Partnership Board, Champions Of Older Lifestyles Group, and Housing, Care and Support Steering Group.

4. NEXT STEPS

- 4.1 The approval of the Housing, Care, and Support Strategy by Cabinet will enable implementation of the strategy, directed through an annual action plan. Approval of the strategy will further allow the strategy to be used as an information tool for commissioners in their decision making.

5. RECOMMENDATIONS

- 5.1 Cabinet is asked to approve the Housing, Care, and Support Strategy 2012-15.

6. BACKGROUND PAPERS

- 6.1 Older Person's Housing, Care, and Support Strategy 2008.

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Hartlepool Housing, Care and Support Strategy 2012 - 2015

Hartlepool Borough Council
Child and Adult Services



Hartlepool Housing, Care and Support Strategy

Hartlepool Borough Council

Child and Adult Services

March 2012

Photographs courtesy of www.careimages.com

Contents

1. Introduction	4
1.1 The strategy's aim	4
1.2 Background and context	5
2. National context	6
3. Local context	9
3.1 Public health	10
4. Local picture	11
4.1 Current and future demographics	12
4.1.1 Mental health	12
4.1.2 Young people	14
4.1.3 Older people	15
4.1.4 Physical disabilities	16
4.1.5 Learning disabilities	18
4.1.6 Substance misuse	19
4.1.7 Black and Minority Ethnic communities	20
4.2 Local needs and views of service users/population	21
4.2.1 Mental health	22
4.2.2 Young people	22
4.2.3 Older people	24
4.2.4 Physical disabilities	25
4.2.5 Learning disabilities	25
4.2.6 Substance misuse	28
5. Current services	30
6. Achievements since the last strategy	34
7. Service needs	35
8. Future steps	35
8.1 Recommendations	36
9. Action plan	37
Appendix 1: Housing options	38

1. Introduction

» 1.1 The strategy's aim

The aim of the Housing, Care, and Support Strategy is:

“To provide people with appropriate housing and with the right level of care and support to ensure that individuals can live as independently as possible and choose where they live and with whom.”



Good housing, along with other key components, is a key priority for a person's health and wellbeing¹. Appropriate housing can help to increase health and wellbeing and can also lead to increased independence. On the other hand unsuitable housing can lead to stress, anxiety, and can increase isolation, poverty, poor health and injury².

Providing good quality and appropriate housing is not enough, it is also important to ensure that people have a right to choose housing that will best suit their needs and wishes. Unfortunately, some groups are often not afforded the right to choose where they live and with whom. Those who are most likely to be affected by this tend to be those with learning and/or physical disabilities, mental health problems, older people, young people, and those with substance misuse problems.

This is illustrated by the fact that nationally 55% of people with a learning disability still live with their family, 30% are in residential care, and 15% rent their own home. In contrast 70% of the general population own their own home and 30% rent³. Studies from MIND and Shelter show that people with mental health problems are also under-represented in owner-occupied accommodation. They are twice as likely to be unhappy with their housing and four times as likely to say that it makes their health worse⁴.

It is evident from these figures and our 2010 Joint Strategic Needs Assessment that a key objective is to increase the number of people who are able to live independently as possible in their own home or a place of their choosing.

¹ Marmot, M. (2010) *Fair Society, Healthy Lives: The Marmot Review*. Strategic Review of Health Inequalities in England Post 2010

² Local Government Group (2010) Good homes in which to grow old? The role of councils in meeting the housing challenge of an ageing population

³ HM Government (2009) *Valuing People Now: a new three-year strategy for people with learning disabilities*

⁴ Johnson, R., et al., (2006) Housing and community care. *Mental Health Today*, November, pp. 25-28.

This strategy seeks to tackle this objective by ensuring that whenever possible individuals will be given the right to choose their housing options and will whenever necessary be provided with the appropriate support and care. The care and support provided to an individual should always strive to help a person towards being as independent as possible for as long as possible. This may mean thinking of personal and creative solutions to an individuals care and support needs rather than simply using more traditional social care services.

» 1.2 Background and context

This strategy replaces the 2008 Older Person's Housing, Care, and Support Strategy for Hartlepool, and brings together relevant topics to include young and older people, mental health, learning and physical disabilities, and substance misuse.

Nationally only a small number of older and disabled adults move to a care home (4%), and the majority of older people, approximately 89% live independently in their own communities⁵, with 67% of over 85s still living at home⁶. Many people are reliant on their own resources and most people prefer to stay in their own homes. The majority of older people remain living at home with only 19% of over 85 year olds in institutional settings⁷. Providing appropriate residential or nursing care to older people is important however it is also vital to ensure that the correct type of care and support is provided to ensure that the majority of people can continue to live in their own homes.

The sole focus on older people's needs neglects several other vulnerable populations who may also require housing, care, and support. The inclusion of other groups ensures that there is a holistic and comprehensive strategy and vision within Hartlepool for all housing, care, and support needs.

This strategy therefore seeks to explore and set out the various different options around housing, caring, and supporting a wide variety of people with different needs.

This strategy details information about the current and future needs of various vulnerable populations, as well as including information on the needs and views of service users and gaps in the service provision. As a result this strategy should be used as a tool to inform any commissioning decisions that include housing, care, and support.

⁵ Local Government Group (2010) Good homes in which to grow old? The role of councils in meeting the housing challenge of an ageing population

⁶ Commission for Architecture and the Built Environment (2009) *Homes for our old age: Independent living by design*

⁷ Commission for Architecture and the Built Environment (2009) *Homes for our old age: Independent living by design*

2. National context



The 2010 general elections resulted in a new Coalition government which has led to a shift in national policies. Although not all changes have taken effect the following policies are likely to have an impact on housing, care and support:

The Welfare Reform Bill 2011, has proposed significant changes to the current welfare

system, and is considered the first huge shake up in the last 60 years. Several key elements of the bill include:

- A Universal Credit- a basic allowance with additional elements for children, disability, housing, and caring. This seeks to simplify benefits into one easy system⁸.
- An overall cap on benefits which will be set at the level of average earnings of working households
- Restricted housing benefits entitlement for social housing tenants who are deemed to be in under-occupied households
- Extension of the single room rate of Local Housing Allowance to include single people under 35 years (previously single people under 25 years)
- Replacement of the Disability Living Allowance with the Personal Independence Payment which will be based on an individual's need following an assessment⁹.

No Health without Mental Health 2011¹⁰ is a cross-government strategy for people of all ages. The philosophy of 'recovery', 'personalisation' and access to decent housing are central to this direction of travel. It continues to emphasise the priority to enable people to recover and live normal lives in permanent, ordinary housing so that they are included in their local communities.

A Vision of Adult Social Care: Capable communities and active citizens (2010) seeks to make services more personalised, more preventative and more focused on delivering the best outcomes to people who use them and to provide more control to individuals and their carers. To achieve these aims the government has committed to break down barriers between health and social care funding, extend the greater

⁸ DWP (2011) Universal Credit: Welfare that works. Executive Summary accessed <http://www.dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/universal-credit/>

⁹ Personal Independence Payment- Policy briefing note: Introduction (9th May 2011) accessed <http://www.dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/welfare-reform-bill-2011/personal-independence-payment-briefing/>

¹⁰ HM Government 2011 No health without mental health: A cross-government mental health outcomes strategy for people of all ages

rollout of personal budgets, use direct payments to carers and better community-based provision to improve access to respite care¹¹.



The **Health and Social Care Bill (2010-2011)** is built on and incorporates **Equity and Excellence: Liberating the NHS (2010)** and **Healthy Lives, Healthy People: Our Strategy for Public Health in England (2010)**. The bill proposes placing public health responsibility within the Local Authority, increasing GPs powers to commission services locally, reduce the number of existing health bodies, and increasing competition in the NHS.

There are a number of national policies, strategies, and legislation from both current and previous government which link into this strategy, these include, but are not limited to:

- Department of Health (2011) The Public Health Responsibility Deal
- The Localism Act 2011
- HM Government (2011) Laying the Foundations: A Housing Strategy for England
- HM Government (2010) Recognised, valued and supported: Next steps for the Carers Strategy
- HM Government (2010) Reducing demand, restricting supply, building recovery: supporting people to live a drug-free life
- Equalities Act (2010). The Equality Act became law in October 2010. It replaces previous legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995)
- HM Government (2009) Valuing People Now: a new three-year strategy for people with learning disabilities
- Department of Health (2009) Living Well with Dementia: A National Dementia Strategy
- HM Government (2009) Shaping the Future of Care Together
- National Strategy for Supporting People (2007)
- HM Government (2007) Putting People First: A shared vision and commitment to the transformation of Adult Social Care
- Department of Health (2006) Our Health, Our Care, Our Say: a new direction for community services
- Department for Communities and Local Government (2006) Strong and Prosperous Communities: The Local Government White Paper

¹¹ Department of Health (2010) A Vision for Adult Social Care: Capable Communities and Active Citizens

- Department of Health (2005) Independence, Well-being and Choice: Our vision for the future of social care for adults in England
- Joint Publication (2005) Improving the Life Chances of Disabled People
- Cabinet Office (2005) Improving Life Chances for disabled people
- The Housing Act 2004
- The Homelessness Act 2002
- The Children (Leaving Care) Act 2000

3. Local context

The Housing, Care, and Support Strategy brings together the housing and support needs of a wide range of people. As well as being informed by a raft of national policies and legislation this strategy links in with various local strategies and priorities.

This strategy links into the following relevant local policies and strategies:

- Tees-wide Mental Health and LD Strategic Plan, 2008-2011
- Hartlepool Common Mental Health Needs Strategy
- Hartlepool Social Inclusion Strategy
- Hartlepool Older People's Strategy 2010
- Health and Wellbeing Partnership
- Social Inclusion Plan – Hartlepool
- Joint Strategic Needs Assessment
- Homelessness Strategy 2010-15
- Housing Adaptations Policy 2010-2013
- Housing Strategy 2011-2015
- Extra Care Strategy 2010-2020
- The Core Strategy
- Carer's Strategy 2011-2016
- Young Carer's Strategy
- Learning Disability Partnership Board Visioning Day Report
- Alcohol Harm Reduction Strategy
- Adult Drug Treatment Plan 2011-12
- Moving Forward Together: The vision for adult social care in Hartlepool 2011-2014

The aim of this strategy will not be achieved in isolation and links closely with the work and strategic aims of the Health and Wellbeing Board and the Housing Partnership, as shown below.

Health and Wellbeing Board Aim:

“Work in partnership with the people of Hartlepool to promote and ensure the best possible health and wellbeing.”

The Housing Partnership Aim:

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

In particular the Housing, Care, and Support Strategy is intrinsically linked with the Housing Strategy, Priority 3: Meeting Specific Housing Needs. Please refer to the Housing Strategy for more information.¹²

» 3.1 Public health

The responsibility for public health, and relevant powers and resources, will move over to local authorities from 2013¹³. In Hartlepool, we are already working closely with our public health colleagues to ensure that together we are working towards the improved health of all people within Hartlepool.

Housing can have a huge impact on health, both in terms of affecting mental and physical wellbeing. Children in poor housing are more likely to have mental health problems, respiratory problems, experience long-term ill health and disability, have slow physical growth and have delayed cognitive development¹⁴. Poor housing affects all those who are subjected to them and is therefore an important public health issue.

The use of the Joint Strategic Needs Assessment (JSNA) provides information and intelligence and has strongly influenced this strategy, identifying some of the key priorities and issues that need to be addressed. As with the JSNA, this strategy should be used as a tool to inform any future commissioning decisions.

Hartlepool is one of the early implementer localities who have already established a shadow Health and Wellbeing Board. The board will remain in shadow format until April 2013, when it will become a statutory requirement.

The Health and Wellbeing Board will be a statutory board which brings together the key NHS, public health and social care leaders to work in partnership to improve the health of the population.

As discussed, this strategy plays an important role in terms of public health and will therefore feed into the Health and Wellbeing Board. The annual Housing, Care and Support Strategy Action Plan will be fed into the Health and Wellbeing Board where progress and performance will be monitored.

¹² Hartlepool Housing Strategy 2011-2015 can be accessed via <http://www.hartlepool.gov.uk/housingstrategy>

¹³ Department of Health (2011) Public Health in Local Government: Factsheets

¹⁴ Harker, L. (2006) Chance of a lifetime: The impact of housing on children's lives. London: Shelter.

4. Local picture



At present Hartlepool has a population of 91,800 with 40,100 households across the borough, and the population is expected to rise to 93,900 by 2029. In general there is a self contained housing market with the majority of people remaining in the borough the demand for houses is greater than the supply in most areas of Hartlepool¹⁵.

This need for an increased supply of housing is therefore something that affects all population groups across Hartlepool.

Within the current housing stock the average house price in the borough remains considerably below the national average¹⁶. Despite the lower than average house prices the most affordable option for most residents is social housing. The proportion of owner occupation in Hartlepool also remains lower than the national average¹⁷.

The unemployment rate (6.8%) within Hartlepool is much higher than the national or regional averages which both sit at 3.5% and 5.8% respectively¹⁸. There are also a higher proportion of people in Hartlepool who state that they have a limiting long-term illness, 23.8% compared to 17.3% nationally¹⁹.

Within Hartlepool over 50% of the housing stock was built before 1965 and 37% of the existing stock is terraced housing, with only 9% bungalows²⁰. This may mean that some of the housing is not suitable for those with specialist needs, who may require adaptations or homes built to Lifetime Standards to accommodate their needs.

Although all types and tenures of housing will be in demand in the future, in particular there will be a greater future housing need for family homes, bungalows, and accommodation for the elderly. It is therefore important to try to ensure that new properties are built which can be adaptable to the future needs of the household. See Appendix 1 Housing Options for more information on Lifetime Homes Standard.

Across the borough there is a high demand for housing, a high unemployment rate, and a low proportion of owner occupation, this can present as a challenge for those entering the housing market. These challenges may be even more marked for some vulnerable groups, who may require specialist housing or care and support to live where they chose.

¹⁵ Tees Valley Joint Strategy Unit, 2008

¹⁶ Land Registry, 2011 accessed at www.landreg.gov.uk

¹⁷ Hartlepool Strategic Market Assessment, 2007

¹⁸ NOMIS, 2010

¹⁹ JSNA (2010) Summary

²⁰ Hartlepool Housing Strategy 2011-2015

» 4.1 Current and future demographics

An examination of the demographics of the various vulnerable groups can begin to highlight some of the demand and potential needs for these populations.

It is also important to understand the future demand for services, this enables services to plan and adapt to the future needs of their service users. Predicting future demands of the population however is not necessarily straight forward and can be subject to change.

Overall the UK population is expected to gradually increase from 62.3 million in 2010 to 73.2 million by 2035. It is widely understood that there will be a large increase in the number of older people aged ≥ 60 years which sees a rise from 14.7% in 2010 to 16.4% in 2035. In particular the proportion of those aged 75 years and over is set to increase most dramatically. In 2010 7.9% of the population was over 75 years, this is set to rise to 12.2% in 2035²¹. This may also see an increase in the life expectancy of people with more complex health needs who require care and support, which may require supporting people for longer.

The following is an outline of the current and future demographics for each vulnerable group considered within this strategy.

» 4.1.1 Mental Health

Mental health problems affect at least one in four people at some point in their life and one in six adults have a mental health problem at any one time²². In 2011 it is estimated that there are approximately 9,000 people aged between 18-64 years with a mental health disorder in Hartlepool which is predicted to decrease to roughly 8,800 in 2030²³. In 2007 the National Psychiatric Morbidity Survey showed that Hartlepool has 40% greater needs than the national average in relation to serious mental illness and 14% higher needs for common mental health problems.

Within Hartlepool there are 47.68 people per 1000 population on incapacity benefit for mental illness, this is much higher than the England average (27.57 per 1000 population) or even for the regional average (38.52 per 1000 population)²⁴.

Social stressors and deprivation are known to impact adversely on levels of mental distress and studies have found that people with mental health problems may be

²¹ Office for National Statistics (2011) National Population Projections, 2010 based national population projections

²² HM Government (2011) No health without mental health

²³ PANSI (2011) :Projecting Adult needs and Service Information System

²⁴ Quality and Outcomes Framework 2009/2010

more likely to be homeless or insecurely housed²⁵. Poor housing or homelessness can also contribute to mental illness and can make an episode of mental distress more difficult to manage²⁶. Therefore it may not be surprising that in an area with higher than average levels of unemployment and deprivation there are higher than average levels of mental health problems in the borough.

There has also been a rise in the number of adults accessing NHS specialist mental health services in the last few years both locally, regionally and nationally. Table 1 below illustrates the increase.

■ **Table 1: Increase in adults accessing NHS specialist mental health services**

Time period	Hartlepool	North East	England
April 2008 to March 2009	2,090	70,618	1,182,223
April 2009 to March 2010	2,274	74,323	1,242,218
Increase	184	3,705	59,995

There could be several explanations for this increase, for instance there may be better diagnosis and more easily accessible services. It may also be due to our current economic recession which has seen an increase in poverty, deprivation, and debt which are all potential stressors. The exact cause is not known and both these theories are only speculative.

There are a very small number of people who are currently placed in residential or nursing care due to the nature of their illness or challenging behaviour and/or dual diagnosis needs. There are currently 53 units of accommodation based services for people with mental health issues, homelessness and/or complex need which also offer support to people with drug and/or alcohol issues.

There are currently 54 people with predominantly mental ill health who reside in residential/nursing placements, 47 of these are within the borough. Unfortunately there are seven people who have been placed out of area, as services within the borough do not currently meet their need. This illustrates that there is only a very small proportion of individuals with mental health needs who require residential or nursing placement. The majority (84.8%) of adults receiving secondary mental health services are in settled accommodation²⁷.

²⁵ HM Government (2011) No health without mental health

²⁶ MIND (2011) Housing and Mental Health, accessed via http://www.mind.org.uk/help/social_factors/housing_and_mental_health

²⁷ NI 149 reporting information for 2010/11

» 4.1.2 Young people



Young people are classified as those aged 16 and 17 years, and recent legislation has highlighted the importance of ensuring that this group of people continue to receive the support and care they require. Young people who have been looked after by the local authority and are leaving care status are also entitled to support from the local authority. There were 25 young care leavers in 2010/11²⁸.

It is estimated that there are approximately 3,751 young people in Hartlepool which make up 11% of the child population in the borough²⁹.

Overall there has been a reduction in the number of young people who present as homeless in the last three years from 20 cases in 2008/09 to 14 in 2010/11. The majority of these cases are either negotiated return to family or social housing with support. Of the 14 cases in 2010/11 eight were rehoused in either supported housing or social housing with floating support³⁰.

Although there were only 14 cases in 2010/11 for homeless prevention there were 73 housing advice cases opened for young people, giving a wider picture of the need for housing and support for young people³¹.

There has been a decrease over the past three years for young people receiving homeless preventions and with housing advice cases open, this may suggest positive steps have been made to tackle young people's housing issues. However, there is not enough data to predict future trends and the current recession may have an adverse impact especially for the under 25 group, which has seen youth unemployment rise markedly.

There has been a small increase from 2008/9 to 2010/11 of the number of young people entitled to leaving care services from 17 to 25. In September 2011 a projection was undertaken based on the current population of looked after children and young people. The exercise identified their current legal statuses and suggested the numbers of care leavers who would have their 18th birthdays each year from 2012 to 2016. The figures are provided in table 2 overleaf:

²⁸ Protocol ICS

²⁹ Office of National Statistics 2009

³⁰ Information obtained from Housing Advice Team within Regeneration & Neighbourhood Department

³¹ Information obtained from Housing Advice Team within Regeneration & Neighbourhood Department

■ **Table 2: Number of Care Leavers from 2012-2016**

Year	Care Order	Interim Care Order	Section 20	Total
2012	3	0	8	11
2013	6	1	14	21
2014	7	0	5	12
2015	6	2	6	14
2016	8	1	3	12

All of these figures suggest that there may not be a significant increase in the number of young people with housing, care and support needs in the near future. It is impossible to accurately predict the projected level of need so it is advisable to continue to monitor and review information that may help us to predict future needs for this population. It was identified that there are unknown rates of sofa surfing and hidden homelessness, and this is an issue that should be explored. It was also highlighted that although the numbers of young people requiring support and housing may seem relatively small the level of interventions and investment in each individual is high³². It is important to tackle any housing and support issues early on in an individuals' life to ensure that they can have the best possible outcomes.

» **4.1.3 Older people**

The number of older people (aged 65 and over) in the borough is estimated at 15,100 and is expected to rise to 22,100 by 2030. The sharpest rise will be in older people aged over 85 years where the numbers are expected to nearly double from 1,700 in 2011 to 3,200 in 2030³³. It is this age group that has traditionally been the heaviest users of care and support services.

There are approximately 8,500 people aged 65 and over who have a limiting long term illness (LLTI) of these about 4,862 were estimated to need help with self-care and 5,304 were estimated to need help with domestic care. However, only 2,881 are supported by the Local Authority³⁴. It is predicted that this will increase to 12,515 people with a LLTI, around 6,600 will need help with self-care, and 7,200 will need help with domestic tasks, but just under 4,000 will be supported by the Local Authority^{35,36}.

³² Stephenson, M. (2010) *Young people and homelessness in Hartlepool*. Soundingboard Research and Consultancy

³³ POPPI (2011): Projecting Older People Population Information System

³⁴ Peter Fletcher Associates (2008) *Older Person's Housing, Care and Support Strategy for Hartlepool*

³⁵ Peter Fletcher Associates (2008) *Older Person's Housing, Care and Support Strategy for Hartlepool*

³⁶ POPPI (2011): Projecting Older People Population Information System

The local authority does not support everyone who may have care needs as so many individuals may be supported through family and friends who play an important role as informal carers. There is likely to also be a proportionate increase in the number of carers who may be over 75 years with poor health themselves, and need support, this is something that should be considered and appropriate support put in place. The role of carers is important in this strategy as they play a vital role in helping and supporting people to live in their own homes.

There are approximately 615 older people registered as living in residential care. Within this there were 228 people in Elderly Mentally Infirm (EMI) care, 41 people in nursing homes and 293 in residential homes (with 263 being permanent residents)³⁷. The majority of people living in residential or nursing homes are permanent; if you consider that a sizeable number of older people already living in care homes may live for another 10-15 years this may place a large pressure on future services. Further, with an increase in elderly people in the population and those already elderly living longer this is expected to put an added pressure on services.

Dementia is one of the most pressing issues in relation to older people, the term is used to describe a set of symptoms which include loss of memory, mood change, and problems with communication and reasoning. These symptoms occur when the brain is damaged by a certain disease, including Alzheimer's disease. Dementia is progressive and at present there is no cure, therefore it is only possible to delay the onset of dementia in order to reduce the prevalence figures³⁸.

The prevalence of both young onset (under 65 years) and late onset dementia increases with age, doubling with every five year increase in age³⁹.

It is predicted that there are 976 people in Hartlepool with dementia which is set to increase to about 1,600 in 2030⁴⁰. This is roughly a 60% increase in the number of people who suffer from dementia and should be understood as a key priority for commissioning services and support.

» 4.1.4 Physical disabilities

The definition for a physical disability according to the World Health Organisation (WHO) is *"any restriction or lack (resulting from any impairment) of ability to perform an activity in the manner or within the range considered normal for a human being"*⁴¹. For the purpose of this strategy the term physical disability will also encompass people with a sensory and/or long term conditions, or some combination of these.

³⁷ Taken from 2011 year end, council performance management information

³⁸ www.alzheimers.org.uk

³⁹ Alzheimers Society (2007) Dementia UK: Summary of Key Findings accessed via http://www.psige.org/psige-pdfs/Dementia_UK_Summary.pdf

⁴⁰ POPPI (2011): Projecting Older People Population Information System

⁴¹ World Health Organisation, www.who.int/en/

Due to various definitions used to define physical disability, it is not possible to use exact figures and the following are estimates only.

Data from the Labour Force Survey (2006) and recent PANSI (2011) statistics suggests that there are between 11,000 and 13,000⁴² people of working age in Hartlepool who have some level of physical disability. It is thought that 9,100 of these meet both the Disability Discrimination Act (DDA) and work limiting definitions of disability. There are an additional 2,400 people of working age who meet the DDA definition and a further 1,500 who meet the work limiting definition only.

Within this strategy physical disabilities included sensory loss or long term condition. In 2008 there were 220 people registered blind or partially sighted and in 2007 there were 940 people registered deaf or hard of hearing⁴³. The prevalence of people with sensory loss increases with age, of the 220 people registered blind or partially sighted 202 were over the age of 75 years⁴⁴.

Within the overall figure given above, there are 4,300 disabled people who are in employment in Hartlepool, which is approximately a third of all disabled people of working age in the borough.

Information from the Hartlepool Strategic Housing Market Assessment (2007) indicates that 39% of households contain someone with an illness or disability, of this, 43% are people with a physical disability. People who social rent have the highest proportion of households which contain someone with an illness or disability at 58.2%.

It is estimated that within Hartlepool there could be 5,340 adults who will have a mobility difficulty, of these 2,200 people aged 16-64 may have a mobility difficulty and 780 people aged 85+ who may have a mobility difficulty. It is estimated that there are 1,772 people who are wheelchair users⁴⁵. These figures are not exact but can provide an indication of the number of people with mobility problems, as well as physical disabilities, across the borough.

Information from the Housing Strategy highlights that at July 2010 there were 320 applicants on the Compass Choice Based Letting Scheme needing a specific property type due to their disability⁴⁶. From 2005/6 the number of people re-housed into

⁴² PANSI estimates 11,000 people if diabetes is not included, this figure rises to 13,000 when diabetes is included

⁴³ JSNA (2010) Reference

⁴⁴ JSNA (2010) Reference

⁴⁵ 2010 Three Rivers Housing Demographic Profiling Information, Hartlepool
http://www.4hg.co.uk/uploads/Equality_Diversity/Demographic%20Hartlepool.pdf

⁴⁶ Hartlepool Housing Strategy 2011-15

adapted accommodation has doubled from 53 to 117 in 2009/10⁴⁷, this has been attributed to the increase in specialist developments, such as extra care housing.

There is however still a lack of suitable accommodation for people under the age of 55 with a disability⁴⁸ and this needs addressing.

» 4.1.5 Learning disabilities

It is not possible to know exact figures of adults with learning disabilities in England or locally. The overall figures provided are therefore predictions.

In 2010 it is predicted that there was 1,692 people in Hartlepool with learning disabilities which is thought to rise to 1,818 by 2025. Within this it is predicted that 348 people are over the age of 65 years⁴⁹. In Hartlepool there are approximately 580 people registered with a GP as having a learning disability (age 14 years plus)⁵⁰.

There are 349 people who are currently known to HBC with a learning disability and 70% of people were in settled accommodation, of these 82 people (23%) have their own tenancy. A further 142 people (40%) were within mainstream housing with friends/family and 24 people (6%) were in supported accommodation⁵¹.

Nationally only 15% of adults with a learning disability have a secure, long term tenancy or own their own home, this is in comparison to over 70% of the general adult population who own their own home and nearly 30% who rent. Although in Hartlepool 23% of people with a learning disability have their own tenancy this is a long way off the 70% that we see in the general population. Further, information updated from Valuing People Now (2009) continues to show that most people with a learning disability still do not have their own home. Over half of adults continue to live with their families, many into middle age and even older, this is 40% of people with a learning disability in Hartlepool. This indicates that there is still work to do to ensure that individuals with a learning disability receive the support to ensure that they can choose to live where they wish and with who they wish.

Projected data for learning disabilities across working age and older adults in Hartlepool shows that there will be an increase of about 160 people aged 65 years and over with a learning disability, compared to an increase of around 30 people aged between 18-64 years from 2011-2030⁵². This indicates a much higher proportionate increase for older people with a learning disability.

⁴⁷ Hartlepool Strategic Housing Market Assessment (2007)

⁴⁸ Hartlepool Housing Strategy 2011-2015

⁴⁹ Office for National Statistics

⁵⁰ JSNA (2010) Summary

⁵¹ NI 145 reporting information for 2010/11

⁵² POPPI (2011): Projecting Older People Population Information System and PANSI (2011): Projecting Adult Need and Service Information

» 4.1.6 Substance misuse

Hartlepool is estimated to have up to 1048 individuals using heroin and/or crack cocaine on a regular basis, 626 will be injecting⁵³. It is estimated that there is a total of 1,890 people aged between 18-64 years with a drug dependency in Hartlepool⁵⁴. Heroin is the primary choice of Class A drug in Hartlepool with less use of crack cocaine than neighbouring localities. There is however growing use of powder cocaine, often with alcohol, increased use of amphetamines and benzodiazepine. Cannabis has the greatest use, especially amongst young people.

National alcohol information is not yet as robust as drug data but the 2009 Health Profile⁵⁵ highlights high levels of alcohol misuse, far beyond the national average, in Hartlepool. Some 29% of adults (approximately 21,500) binge drink and hospital stays for alcohol related harm are nearly 40% higher than the England average. The local estimates of alcohol misuse indicate that there are 4,349 harmful and 15,330 hazardous drinkers. The Adult Psychiatric Morbidity Study (2007) would estimate that in Hartlepool there are 4,777 mildly dependent, 285 moderate dependent and at least 71 severely dependent drinkers, however treatment services are suggesting higher levels of dependency.

Of significant concern are the female alcohol figures. Hartlepool is in the worst 10% nationally for alcohol specific admissions, and in the worst 5% nationally for alcohol attributable admissions⁵⁶.

In 2010/11 there were 383 individuals in contact with alcohol treatment with an expected increase for 2011/12. Within the first three months of the 2011/12 year there were already 301 in treatment. Most people are in specialist treatment for less than a year and in 2010/11 15% of people managed to successfully complete and leave alcohol treatment.

For drug treatment there were 850 individuals, (70% male and 30% female), of which 799 stayed in treatment for three months or more which is slightly less than the previous year. Evidence suggests treatment will only be effective if continued for 12 weeks or more.

Whilst in drug treatment the outcome measuring reports confirm that more individuals are reducing their use of opiates, injecting, or achieving opiate abstinence than in the previous year. Overall in 2010/11 there was 8% who successfully completed treatment which is a 46% increase from 2009/10. Of those that completed

⁵³ Figures are provided by Glasgow University for the National Treatment Agency

⁵⁴ PANSI (2011) Projecting Adult Need and Service Information

⁵⁵ Association of Public Health Observatories (2009) Hartlepool Health Profile

⁵⁶ Local Alcohol Profiles for England (2011) Hartlepool

treatment 84% did not relapse and return within 6 months. There is however concern that 56% of the caseload has been in specialist treatment for more than two years.

Housing, along with appropriate support can contribute to improved outcomes for drug users in a number of areas such as increasing engagement and retention in treatment, improving health and social wellbeing, improving employment outcomes, and reducing re-offending. Unfortunately appropriate and suitable housing continues to be a barrier to the re-integration of drug users back into their communities. Local assessment of housing need for substance misusers is not clearly defined and is often disguised by the extended family links and sofa surfing. There has been some positive work undertaken with specialist teams and social housing providers, however evidence exists that housing support can be intolerant of substance misusers⁵⁷.

Information from a small subsection (137 people) of the substance misuse population in 2004 highlighted that only 2% of people were owner occupiers, 14% were homeless, and 32% lived with friends or family. Over half lived in rented accommodation, of which 30% had private landlords and 17% were in social housing. In addition over half reported that they had presented themselves as homeless over the past two years with only 5% given permanent accommodation⁵⁸. The majority were rejected with the nature of ineligibility being criminal records.

Further information from the NDTMA/NATMS⁵⁹ and the treatment outcome tools highlights that for all new entrants into the treatment services (approx 120 per month) where housing is reported 9% report themselves as No fixed abode and 15% identify they have a housing problem. This begins to highlight the housing problems that many substance misusers face and also highlights the potential pressures on the services.

» 4.1.7 Black and Minority Ethnic communities



There is a low percentage Black and Minority Ethnic (BME) population in Hartlepool. The 2001 census put it at 1.2% but more recent 2007 estimates place it at 2.6%^{60,61}. Although this is relatively small it is imperative to understand the need to ensure that services are available to all groups of people, regardless of culture, religion, language, race or disability.

It is difficult to determine the number of black and minority

⁵⁷ Hartlepool 2011-12 Drug Treatment Plan

⁵⁸ Smith, I and Honor, S. (2004) *Hanging out in Hartlepool: Problem Drug Use in Hartlepool* The Edge: Trafford SMS

⁵⁹ NDTMA stands for the National Drug Treatment Monitoring System, NATMS stands for the National Alcohol Treatment Monitoring System

⁶⁰ Hartlepool (2011) Black and Ethnic Minority (BME) Housing Study

⁶¹ The 2011 census is expected to be available later in 2012 and will give a much more accurate figure

ethnic individuals in Hartlepool who may fall within the remit of this strategy as the overall numbers are likely to be fairly small. It is important however that all services are sensitive to the cultural and religious needs of any ethnic group.

There has previously been a lack of baseline data or information on BME housing needs across Hartlepool. Recent partnership working with housing providers across the borough and the Salaam Centre have identified some of the barriers faced by BME communities and a town wide consultation with BME communities highlighted the following issues⁶²:

- BME groups still desire to remain in and become homeowners
- Shared ownership schemes are an option for the younger, working aged community (20-44)
- There is a lack of understanding of eligibility for social housing and a negative image of the CBL system
- There is limited knowledge of available housing products, eligibility and access
- The options for social housing is limited due to size and location of properties
- There are poor standards of accommodation for participants living in private rented accommodation
- Overcrowding issues among BME communities are evident in the private rented sector and in owner-occupation
- Neighbourhood problems exist in relation to anti-social behaviour and racial harassment

» 4.2 Local needs and views of service users/population

In addition to having an understanding of the demographics it is important to seek and understand the needs and views of the service users themselves.

There are some key similarities across all the groups addressed in this strategy, the following are needs and expectations expressed across all groups:

- Choice and autonomy around housing
- Respect
- Good quality and easy to understand information and advice
- Appropriate support
- Live in own homes rather than sheltered accommodation

The 2010 Joint Strategic Needs Assessment identifies the following issues to be addressed around people's housing need:

- There is inadequate provision of social rented accommodation for vulnerable adults

⁶² Hartlepool (2011) Black and Ethnic Minority (BME) Housing Study

- Need to increase informed choice in developing appropriate housing and care solutions and understand the diverse needs and aspirations of vulnerable people including older people.
- To ensure all social rented accommodation meets the decent homes standard.

It is important to ensure that there is ample opportunity for people to voice their opinions and views. It is therefore necessary to ensure that there are regular and varied opportunities to consult and engage with people.

The following is a summary of various consultation and engagement across the different population groups.

» 4.2.1 Mental health



In 2006 and 2008 there were two full day events held by Hartlepool Integrated Mental Health Services to gather the views of people who use mental health services and their families.

These consultations confirmed that accommodation is a significant issue for people with mental health issues and that the majority of people preferred to live in their own homes in the community rather than in shared living arrangements.

National studies by MIND (a mental health charity) and Shelter (a homeless charity) found that people with mental health problems are under-represented in owner-occupied accommodation. Furthermore, people with mental health problems are twice as likely to be unhappy with their housing and four times as likely to say that it makes their health worse. Mental health is often cited as a reason for a breakdown in tenancy⁶³.

» 4.2.2 Young people

In 2009 there was a consultation about supported lodging schemes and a second consultation held in 2011 around supported accommodation. Twenty young people were interviewed for the two consultations. A summary of the findings can be found below.

The views that the young people expressed during the first consultation were included within the supported lodging scheme. The opinions of young people gathered from the second consultation have been provided to managers across Children's Services and are to be considered in the future commissioning of services.

⁶³ Johnson, R. et al, (2006) Housing and community care. *Mental Health Today*, November, pp. 25-28

What is important for young people regarding supported accommodation:

- **To have a range of support to meet different needs:** supported lodgings, supported accommodation and outreach support to help them successfully make the transition to living independently
- **To gain practical skills:** such as cooking, ironing, cleaning, budgeting, and making and keeping friends
- **To have quality facilities:** own front door, toilet, cooker and shower, nice decoration and a communal area
- **To have a supportive and positive service:** Support and encouragement with independent living skills, support with employment, education and training: together with getting the right mix of young people at the project
- **Good staff attitude and professionalism:** approachable staff who, can understand the needs of young people and treat young people with respect
- **An outcome of achieving independence:** Need for some outreach support after moving out and the support should be flexible when needed

» 4.2.3 Older people

During the development of the Older Person Housing, Care and Support Strategy there were several consultations undertaken with older people. The 2007 consultation consisted of two surveys of specialist housing for older people to understand the housing stock and the profile of residents in specialist housing, three focus groups were held with older people, and finally three development workshops across the borough were held with local communities, older people and a variety of agencies to examine a more joined up approach for service delivery.

Several important issues that were highlighted were:

- **Information.** There was often not appropriate signposting and individuals felt they often needed to chase the information, sometimes being referred to several organisations.
- **Transport.** This can be problematic as public services have been cut and taxi rates are often varied, and dial-a-ride is often fully booked.
- **Housing options.** There is often not enough information provided or available around the various options. There was not a clear understanding of what sheltered housing or extra care housing was.
- **Hospital.** Issues were stated with hospital changes that required them to travel to North Tees or James Cook Hospital. There was a worry that people did not receive satisfactory services but that many did not put a complaint in.
- **Low level support.** It was important to have assistance with jobs that they couldn't manage by themselves. Many felt that without assistance they would either leave the job, wait until family or friends could help, if this was not an option they would attempt the job themselves (even if this was unsafe).

Consultation was also sought during the 2007 Household Survey which found that the vast majority of older people would want to stay in their own home with support when needed (81%) and a further 23.6% have stated a preference for sheltered accommodation⁶⁴.

⁶⁴ Hartlepool Strategic Housing Market Assessment (2007)

» 4.2.4 Physical disabilities

The following viewpoints of people with physical disabilities, their carers and family comes from various roadshows, events, Partnership Board meetings, person centred reviews, complaints and compliments.

The key issues that arose from consultation are identified overleaf:

Important issues for people with physical disabilities:

- The continued promotion and 'roll out' of 'Telecare' (assistive technology)
- A wider range of housing options available to Hartlepool residents with disabilities
- Making sure information on housing is readily available and in accessible formats
- Information/publicity around the trusted trades register
- Accessible properties
- Support to maintain own homes
- Tailor made packages
- The option to live in supported accommodation
- More Lifetime homes
- Options for 2, 3 and 4 bedroomed properties

» 4.2.5 Learning disabilities

In September 2010 a Visioning Day Event was held for 100 people with learning disabilities, their families and carers. The event gave people a chance to say what they wanted. Following the Visioning Day Event the Learning Disability Partnership Board completed a Housing Self Assessment, this aimed to get information from those with a learning disability, family, carers, colleagues and other agencies to look at what housing is currently provided and help plan what needs to be done to improve housing and support. A summary of all the results can be found below.

A summary of what people want from the Visioning Day Event:

- More Lifetime homes
- Options for 2,3,4 bedrooms properties
- Housing developments that bring people with 'needs' together with a variety of housing options, so they move to a different house but stay in the same community
- Ability to live independently but in a wider complex for support
- Living in supported accommodation
- Accessible properties
- Support to maintain their own homes
- Tailor-made packages

Key issues arising from the Learning Disability Partnership Board Housing Self Assessment

- Easy to read and accessible information, such as DVDs, virtual tours, pictorial leaflets and brochures
- Any information on the internet needs to be easy to read and understand
- For professionals to provide advice and signpost to relevant people
- Information through Hartbeat and the local press
- Information and advice clearly displayed in public buildings
- A text message service for information
- Drop in session at the Havelock Centre
- The use of consultative forums
- Have open days for different housing schemes
- More information about day services, support staff, landlords and the housing directory
- Frontline staff need to be well informed to pass on the information
- Need to ensure there was joint working and interaction between the housing teams and social work teams
- Lack of resources or information for people at school and college to help people with a learning disability think about their future housing and support needs

» 4.2.6 Substance misuse

Nationally there have been scores of consultation work with substance misusers; these include work done by the National Treatment Agency, Crisis, Addaction, and Alcohol Concern.

In Hartlepool there have been several consultation exercises. Consultation as part of the Supporting People Strategy by Peter Fletcher Associates led to the development of the Young People facility in York Road, and the Carr Gom alcohol dry house facility.

Other consultation exercises commissioned by Safer Hartlepool include Aspects of drug Misuse in Hartlepool (2004) which highlighted that what was needed was a drop in where they could wash and have a meal, the need for supported accommodation was also identified.

Hanging out in Hartlepool (2004) was undertaken by researchers from Salford and made contact with 137 drug users. Only 2% of people were owner occupiers, 14% were homeless, and 32% lived with friends or family. Over half lived in rented accommodation, of which 30% had private landlords and 17% were in social housing. In addition over half reported that they had presented themselves as homeless over

the past two years with only 5% given permanent accommodation. The majority were rejected with the nature of ineligibility being criminal records⁶⁵.

Crack Attack (2009) a follow up consultation used just 50 respondents, and found 34% were in rented accommodation private landlord, 34% housing associations, between family and friends 20% and 12% reported being homeless.

Regular surveys and consultation are held from the treatment centres and there continues to be ongoing views that reputable housing providers are not willing to provide accommodation to known drug or alcohol abusers. This is something that is highlighted as a huge concern.

⁶⁵ Smith, I and Honor, S. (2004) *Hanging out in Hartlepool: Problem Drug Use in Hartlepool* The Edge: Trafford SMS

5. Current services

Due to the various vulnerable groups included within this strategy, there are a large number of current services that are provided across all the groups. The following is not an exhaustive list, but provides some information of the wide range of service provision.

Service	Description	Service User
Assistive Technology Services	This includes the Telecare and Telehealth systems cover a variety of technological aids/services that use information and communication technology and linked response services to support people to live in their own homes. See Hartlepool Strategy for Assistive Technology 2010-2015 for information	Older people or patients with Long Term Conditions
Services for Carers	For a full list of services for carers please see the Hartlepool Carers Strategy 2011-2016.	Carers
Supported Living, Supported Housing, Sheltered Housing, and Extra Care Housing Schemes	There are a wide variety of housing schemes that incorporate care and support either in your own home, or in a shared accommodation scheme that enable people to live independently in their own property. The care and support may include supporting those with learning disabilities, mental health problems or older people. For more information see A Guide to Extra Care and Care Homes.	Across all user groups
Floating Support	Floating Support helps people successfully manage and sustain their tenancies.	Across all user groups
Supported Accommodation and Supported Lodging Scheme	There are approximately 73 units of supported accommodation across the borough. A supported lodging scheme is provided by private individuals (hosts) who offer a room within their home and support to young people.	Young people, mental health, substance misuse
Residential and Nursing Care Homes	There are 21 registered homes across the borough to provide high level and intensive care and nursing to individuals. Eleven are registered to offer support to those who are mentally infirmed (EMI) and seven are registered as nursing homes For more information see A Guide to Extra Care and Care Homes.	Vulnerable individuals with high care needs
Homecare	Personal care at home can be provided to people who need support. Services are arranged following an assessment of need	Individuals with care needs
Day Services	Services are available for people to access during the	Services users

	day and usually involve various activities, support, and a meal.	with an identified need
Information and Advice Services	There are various services to provide information on housing, benefits, care and support available.	Across all service users
Housing Advice Team	The Housing Advice Team offer a free and confidential advice service covering a range of housing and related issues, as well as operating the Council's statutory duties for homelessness	All service users
Specialist Advocacy Services	Specialist advocacy services are available for people who feel that they may need some help expressing themselves. This may include but it not limited to people with learning disability, mental health problem, or carers.	Older People, Mental Health, Learning Disabilities
Reablement Services	The Reablement service provides time limited intervention and support for individuals who have had a dip in their confidence or ability to live independently. The service supports individuals to regain/learn the skills necessary to achieve their desired outcomes and to live as independently as possible.	Anyone over the age of 18 years
Choice Based Letting (CBL)	Compass Choice based Lettings is the process for allocating social housing, available properties are advertised and applicants choose the properties that they want to be considered for rather than waiting to be made an offer.	Across all service users
Low Level Support Services	This is provided through SAILS and includes services such as luncheon clubs, the handyman service, befriending, debt and benefit advice. SAILS provide a first point of contact for the community to access support services	Anyone over the age of 18 years
Multi-Link Team	Multi-Link is a joint team with Hartlepool Primary Care Trust and North Tees and Hartlepool NHS Trust, providing rehabilitation, recuperation and time-limited therapeutic support for people needing timely discharge from Hospital or alternatives to unnecessary hospital or nursing/residential care admission.	
Housing Adaptations	The council run a programme of supporting people to live independently as possible by adapting homes or rehousing people appropriate accommodation. For more information please see Housing Adaptations Policy 2010-2013	Physical or Learning Disabilities, Older People

6. Achievements since the last strategy

There have been a number of developments and achievements since the last Older Person's Housing, Care, and Support Strategy in 2008. Several of these achievements have been informed by service users' views expressed in various consultation and engagement events, as discussed at the beginning of this strategy.



The views and opinions gathered from young people were used to develop the Supported Lodgings Scheme in Hartlepool. The scheme was launched in April 2010, although some amendments were made in the following year, the scheme has seen nine young people supported.

Following the consultation with people with mental health problems an action plan was produced by the Mental Health Local Implementation Team. This required commitment from statutory and voluntary agencies who provide support in relation to housing to take into account some of the disadvantages that people with mental health problems face.

Since April 2009 Supporting People Hartlepool has increased the support to people with a learning disability to an additional 150 hours in the community. This service is designed to provide vulnerable people with housing related support, advice, and guidance to support people to establish and maintain their own homes, promoting independence.

Since the last strategy there has been a significant change in the housing available to older people within Hartlepool. Since 2008 onwards there has been the development of five extra care schemes across the borough; Hartfields Manor, Laurel Gardens, Albany Court, Richard Court and Bamburgh Court. In total this provides 457 units of accommodation. The shift towards using extra care (and other more appropriate forms of housing and support) has seen the reduction in the number of inappropriate bedsits across the borough. For more detailed information on Extra Care Schemes please see the Extra Care Strategy.

In 2008 the first Joint Strategic Needs Assessment (JSNA) was first published which is a yearly report detailing the future health, care and well-being needs of the local population. This document provides a comprehensive overview of the health and needs of a given locality and should be a key document to inform strategic direction, service delivery, and commissioning decisions. The JSNA is now in its third year of publication and if updated and reviewed annually to provide the most up to date information.

In response to providing easier and more accessible information Hartlepool Now website was launched in 2009. The website aims to make it easy to access information about events, activities and opportunities across Hartlepool. A register of trusted tradespeople has been a new addition to the site which shares information and recommendations about local and reliable tradespeople across the area. In the last year (October 2010-October 2011) there have been a total of 10,890 visits to the site, with an average of just over 1,000 visits a month. Please click on the link to be taken to the [Hartlepool Now website](#) or see the useful references section.

A joint protocol is being agreed between the Housing Advice Team, Child and Adult Services and Housing Hartlepool in respect of Homeless 16 and 17 year olds. The document will agree and update the arrangements for working together between services in respect of roles, responsibilities, and pathways to support homeless young people.

The development of the Multilink team which is comprised of co-located teams of social workers, occupational therapists, community nursing and other intermediate care teams. The team meet daily to ensure that individuals being discharged from hospital or referred to the service receive the correct and appropriate care. This multi-disciplinary working ensures that correct and relevant support is available to individuals.



The 'Telecare' system, a form of assistive technology, is now operational and offers alarmed support and a personal response 24/7 and 365 days a year to individuals. This provides support and reassurance for individuals who may otherwise be more vulnerable to live in their own homes. The system uses a base unit to enable communication

between a central team and the person. There are various technologies which can be added to monitor individuals in and around their homes, these technologies include items such as a falls detector which attaches to the person and alerts the Telecare team when someone has a fall. Telecare systems can be used to respond to crisis, for example if a service user has experienced a fall or has become disorientated an alarm or message will alert the control centre who in turn may initiate a home visit. It can be also be used preventatively by for example, recording the decreasing use of a cooker or refrigerator or the increase or decrease of a person's movement within their home, which can indicate an adverse change in a person's condition. At present there are 770 people with Telecare in Hartlepool. More information can be found in

the Assistive Technology Strategy which can be found in the useful references section.

The 'Telehealth' monitoring system is also a form of assistive technology and can be understood as the remote exchange of physiological data between a patient at home and medical staff. It is designed to help patients with chronic diseases to better manage their own health needs in the home by monitoring the patient from a distance and increasing their own awareness of their condition which aims to reduce hospital admissions and increase early interventions. This will help people to live more independent lives within the community setting. The scheme run by the NHS was initially piloted with patients suffering from COPD (Chronic Obstructive Pulmonary Disease) and is now being rolled out to a much wider group of patients with long term conditions.

A Reablement Service has now been established since August 2011. The service provides time limited intervention and support for individuals who have had a dip in their confidence or ability to live independently, for instance this may be following a fall. The Reablement Officers work with the person to help them to achieve their own outcomes by supporting them to relearn or learn the skills necessary for them to reach their goal. The service requires for the individual to actively participate in the programme as the service seeks to enable people to do things for themselves. The service is free and inclusive which allows people who would not normally meet the Fair Access to Care (FACS) criteria to access services. It has been shown that people require lower care packages following a period of Reablement⁶⁶.

Alongside the Reablement service, SAILS⁶⁷ (a voluntary and community organisation) has been contracted to provide a first point of contact in the community for people who would like some low level support or assistance. At present adult social care can only be provided to individuals who meet the FACS criteria of substantial or critical need, the use of SAILS allows people to access services much earlier on when they have a much lower level of need. This combined with the Reablement Service means that lower level support services can be offered to a much wider proportion of people, than the traditional social care services. These services act as a preventative measure by providing intervention earlier to people to help them live as independently as they can for longer.

In response to some of the issues raised in consultation and previous needs assessment, capital funding from the Home Office in 2009/10 has allowed the provision of a substance misuse recovery centre with personal care/washing

⁶⁶ Glendinning, C., Jones, K., Baxter, K., Rabiee, P., Curtis, L., Wilde, A., Arksey, H. and Forder, J. (2011) Home care re-ablement services: investigating the longer-term impacts, Research Works, 2011-01, Social Policy Research Unit, University of York

⁶⁷ Supported Access to Independent Living Service

facilities, laundry, some meals, and more structured day programmes as part of the recovery agenda.

In 2010/11 further capital money from the National Treatment Agency led to partnership working with two providers who were able to match fund and develop 12 units for specific treatment supported housing. These providers manage the tenancies and provide practical tenancy support including negotiating move on and working in conjunction with treatment agencies on the individual's recovery from substance abuse. Additional floating support is also provided when the individual moves onto more permanent accommodation.

There have been changes towards a recovery focus within the treatment system. The increase of Tier 4 services (external residential facilities for detoxification and rehabilitation) and the development of supported treatment housing is starting to have a positive impact. There are more people becoming substance free after using this specialist provision, unfortunately this can only deal with 12 individuals at a time, who are generally housed for six months and there is currently difficulty with accessing move on accommodation.

7. Service needs

Following an analysis of the current service provision, future needs, views and opinions of service providers, and relevant strategic documents various service needs have been identified, as shown in Table 4.

■ **Table 4: Identified service needs**

Service need	Service User population
The Learning Disability Housing Assessment highlighted that there was a lack of resources for people at school or college to help them think about future housing and support needs. There is no mainstream service that provides this sort of advice on housing and support, although individuals can access information through the Social Care Transformation Team.	Learning Disabilities
Child and Adult Services are currently exploring how additional Housing or Supported Accommodation could be provided for care leavers, homeless, and vulnerable young people. This would build capacity for the Supported Accommodation and Supported Lodging Schemes.	Young People
Moving on accommodation for substance misusers who have been receiving specialist support and housing remains problematic	Substance Misuse
There has been a loss of dedicated substance misuse funding from Supporting People which has resulted in the loss of the alcohol dry house. Furthermore facilities that were criminal justice and/or substance misuse related have now become mainstreamed. This has resulted in capacity issues with the hostel and Stonham provider facilities which have become bottle necked and cannot cope with the demand especially for offenders released from prison.	Substance Misuse
Provide more accessible and easy to understand information and advice for people about all their housing needs	Across all groups

8. Future steps

It is also important to consider what might lie ahead in terms of policy, legislation and new ways of working which can all have an impact on the services we provide and our service users.

Notably there is a drive for increased personalisation and the increased use of personal budgets. The drive towards personalisation means that we must ensure that services continue to be personal and operate on a person centred approach. The council currently works with this approach and will continue to do so in the future.

As we support more people to access personal budgets this will mean that people are able to choose where, how and what they spend their money towards their care. There will still be some who choose to work with a support worker from the council and use council run services, however people may also prefer to use a direct payment to commission their own support and services, such as employing a personal assistant. The number of people expected to commission their own support and employing their own personal assistant is expected to rise over the next five years.

The drive to implement personal budgets is likely to may require the council to change or adapt the way it provides services, support and advice to people.

In the last few years there have been many positive interventions developed aimed at early prevention and helping people to maintain their independence for as long as possible, for instance extra care housing, Telecare, and Reablement. These interventions have evidence from various studies to illustrate the potential benefits and financial savings of promoting earlier intervention and support to keep people independent^{68&69}.

It is vital there is a strong evidence base to support the current services we deliver, by ensuring that we evaluate our services we can continue to strive towards delivering services that best suit our services users towards living independently and as they choose. An evidence based approach also ensures that interventions are effective, of a high standard, and that limited resources are maximised and used to the best effect.

⁶⁸ Glendinning, C., Jones, K., Baxter, K., Rabiee, P., Curtis, L., Wilde, A., Arksey, H. and Forder, J. (2011) Home care re-ablement services: investigating the longer-term impacts, Research Works, 2011-01, Social Policy Research Unit, University of York, York. Available to download from: <http://php.york.ac.uk/inst/spru/pubs/1905/>

⁶⁹ Kneale, D. (2011) Establishing the extra in Extra Care: Perspectives from three Extra Care Housing Providers. The International Longevity Centre UK

» 8.1 Recommendations

The following are key recommendations that should be incorporated into any actions or developments and have been obtained through the consultation with service users and the development of this strategy.

1. Continue and build on joint working between housing and social work teams, at all levels.
2. To ensure there is clear provision of information and housing options and advice for vulnerable people to enable them to exercise choice in relation to housing and service options.
3. To consider how information and service pathways and systems could be made simpler and more accessible for vulnerable people.
4. To ensure that all individuals wherever possible are supported to live as independently as possible for as long as possible.
5. To continue to utilise a person centred approach and ensure that the individual is at the heart of all decision making.
6. To utilise an evidence based approach to ensure resources are best utilised
7. This strategy should be used as a tool to inform any future commissioning decisions around issues related to housing, care, and support.

9. Action plan

In order to effectively implement this Housing, Care, and Support Strategy an annual comprehensive action plan is required. This will provide clear understanding of the responsibilities and actions required in order to work towards the providing people with appropriate housing and the right level of care and support.

The action plan should be seen as a working document and should be continually referred to, this will ensure that appropriate progress is made against all actions. An annual review and refresh of the action plan should be made to ensure that all actions are relevant and that progress is made.

The action plan is agreed by the Housing, Care, and Support Steering Group. The steering group will ensure the completion of the action plan and the annual refresh. The Health and Wellbeing Board will oversee the completion of the action plan and monitor its progress and performance.

Appendix 1: Housing options

This appendix provides some background information on the various housing options available, please note this may not be a full and exhaustive account of all the various options for available for all groups.

There are various forms of accommodation available to people which can be split into two general categories of settled and unsettled accommodation. It is usually preferable to ensure that individuals are in settled accommodation however in some instances it may be more suitable for an individual to live in unsettled accommodation, such as residential nursing.

Settled accommodation means that an individual can live there for as long as they like. It remains a key priority to ensure that as many people as possible can live in suitable settled accommodation. The two categories of housing are illustrated below in Box 1 and 2.

Box 1: Settled accommodation

- Owner Occupier/Shared ownership scheme (where tenant purchases percentage of home value from landlord)
- Tenant - Local Authority/Arms Length Management Organisation/Registered Provider/Housing Association
- Tenant - Private Landlord
- Settled mainstream housing with family/friends (including flat-sharing)
- Supported accommodation/Supported lodgings/Supported group home accommodation supported by staff or a resident caretaker)
- Adult placement scheme
- Approved premises for offenders released from prison or under probation supervision (e.g., Probation Hostel)
- Sheltered Housing/Extra care sheltered housing/Other sheltered housing Mobile accommodation for Gypsy/Roma and Traveler community

Unsettled accommodation tends to be less permanent, and individuals often may not have control over how long they are resident for. Unsettled accommodation is often a last resort for many individuals, such as rough sleeping, refuge, temporary accommodation by local authority, prison or detention centre. There may be many factors which cause a person to access these forms of accommodation and it is a priority to support individuals into settled accommodation that is suitable to their needs.

It should be noted that some unsettled accommodation may be the only place to provide the specialist and intensive support and care that some individuals need. The examples of these have been highlighted in *blue italic* within Box 2.

As discussed previously, only 5% of older people live in residential accommodation and for many this will be the best option for their needs, however for some a move to residential care may be compelled because often following an unplanned admission to hospital their homes are not suitable for them to live independently⁷⁰. It is essential that any move to residential or nursing care is properly managed and that all other options to retain the individual in settled accommodation should be explored and individuals should only be moved when their needs can no longer be met in anything but these intensive care and support residential placements.

Box 2: Unsettled accommodation

- Rough sleeper/Squatting Night shelter/emergency hostel/direct access hostel (temporary accommodation accepting self referrals)
- Refuge
- Placed in temporary accommodation by Local Authority (including Homelessness resettlement) - e.g., Bed and Breakfast
- Staying with family/friends as a short term guest
- *Acute/long stay healthcare residential facility or hospital (e.g. NHS or Independent general hospitals/clinics, long stay hospitals, specialist rehabilitation/recovery hospitals)*
- *Registered Care Home*
- *Registered Nursing Home*
- Prison/Young Offenders Institution/Detention Centre
- Other temporary accommodation (we have counted this as custodial accommodation)

⁷⁰ Local Government Group (2010) Good homes in which to grow old? The role of councils in meeting the housing challenge of an ageing population

There are a number of housing options for people to buy or rent their own home, the following table illustrates the various options.

Housing option	Description
Renting a House from a Housing Association	Housing Associations are non-profit making organisations that provide good quality affordable housing. As well as general needs accommodation Housing Associations also provide specialist accommodation
Renting a house from a Private Landlord	Privately rented accommodation is defined as all non-owner occupied property other than that rented from a local authority or a housing association. A private landlord may be an individual or an organisation.
Buying a house outright	This can be through borrowing money from a bank or building society through a mortgage
Homebuy or Shared Ownership	This is where one or more people buy a share of a property outright and rent the remainder share from a housing association
Ownership through a trust	This is when a group of people called trustees manage a property that has been set aside for the individual to live in

» Lifetime Homes Standard

The concept of Lifetimes Homes was developed in the early 1990s by a group of housing experts, including Habinteg Housing Association and the Joseph Rowntree Foundation.

The concept uses 16 design principles to be applied to ordinary houses in order to make them more flexible and suited to a range of individual needs. Lifetime Homes was developed to increase the number of suitable property that was adaptive to an individual's changing needs throughout their lifetime.

The 16 design criteria take into consideration the following elements⁷¹:

1. Parking- consideration of width or widening capability
2. The approach to the dwelling from parking- consideration for distance, gradients, and widths
3. The approach to all entrances- above consideration for all entrances
4. Entrances- should all be illuminated, have level access over threshold, effective clear opening widths,
5. Communal stairs and lifts- should enable access to dwellings above the entrance level to as many people as possible

⁷¹ Lifetime Homes accessed via <http://www.lifetimehomes.org.uk/pages/revised-design-criteria.html>

6. Internal doorways and hallways- ensure that there is adequate width and space for access for as many people as possible, including those using mobility aids or wheelchairs
7. Circulation Space- space for turning a wheelchair in dinning/living areas and basic circulation space for wheelchair users elsewhere
8. Entrance level living space- living room/space should be provided on the entrance level of every dwelling
9. Potential for entrance level bed space- for dwellings two or more storeys, there should be a space on the entrance level that could be used as a convenient temporary bed space
10. Entrance level WC and shower drainage- entrance level should have an accessible WC compartment with potential shower installation
11. WC and bathroom walls- walls should be capable of firm fixing and support for adaptations such as grab rails
12. Stairs and potential through-floor lift in dwelling- for dwellings two or more storeys there should be the potential for stair lift installation or suitable identified space for a through-the-floor lift
13. Potential for future fitting of hoists within bedroom/bathroom- ceiling structure above a main bedroom and bathroom should be capable of supporting ceiling hoists, there should also be a reasonable route between this bedroom and the bathroom
14. Bathrooms- an accessible bathroom, providing ease of access should be provided in every dwelling on the same storey as a main bedroom
15. Glazing and windows handle heights- windows in the principle living space should allow people to see out when seated. At least one opening light in each habitable room should be approachable and usable by wide range of people
16. Location of service controls should be easily accessible

CABINET REPORT

19 March 2012



Report of: Director of Child and Adult Services

Subject: COMMISSIONING THE LOCAL HEALTHWATCH SERVICE

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To provide Cabinet with information about HealthWatch and the available options for commissioning the new HealthWatch service.
- 1.2 To request that Cabinet endorse the preferred option to achieve this within the required timescales.

2. SUMMARY OF CONTENTS

- 2.1 The report provides an overview of the new HealthWatch service which must be in place from 1 April 2013. Local HealthWatch will retain all the involvement and scrutiny functions of the Local Involvement Network (LINK), including:
 - Obtaining and promoting views;
 - Monitoring health and social care services;
 - Making reports and recommendations;
 - Carrying out Enter and View visits.
- 2.2 In addition, local HealthWatch will:
 - provide information to support people with choices about services;
 - either provide or signpost to a complaints advocacy service – currently provided by Independent Complaints Advisory Service (ICAS);
 - have statutory representation on the Health and Wellbeing Board.
- 2.3 The Department of Health HealthWatch Transition Plan suggests that HealthWatch could be procured using grant-in-aid funding. Other views hold that commissioning should be by way of a competitive procurement process in line with European Union (EU) Directives. The Department of Health has

stated that “it is not the role of the Department to be prescriptive about which option might be best... it is the responsibility of the local authority to ensure that they are acting in accordance with the relevant rules and regulations about procurement”. It is therefore recommended that HealthWatch is commissioned using a procurement route that is in line with the EU Directive and the Public Contract Regulations 2006. This will avert the risk of any subsequent legal challenge.

3. RELEVANCE TO CABINET

- 3.1 HealthWatch will replace LINKs as the key engagement mechanism to ensure citizen participation in decisions made about local health and social care services. HealthWatch will have statutory membership of the Health and Wellbeing Board and its responsibilities will be far wider than those of the current LINK.
- 3.2 The local HealthWatch arrangements will be important for the Council because it will have a remit for adult social care services, including rights of entry to premises where care services are provided. The Council will be a commissioner and funder of the local HealthWatch service and will also be subject to scrutiny from them in respect of adult social care services. The Council and HealthWatch will be partners on the Health and Wellbeing Board.

4. TYPE OF DECISION

- 4.1 Key Decision. Test (i) applies. Forward Plan reference CAS121/12.
- The contract is expected to be over £150,000 in value and is, therefore, significant financially;
 - HealthWatch will impact on all wards in Hartlepool.

5. DECISION MAKING ROUTE

- 5.1 Cabinet on 19 March 2012.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is asked to agree the preferred method for commissioning the new HealthWatch service as recommended in this report.

Report of: Director of Child and Adult Services

Subject: COMMISSIONING THE LOCAL HEALTHWATCH SERVICE

1. PURPOSE OF REPORT

- 1.1 To provide Cabinet with information on the available options for commissioning the new HealthWatch service in Hartlepool.
- 1.2 To request that Cabinet endorse the preferred option to achieve this within the required timescale.

2. BACKGROUND

- 2.1 Subject to the parliamentary passage of the Health and Social Care Bill, HealthWatch will be the new consumer champion for both health and adult social care from April 2013. Until then the Local Involvement Networks (LiNs) will continue to operate as usual with funding for this being allocated as part of the local government Formula Grant 2012/13.
- 2.2 The start date for local HealthWatch has been extended from October 2012 to April 2013. This supports the need to align HealthWatch closely to the establishment of other new bodies such as the Health and Wellbeing Board. This extension will also support preparations for implementation and enable HealthWatch England (which will be established in October 2012) to provide leadership and support to local HealthWatch organisations.
- 2.3 New funding of £3.2m will be made available in 2012 to support the implementation of local HealthWatch. This resource is to be used for start-up costs such as staff recruitment and training, office set-up costs and branding. The funding will be allocated as part of the Learning Disabilities Reform Grant in 2012/2013 and it is anticipated that Hartlepool Borough Council (HBC) will receive approximately £21,000 in start-up costs funding. There will also be an allocation of £5,000 in 2012 to support the HBC HealthWatch pathfinder to contribute their findings to regional networks to accelerate shared learning. This funding can also be used to host stakeholder events, involve local people and develop wider community engagement, as well as re-imbursing volunteers.
- 2.4 Local authorities are free to choose how they commission local HealthWatch to achieve best value for money for their communities. The HealthWatch Transition Plan (Department of Health 2011) refers to 'grant-in-aid' funding for local HealthWatch as being an "appropriate funding option". The

suggestion is that where local LINKs have been able to organise themselves into groups, local authorities may be able to 'turn them' into HealthWatch by using grant-in-aid funding rather than going through a competitive procurement process in line with European Union (EU) directives.

- 2.5 Additional funding will be available to local authorities to support HealthWatch services. The amount available has not yet been determined but is expected to be around £150,000 per annum.

3. LOCAL HEALTHWATCH

- 3.1 Local HealthWatch will not be a network like LINKs. It will be a body corporate and will need to be set up as a charity, company or similar. Local HealthWatch will be led by local members or volunteers, as are current LINK organisations, with paid staff employed to support volunteers. It will be required to publish its own annual accounts and will have standards provided by HealthWatch England against which it can be measured.

What will stay the same?

- 3.2 Local HealthWatch will retain all involvement and scrutiny functions of the LINKs including:
- promoting involvement;
 - obtaining views;
 - monitoring health and care services;
 - making reports and recommendations;
 - carrying out enter and view visits.

What will be new or different?

- 3.3 Local HealthWatch will:
- provide information to support choice for people (currently provided by Primary Care Trust (PCT) Patient Advice Liaison Services (PALS);
 - have statutory representation on the Health and Wellbeing Board;
 - point the public in the direction of NHS Complaints Advocacy (currently provided by Independent Complaints Advocacy Services: ICAS). From April 2013 it will be the responsibility of local authorities to contract organisation(s) to carry out this work. The intention is to commission complaints advocacy on either a Teeswide or regional basis from April 2013 with HealthWatch signposting people in the direction of whoever is running the service;
 - have a role in the NHS Equality Delivery System. All local health providers will have to submit reports that demonstrate how they are trying to meet the needs of the parts of the community covered by the Equality Act. Local HealthWatch will have a role in ensuring this happens;
 - Local authorities will be commissioners and funders of the local HealthWatch services and will also be subject to scrutiny from them in respect of their adult social care services: a potentially challenging

arrangement. Local authorities and HealthWatch services will be partners on Health and Wellbeing Boards.

- 3.4 Hartlepool LINK is a HealthWatch pathfinder. Pathfinders are seen as a crucial part of the work to prepare for the establishment of HealthWatch from April 2013.
- 3.5 Local HealthWatch will represent a strong local citizen / consumer voice on their views and experiences to influence better health and social care outcomes. HealthWatch also aspires to be “authoritative, credible, influential and very visible within the community” (Transition Plan, DH2011). Local HealthWatch will be able to alert HealthWatch England to concerns about specific care providers and it will have an important role in supporting everyone in the community, particularly those who are vulnerable and often unheard.

4. CONSULTING THE LOCAL COMMUNITY

- 4.1 Local authorities are tasked to work in partnership with their existing LINKs, voluntary groups and community organisations when designing their approach to commissioning the HealthWatch service.
- 4.2 An event took place in Hartlepool on 25 October 2011, using the ‘Working Together for Change’ model to gather views on what is working well with the current LINKs and where there should be changes / improvements in respect of the future HealthWatch.
- 4.3 Forty three people attended the event including LINKs members, representatives of HVDA and other stakeholders including representatives from NHS Hartlepool, the Clinical Commissioning Group, HBC and North Tees and Hartlepool NHS Foundation Trust. Prior to the event, a short questionnaire was distributed to LINKs members to ask people what they thought was working well and which areas the LINKs needed to change or improve. Twenty questionnaires were completed and returned and those formed the basis for round table discussions at the event.
- 4.4 Overall, the consultation found that Hartlepool LINKs had been very successful in some key elements of its work which needed to be passported into the new HealthWatch service. Areas of work that should be modified or ceased were also identified for the future HealthWatch specification. The consultation event recommended that:
- a clause should be added to the contract specification to ensure a flexible approach to meeting times to maximise the opportunities for people to attend meetings;
 - a duty should be laid on HealthWatch to communicate with people effectively and demonstrate how it has achieved the desired outcomes for a diverse range of people;
 - a key element of the specification should be that HealthWatch must demonstrate how voluntary and community sector groups and user-led

organisations have been kept informed and involved in the development of HealthWatch;

- the specification should include a requirement for HealthWatch to provide a robust communication strategy;
- HealthWatch must raise awareness about its existence among the general public in a robust way which would impact positively in terms of recruiting volunteers to the organisation.

5. COMMISSIONING THE NEW HEALTHWATCH SERVICE IN HARTLEPOOL

- 5.1 The new HealthWatch service must 'go live' on 1 April 2013. Start up costs of approximately £21,000 are expected to be allocated to local authorities to enable preparation work to be done to ensure the service is ready for this implementation date.
- 5.2 The Department of Health HealthWatch Transition Plan suggests that HealthWatch services could be procured using the grant-in-aid funding as an "appropriate funding option". The suggestion is that where local LINKs have been able to organise themselves into groups, local authorities may be able to 'turn them' into HealthWatch or organisations by using grant-in-aid funding rather than going through a competitive tendering process in line with European Union (EU) Directives. Both Department of Health and Legal Services were asked for a view as to whether grant-in-aid funding is a legitimate mechanism, given alternative views being voiced in a national debate that commissioning should be by way of a competitive procurement process in line with EU Directives. The Department of Health has now stated that "it is not the role of the Department to be prescriptive about which option might be best... it is the responsibility of the local authority to ensure that they are acting in accordance with the relevant rules and regulations about procurement" (e-mail sent to HBC Legal Services on 31 January 2012).
- 5.3 There is a risk that going out to tender for the HealthWatch service could result in:
- existing LINKs knowledge, skills and expertise being lost if they fail to win the contract;
 - increase potential spend through extended contracting processes;
 - involve local services being administered by a regional or national organisation rather than a local Hartlepool organisation.
- 5.4 On the other hand, Hartlepool LINKs is nationally recognised as a model of good practice. A consumer survey in 2010 returned high levels of satisfaction with LINKs performance in Hartlepool. There is no reason why the local LINKs should not perform well within a competitive procurement process if that is the agreed route to commissioning local HealthWatch in 2012. Hartlepool LINKs currently sits on the Shadow Health and Wellbeing Board and the nascent Clinical Commissioning Group so has strong local links with health and social care.

- 5.5 Commissioning HealthWatch by using a procurement route that is in line with EU Directives and the Public Contract Regulations 2006 averts the risk of any subsequent legal challenge.

- 5.6 **Appendix 1** sets out the options.

6. CONCLUSION

- 6.1 Subject to the passage of the Health and Social Care Bill, local authorities must have local HealthWatch services in place from 1 April 2013. Prior to this, set-up costs of around £21,000 will be awarded to HBC to enable preparation work to be done to ensure that the service is ready to go live on 1 April 2013. The existing LINKs contract has been extended for a year to 31 March 2013.

7. RECOMMENDATION

- 7.1 Cabinet notes the options for commissioning the HealthWatch service from 1 April 2013.
- 7.2 Cabinet endorses the recommended method for commissioning the HealthWatch service as follows:
- A competitive procurement process is used to commission the local HealthWatch service from 1 April 2013;
 - The contract will be awarded from 1 December 2012 to enable the start-up costs of £21,000 to be used to develop the service prior to full implementation in April 2013.

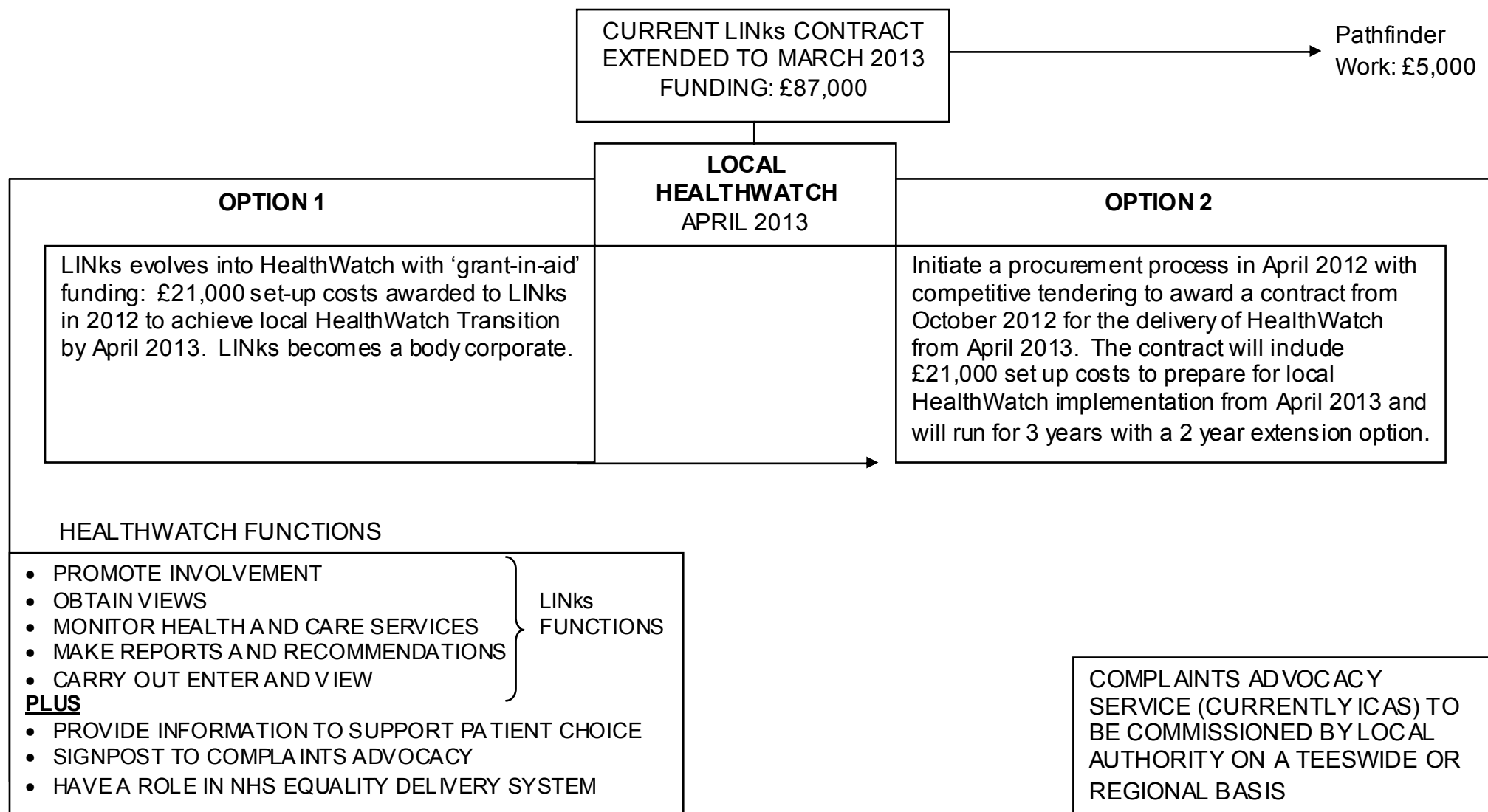
8. BACKGROUND PAPERS

- 8.1 Health and Adult Social Care White Paper (Draft) 2011
Local Government and Public Improvement in Health Act 2007
DH HealthWatch Transition Plan 2011

9. CONTACT OFFICER

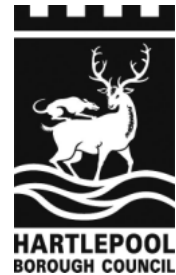
- 9.1 Geraldine Martin, head of Service, Adult Social Care.
Telephone 01429 623880
E-mail Geraldine.martin@hartlepool.gov.uk

DELIVERING LOCAL HEALTHWATCH 2012 - 2013



CABINET REPORT

19th March 2012



Report of: Director Regeneration and Neighbourhoods

Subject: CONCESSIONARY LOCAL BUS TRAVEL

SUMMARY

1. PURPOSE OF REPORT

To report the proposed re-imbursement arrangements with local bus operators for concessionary fares to be implemented from 1st April 2012 to 31st March 2013.

2. SUMMARY OF CONTENTS

Background information on the current Concessionary Fares scheme operating within Hartlepool and costs negotiated with local bus operators.

3. RELEVANCE TO CABINET

It is the responsibility of the Mayor but has relevance to other portfolios.

4. TYPE OF DECISION

This is a key decision (test ii) RND 94/11

5. DECISION MAKING ROUTE

Cabinet will make the decision.

6. DECISION(S) REQUIRED

- (i) Approval is given to continue participating in the Tees Valley wide enhancement to the English National Concessionary Travel Scheme (ENCTS) offering travel within and between the areas covered by Hartlepool, Stockton-on-Tees, Middlesbrough and Redcar and Cleveland Borough Councils.

- (ii) The Council continues to operate an enhance scheme whereby all journeys prior to 9:30am on weekdays attract a nominal fare of 30p
- (iii) Charges for replacement passes remain at £5

Report of: Director Regeneration and Neighbourhoods

Subject: CONCESSIONARY LOCAL BUS TRAVEL

1. PURPOSE OF REPORT

- 1.1 To report the proposed re-imbursement arrangements with local bus operators for concessionary fares to be implemented from 1st April 2012 to 31st March 2013.

2. BACKGROUND

- 2.1 The English National Concessionary Travel Scheme (ENCTS) came into operation on 1st April 2008. Under ENCTS holders of a concessionary pass are entitled to travel on buses free of charge between 9:30am and 11:00pm on weekdays and at any time at weekends anywhere in England. Under the Concessionary Bus Travel Act 2007 local enhancements are allowed to the ENCTS including, for example, removal of restrictions on the time of travel and use of companion passes.
- 2.2 In March 2009 Cabinet considered a report on implementation of the ENCTS and approved a local enhancement in the Tees Valley that removed all restrictions on the time of free travel.
- 2.3 In March 2011 agreement was reached with the operators to continue the fixed payments system in 2011/12, with a revised enhancement of a fixed price of 30p per journey for trips commencing before 9:30am.
- 2.4 Negotiations are still proceeding at the time of writing and have been very difficult this year. No authority in the region has reached a final agreement with Arriva. There are currently concerns about the impact of changes on payments estimated using the DfT calculator for 2012/13
- 2.5 The indicative overall figures for the major operators have been arrived at subject to further consultation
- 2.6 Several factors have had a significant impact on the level of settlement in 2012/13 for the Tees Valley Authorities, these being:
- (1) Higher than expected inflation, particularly in fuel prices. As well as the higher toolkit values based on current fares, operators are expecting to implement fare increases averaging 6% in the coming year to offset the impact of higher operating costs, especially fuel. Fuel costs have

escalated because of the loss of the Bus Service Operators Grant (BSOG) subsidy and record diesel prices

- (2) Revised DfT toolkit for 2012/13 with payment calculator. The new DfT guidance includes an adjustment for the loss of BSOG to operators. Estimates show this has had an impact of adding about 2% onto costs.
 - (3) Operator use of the new revised toolkit using local data to estimate additional marginal capacity costs. This has resulted in operator demands for increases above 7.5%, despite a fall in trip numbers in some cases. The DfT calculator is very sensitive to variations in trip length and vehicle occupancy. Because this information has only now been used by operators and has not been used (or made available) before, its impact is entirely new and could not have been predicted. No estimates of the impact of local data have been provided in the DfT guidance
 - (4) Less revenue generated by the 30 pence pre 9.30 fare than estimated for 2011/12. This has led to an additional adjustment to costs for 2012/13 to make up for lower than expected revenue this year (**see Appendix 1**). The original estimate was based on 70% of pre 9.30 trips continuing with payment of the 30 pence. The actual performance has not been uniform, with less revenue in some areas than in others.
 - (5) As well as having to address the shortfall between estimated and actual revenue in 2011/12, the lower than expected revenue also means a lower offset against gross payments in 2012/13. The combined effect of the two adds about 1% to overall ENCTS costs on last year.
 - (6) Because of the variation of operator performance, average fares etc. the increase has not been uniform across the Authorities. The overall costs increase for the Tees Valley is approximately 3.5%. In terms of DfT calculator estimates, there is a significant difference between being those classed as "PTE like" (Hartlepool and Middlesbrough) and Non PTE (Redcar and Stockton). The variance based on this year's estimator is that being classed as a 'PTE like' Authority adds 9.2% to costs.
- 2.7 Based on operator submissions, it is unlikely that taking a dispute to appeal would result in a favourable outcome for the Authorities. The negotiated figures are considerably below those now arrived at using the DfT toolkit and local trip length/vehicle occupancy data. The adjudicator will almost certainly use the DfT toolkit as the primary reference in assessing any appeal which would result in a higher payment.
- 2.8 The only other options would be to increase the 30 pence pre-9.30am fare to 50 pence or withdraw from the local enhancement altogether. Information from Durham shows that an increase to 50 pence would result in very little additional revenue, as pass users would wait until 9.30am before travelling. There was a lower than expected preparedness to pay at just 30 pence fare in

the four Councils. Advice from Darlington is that virtually all the trips previously made before 9.30am are now making the journey at 9.30am or shortly after. One operator has indicated that it is preparing a claim for supplying extra capacity because of the spike in demand at 9.30am, so that Authority may be facing additional costs claims as well as making no savings from withdrawal of the local enhancement.

3. CONSULTATION

- 3.1 The Transport Act 2000 requires the Council to give a minimum of four months notice to bus operators of proposed changes to their reimbursement arrangements or scheme

4. FINANCIAL IMPLICATIONS

- 4.1 At the time of writing a system of fixed payments for implementing the ENCTS had not been agreed between the Tees Valley Authorities and all the bus operators which means that, apart from exceptional circumstances, the payments for 2012/13 are set from both the Local Authorities and the bus operators perspective. In Hartlepool payments totalling approximately £2.1 million have been provisionally agreed for this period.
- 4.2 Detailed financial analysis is included at Confidential **Appendix 1. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information)..**
- 4.3 If agreement between the Council and bus operator(s) on the new concessionary fares scheme was not to be reached, the legislation provides that bus operators must offer the statutory minimum scheme from the 1st April 2012. The bus operator(s) would then invoice the Council for the actual cost of travel for the total number of eligible passengers carried. If the cost quoted by bus operators was considered to be unreasonable, the matter may have to be taken through a legal process.

5.0 LEGAL IMPLICATIONS

- 5.1 The Council is required to comply with the Concessionary Bus Travel Act 2007 and any regulations issued by the Secretary of State in connection with the Act. The scheme operating in Hartlepool, and the wider Tees Valley, is compliant with the 2007 Act as well as the Transport Act 1985 and the Transport Act 2000 in respect of concessionary travel and with the relevant regulations produced by the Secretary of State. The local enhancement operated by all Tees Valley Authorities is permitted under Section 93 of the 1985 Act as amended by the 2000 and 2007 Acts.

6. BACKGROUND PAPERS

6.1 There are no background papers.

7. RECOMMENDATIONS

- . (i) Approval is given to continue participating in the Tees Valley wide enhancement to the English National Concessionary Travel Scheme (ENCTS) offering travel within and between the areas covered by Hartlepool, Stockton-on-Tees, Middlesbrough and Redcar and Cleveland Borough Councils.
- (iv) The Council continues to operate an enhance scheme whereby all journeys prior to 9:30am on weekdays attract a nominal fare of 30p .
- (v) Charges for replacement passes remain at £5

8. CONTACT OFFICER

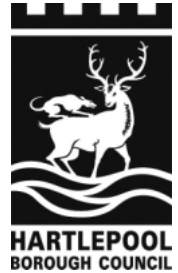
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CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods, Chief Finance Officer and Chief Solicitor

Subject: EMPTY PROPERTY PURCHASING SCHEME

SUMMARY

1. PURPOSE OF REPORT

To enable Cabinet to consider the business case for the proposed Empty Property Purchasing Scheme to be referred to Council on the 22nd March 2012 for consideration and approval.

2. SUMMARY OF CONTENTS

The report sets out the project implementation proposals for the Empty Property Purchasing Scheme approved in principle within the budgetary decision and proposals set out in the Council report of the 9th February 2012 and 23rd February 2012. The scheme proposes the acquisition and refurbishment of empty private sector properties by agreement across Hartlepool. It is proposed that the scheme will begin with the implementation of the first phase by acquiring 24 empty properties followed by an interim project review to assess the financial and operational position before moving on to the next phase of the scheme.

The report provides a detailed implementation plan for this scheme including roles and responsibilities, selection criteria, financial considerations and risk analysis.

The report suggests that the strategy is implemented using two projects (known as Projects 1 and 2) to reflect the different funding streams available for the projects.

3. RELEVANCE TO CABINET

The report enables Cabinet to consider the business case and recommend the proposals to be referred to Council for approval.

4. TYPE OF DECISION

Budget and Policy Framework Key Decision test i and ii applies.
Forward Plan Reference RN98/11

5. DECISION MAKING ROUTE

Cabinet 19th March 2012 & Council 22nd March, 2012

6. DECISION(S) REQUIRED

- a) That Cabinet approve the implementation of the first phase ('Project 1') of the proposed empty property purchase scheme in line with the business case and project implementation plan to provide 48 affordable rented homes as set out within this report.
- b) That Cabinet seeks Council approval to implement the first phase of 'Project 1' to provide 24 affordable homes up to a capital cost of £1,315,000.
- c) That Cabinet seek delegated authority from Council to implement phase 2 of 'Project 1' to provide a further 24 affordable homes up to a capital costs of £1,315,000 subject to a further report to Cabinet at the interim project review stage to confirm the financial viability of the project prior to implementation.
- d) That Cabinet notes that separate Cabinet and Council approval will be sort for 'Project 2' when the funding for this scheme is more certain and a business case has been developed.
- e) That Cabinet approves the extension of the existing management agreement with Housing Hartlepool to provide housing management services.
- f) That Cabinet approves a bid to the Homes and Communities Agency (HCA) for Empty Homes funding in adjacent areas which is likely to be launched in March 2012.

Report of: Director of Regeneration and Neighbourhoods, Chief Finance Officer and Chief Solicitor

Subject: EMPTY PROPERTY PURCHASING SCHEME

1. PURPOSE OF REPORT

- 1.1 To enable Cabinet to consider the business case for the proposed Empty Property Purchasing Scheme to be referred to Council on the 22nd March 2012 for consideration and approval.

2. BACKGROUND

- 2.1 Hartlepool Borough Council has prioritised the adoption of real measures to bring privately owned empty properties back into use as part of its strategic housing policy, through the adoption of the Empty Homes Strategy and Members have received a number of reports over recent years in relation to work underway to bring empty homes back into use.
- 2.2 The key aim of the strategy is to bring private sector empty homes back into use and to acknowledge the concerns of the community about empty homes and the associated issues that relate to the image of the town. The intention is to bring appropriate empty homes back into use, using a range of flexible solutions and to reduce the number of empty homes to an accepted level of 3% vacancy (it is accepted that 3% of properties need to be vacant to allow a housing market to function effectively).
- 2.3 Given the current economic climate the volume of property sales has reduced in number and there has been an increase in the number of properties available to purchase which are long term empty. Owners of empty properties are also approaching the Council with the intention of selling their property and have no alternative plans to bring their empty property back into use. This empty property purchase scheme intends to provide an alternative approach to bringing empty homes back into use, which sits alongside other incentive schemes and enforcement action being undertaken, effectively giving officers a menu of options to tackle this contentious issue in the town.
- 2.4 The private sector in Hartlepool accounts for a large proportion of residential accommodation. The 2009 private sector stock condition survey identified that 34.8% of stock did not meet the Government's Decent Homes Standard. It also found that the poorest housing

conditions are concentrated in the oldest housing stock. This project will work to improve conditions and standards in the private sector.

- 2.5 The overall objective is for the Council to acquire a number of empty properties across the town by agreement. The properties would be refurbished to a high standard and let at an affordable rent to tenants in affordable housing need, meeting the aims listed below. The properties would then be managed by a Registered Provider under a management agreement. The scheme will generate an ongoing revenue stream to fund the operating costs as well as capital assets which could be sold for affordable home ownership in the future.

3. PROJECT AIMS

- 3.1 The overall objectives are:

- To bring long term empty properties within Hartlepool back into use in line with the Council's 'Empty Homes Strategy'.
- Deliver a high standard of property improvement and management and encourage further improvements in standards within the private rented sector.
- Increase decent and affordable rented housing for those in housing need and maximise housing options in the town
- Support investment in the Housing Market Renewal areas and adjacent areas through the reduction of long-term empty homes and prevention of decline
- Maximise use of existing housing stock
- Investment in capital assets, with a future realisable value which also generate income and meet social objectives.
- To provide construction projects to sustaining local jobs and promote training.

4. FINANCIAL MODEL – PROJECT 1

- 4.1 The development of a business case recognises that this type of scheme cannot be developed without some form of subsidy as rent levels are not sufficient to cover annual loan repayments. The Homes and Communities Agency (HCA) grant provided the subsidy for the previous scheme completed by the Council at Gladys Worthy Court, Golden Meadows and Charles Street. As HCA grant is currently not available alternative sources of subsidy finance need to be identified
- 4.2 The Medium Term Financial Strategy (MTFS) report of February 2012 presented the opportunity to develop an affordable homes strategy using capital construction and interest rate savings generated from the capital financing of the Council's new build scheme of 82 houses at Gladys Worthy Court, Golden Meadows and Charles Street. In particular, from the ongoing benefits of lower borrowing costs achieved

for this scheme from, effective treasury management, which are much lower than forecast in the business case. This has secured an ongoing saving of £60,000 from 2012/13 which can be used to finance further borrowing of £1,115,000. In addition, there was a one-off saving of £200,000 in 2011/12. These savings can fund a subsidy injection of £1,315,000 (which is slightly higher than the £1.2m forecast reported in February 2012) for the acquisition and renovation additional properties.

- 4.3 A detailed business case has been developed for 'Project 1' covering:
- Capital costs of purchasing and refurbishing properties, as detailed in paragraph 6.7;
 - Annual loan repayment costs;
 - Whole life repairs and maintenance costs over 40 years;
 - Management and maintenance costs;
 - The levels of annual rental income and potential voids;
- 4.4 The business case demonstrates that the initial capital investment of £1,315,000 will in itself generate an operating surplus from rental income which can be used to fund further investment to provide a total capital budget of £2,630,000. It is estimated this is sufficient to fund around 48 properties. The majority of the expenditure, £2,630,000, will be funded using Prudential Borrowing.
- 4.5 A significant proportion of prudential borrowing, £1,115,000 for the project is already funded from the savings achieved on the HCA New Build scheme as detailed in paragraph 4.2. The remaining borrowing of £1,315,000 will be funded from rental income and the annual repayment cost of this element will be £71,000. This is the maximum annual financial risk to the Authority. In practice this will not occur owing to the prudent financial assumptions underpinning the business case.
- 4.6 In order to manage the financial risks of this new type of scheme it is recommended that 'Project 1' is completed in two phases of 24 properties in each phase. The first phase will be financed from the initial subsidised capital investment of £1,315,000 and the second phase from the rent income generated, as summarised in the table overleaf.

Table 1: Summary of Costs

	Total
<u>Phase 1</u>	
One-off saving from HCA New Build Scheme	200,000
Borrowing subsidised by HCA New Build Scheme	1,115,000
<u>Phase 2</u>	
Borrowing from net rental income	<u>1,315,000</u>
Total Borrowing	2,430,000
Total Scheme Value	2,630,000
Percentage of subsidy required	50%

- 4.7 The table above also shows that the model relies on the subsidy from the Homes and Communities Agency (HCA) New Build Scheme which equates to 50% of the overall budget for Project 1.
- 4.8 This phased approach will ensure the assumptions built into the business case are achievable and the overall project can be delivered within the available resources. This is essential to avoid any increased costs falling on the General Fund budget. The planning assumptions included in the business case include capital costs of acquiring and refurbishing homes, the level of rent income, maintenance and management costs, actual borrowing costs and potential voids and bad debt levels. A prudent view of these has been taken, consistent with the self financing model used by authorities with a Housing Revenue Account.
- 4.9 Phasing 'Project 1' will also enable the Council to fully assess the Housing reforms and risks detailed in section 5.
- 4.10 To ensure the long term financial sustainability of this scheme and to ensure properties are maintained in good condition, the business case includes an annual contribution to cover future life cycle costs for major repairs and maintenance. The annual contributions will be held in a Major Repairs Reserve and resources will be released to fund planned life cycle costs identified in the detailed business case, which will be completed at defined periods over the life time of the project. This arrangement is in line with statutory requirements for Council's with housing and prudent business case practice, and is designed to avoid unbudgeted expenditure in future years.
- 4.11 The results of the first phase will be presented to members before advancing to the second phase to the purchase a further 24 properties.
- 4.12 **FINANCIAL MODEL – PROJECT 2**

- 4.13 The MTFs report presented to Members in February 2012 identified additional potential funding opportunities arising from the future receipt of £1.2m Section 106 monies from the Wynyard development and anticipated Homes and Communities Agency (HCA) match funding for empty properties. These resources will provide a subsidy for 'Project 2', which will be subject to a separate business case. Based on the assumptions used in this funding model, £1.2m could produce a further 44 properties.
- 4.14 It may be possible to use Projects 1 and 2 as match funding as part of a HCA bid, which could ultimately produce a total of 184 properties. Any additional funding will be considered as separate schemes to be reported and approved by members.

5 HOUSING REFORMS AND RISKS

- 5.1 This project is being initiated against a backdrop of evolving housing reforms and initiatives such as:
- The Localism Act and the introduction of tenancy changes
 - Right to Buy (RTB) changes
 - Housing Benefit changes and Universal Credit
 - Abolition of the Housing Revenue Account (HRA) subsidy system and introduction of self financing
 - Allocations changes
- 5.2 This scheme will be affected by these changes.
- 5.3 Right to Buy (RTB)
Although the Council is unlikely to be required to re-open its HRA it will be required to comply with specific requirements in relation to rent setting, tenancy agreements, tenant rights and the Right to Buy. Work is ongoing to determine the full impact of these requirements on the project.
- 5.4 It is expected that the properties will be subject to Right to Buy. The financial risk of RTB sales on the business case will be reduced in the short term, as a result of the 'Cost Floor' regulations which limits the RTB discount to reflect recent expenditure on acquisition and renovation. These regulations should ensure that where a tenant exercises the RTB the capital receipts will be sufficient to repay any outstanding debt, which funds 50% of the acquisition and refurbishment costs. The full effect of the RTB regulations will not be known until the Government's proposals become law.
- 5.5 Housing Benefit Reform
Another challenge will be the impact of Government changes to Housing Benefit, Local Housing Allowance and the introduction of Universal Credit on people's ability to afford a home in the rented

sector. The interaction of these developments with the requirement to adopt the Government's rent setting formula will require further analysis and the financial model updated to take account of actual rents set. An initial assessment of these changes has been completed and it is not anticipated that they will have a negative impact on the business case.

5.6 New Homes Bonus

For each property brought back into use through this scheme the Council will receive New Homes Bonus. In addition to this, if the properties are let at an affordable rent (80% of market value) they will qualify for the affordable uplift and will receive extra New Homes Bonus for a 6 year period. The existing New Homes Bonus has already been allocated as part of the Medium Term Financial Strategy (MTFS). The value of any additional income will need to be quantified and presented to members as part annual Budget process. As reported previously there is a risk that increases in New Homes Bonus funding may be offset by higher reductions in the main Formula Grant than currently anticipated. If this occurs the General Fund budget deficit will increase and more cuts will need to be made to existing services.

5.7 Additional Funding Opportunities

A key part of Government's housing agenda is to bring empty homes back into use and to make best use of housing stock. A funding application has been made by the Tees Valley registered providers to secure an allocation from the three year empty homes fund.

- 5.8** As detailed in paragraph 4.9 the HCA have announced a further funding pot available for Local Authorities to bid to bring empty homes back into use in or adjacent to former Housing Market Renewal (HMR) areas. This funding must be matched by the Local Authority and therefore money allocated to this scheme could be considered as match funding. Submitting a bid for this funding provides an opportunity to maximise the Council's funding and delivering a wider empty homes purchasing scheme in Hartlepool following this project plan. The full details of this scheme will be launched in March 2012.

6. IMPLEMENTATION PLAN

6.1 Roles and Responsibilities

This project will be delivered internally with support of services from outside agencies being procured when required. The in-house Building Consultancy and Maintenance teams will be responsible for managing and delivering the property improvement works and when required procure local sub-contractors. Their additional responsibilities will include ensuring the delivery of employment and training outputs and also assessing cost of improvement works to a property before acquisition.

- 6.2 The Estates and Assets team will be responsible for the valuation and acquisition of properties in this scheme and may procure an agent when necessary to negotiate purchases. This work will be conducted by a qualified surveyor who can provide professional advice on purchasing.
- 6.3 The Housing Services team will manage the delivery of the project overall, to ensure the properties meet the strategic objectives and present value for money. This team will also be responsible for ensuring quality of renovation works and management of the managing agent contract. The housing services team will also assist in finding suitable tenants. Monthly management meetings of all parties to be conducted to monitor the implementation and costs of the scheme.
- 6.4 The appointed managing agent will be responsible for the management of the properties in accordance with a management agreement.
- 6.5 Property Location and Selection Criteria
Empty properties can be found in many locations across Hartlepool with concentrations of empty properties within the central area. The aim of this scheme is to reduce long term empty properties across the town and therefore flexibility on the locality of properties is required. It is suggested that the criteria for selection of properties to purchase is flexible but targeted at properties vacant for 6 months or more and empty properties in areas adjacent to regeneration areas.
- 6.6 Properties should be either on the market for sale or when contacted the owner expresses an interest in selling their property by agreement to the Council. The Empty Homes Officer is responsible for keeping a database of owners who have expressed interest in selling their empty property; this database can inform decisions when purchasing empty properties. All properties will be purchased by agreement, with vacant possession. When selecting properties it is essential that a survey of the required works is carried out and the works are deemed reasonable and achievable within the prescribed budget. The overall portfolio will be managed to ensure the projected outcomes are delivered within budget and the decision will be a balance between the length of term empty and overall cost of improvement works. Selection of the properties will be informed by professional advice from a qualified surveyor with a structural survey completed on each property to ensure they are likely to meet the 40 year required lifespan.
- 6.7 Purchase Price and Renovation Cost Framework
The target of 48 properties has been based on an average acquisition and renovation cost of £55,000. In practice the cost of individual properties will vary, therefore the project will be managed to achieve this outcome plus or minus 2 properties.

To provide a framework for officers it is recommended that thresholds for purchase and acquisition costs are set as follows:

Maximum Purchase cost	£60,000
Maximum Renovation cost	£25,000

It is expected that those properties with a higher renovation cost will have a lower purchase value. The aim will be to achieve an average total cost of £55,000. This will therefore be a key factor the decision making of which properties are tackled.

The first phase of the project will be limited to units funded from the initial subsidy of £1,315,000 with a target of 24 properties +/- 2 properties.

The first phase will provide invaluable experience of how the above framework is working in practice and will allow for any proposed changes to be approved by Members before embarking on the next phase.

6.8 Improvement Works

Properties should meet the basic standard required by the scheme. Under HHSRS guidelines (Housing Health and Safety Rating System) a dwelling should be a safe and healthy living environment for both occupants and any visitors. To uphold the health and safety of tenants the HHSRS insists that:

- A dwelling should be free from unnecessary and avoidable hazards; and
- Where hazards are necessary or unavoidable, they should be made as safe as reasonably possible.

6.9 In addition to the above, the Council would like to raise the standards further to achieve a more desirable property standard. A reasonable view will be taken on case by case basis on the level of works to be completed and this will be agreed jointly by the Building and Housing Services teams. The property must meet Registered Providers minimum lettable standard. The project aim is to create a decent living environment to assist in creating sustainable tenancies and reduction in long term maintenance liabilities.

6.10 Eligible internal works can include new/ improved kitchens, bathrooms and central heating systems plus damp proof courses, minor structural repairs, re-wiring, plastering and joinery work. Eligible external works can include new/replacement windows, doors, roof repairs or replacement, rendering and rainwater goods. All works will be completed in accordance with all statutory consents including planning permissions and building regulations.

- 6.11 Once a property has been identified as a possibility for this scheme a detailed internal and external inspection of the property will be carried out. A schedule of works will be produced for the property including a detailed breakdown of the costs of the works. If this property is deemed to be financially viable and fits with the strategic objectives then it will be acquired and the Building Maintenance team will begin implementation of the improvement works for completion within a two month period.
- 6.12 Works to improve the energy efficiency of the property will also be included if the property is suitable and the costs fit within those set out in the model.
- 6.13 It is envisaged that a flexible range of security services will be on site to ensure the Council's investment is protected during the improvement works. This is likely to occur through an extension to existing Council contracts. It is not envisaged that security will be required once the property is occupied.
- 6.14 The standard of work is envisaged to be in line with that of the empty homes pilot scheme currently being implemented in partnership with Housing Hartlepool. It is envisaged that properties purchased will have improvement works implemented to the same standard; this provides accurate evidence of the costs associated with improvement works of terraced properties and can be used to benchmark costs and standards in this project. If the improvement works are undertaken to a high standard this will mitigate the risk of high maintenance costs in the future and provide value for money in the long term.
- 6.15 It is envisaged that the Council's in house Building Consultancy and Maintenance teams will complete the works and procure sub-contractors where necessary in line with contract procedure rules, which form part of the overall commissioning and procurement strategy. A value for money assessment will be conducted on the schedules produced for this scheme to ensure standards and costs are delivering good value. The appointed management agent will also have a role in checking the improvement works to ensure they meet the required standard and that the property is suitable for letting.
- 6.16 Through this process it is anticipated that employment and training opportunities will be available. It will be the responsibility of the Building Maintenance Team to maximise employment and training opportunities and provide monitoring outputs.
- 6.17 Property Management

Effective and responsive management is a crucial element of this scheme. A high standard of management of the properties purchased will result in the improvement of management standards and reduce potential decline in fragile areas. A Registered Provider partner is required to be responsible for the overall property and tenancy management of the properties. A Registered Provider is proposed, given the standards required and the aim to increase access to good quality affordable accommodation available through the Compass Choice Based Lettings (CBL) system. Housing Hartlepool currently manage Council owned properties and are also involved in management of the private rented sector through the empty homes pilot. They have therefore established the necessary experience in private sector management and lessons learned from these schemes can inform the delivery of management services. It is recommended that Housing Hartlepool is appointed as managing agent for this and the existing management agreement be extended to incorporate the properties purchased as part of this scheme.

- 6.18 Identification of tenants to occupy the properties following improvement is a further critical element of the scheme. A structured marketing and publicity plan for the scheme will be developed and which will aim to reach those potential tenants not already engaged in CBL. Marketing material will focus on the good property standards and excellent standards of management by a registered provider, plus the additional benefit of the tenant paying an affordable rent. The tenant will be required to participate in the Good Tenant Scheme and therefore references will be sought. The property can also be advertised through the CBL system as a private property managed by a Registered Provider and will provide an opportunity to residents on the waiting list to access this accommodation. Properties will also be advertised to rent through web-sites in the private sector area, e.g. Right Move.
- 6.19 Tenants will enter into an assured short-hold tenancy with the registered provider. The appointed registered providers responsibilities will be as follows:
- Identify a suitable tenant to move into the property through the Good Tenant Scheme and Choice Based Lettings;
 - Assist the tenant when they move in, for example setting up utility suppliers etc.
 - Various rent payment options and rent account monitoring to prevent arrears occurring;
 - Manage rent arrears if required;
 - Complete benefit forms, not just Housing Benefit, but other forms to ensure households maximise their income;
 - Complete change of circumstances forms to ensure benefits such as Housing Benefit, Tax Credits etc. are paid correctly, preventing financial hardship for the tenant;
 - Report then implement minor repairs;
 - Report and consult with the Council on major repairs;

- Ensure the property remains safe for occupation – for example ensuring annual gas safety checks are completed, smoke alarms are working etc.
- Undertake legal processes at agreed cost to remove illegal occupants or squatters;
- Undertake regular property inspections to ensure property condition is maintained – if necessary taking legal action to protect the Council's investment;
- Report problems that arise in the surrounding environment, as necessary, and chase up when they are not rectified;
- Deal with alleged anti-social behaviour issues that may occur and which could affect the sustainability of the tenancy, and liaise with other relevant providers and agencies, as required;
- Work collaboratively with other agencies – for example Floating Support, Probation Service and Family Intervention Project; to try to ensure a successful tenancy, deal with any issues quickly to prevent possible problems escalating;
- Assist the Council's Housing Services on broader street-wide initiatives, community development etc. as part of supporting the partnership regeneration approach on an on-going basis;
- Ensure the property is re-let with minimum rental loss and arranging an agreed level of security to property whilst vacant;
- Mediate if tenant has complaints or refer them on to relevant agency, as required, to ensure the tenant settles in and remains in the tenancy;
- Assist with any other related service to support the ongoing Neighbourhood Management of the wider area, sustainability and community cohesion.

6.20 Additional housing advice and support will be provided by the Council's Housing Advice Team to all potential tenants to ensure the accommodation is suitable for their needs and affordable. The impact of welfare reform proposals must also be considered and advice provided where necessary to potential tenants (if necessary in conjunction with the Housing Benefits Service).

6.21 Advertising and Marketing

As discussed above, advertising and marketing of the properties improved through this scheme will be in line with the marketing strategy for attracting tenants in the private sector properties developed for the empty homes pilot scheme.

6.22 Options for selling on the property

As part of this project a range of options for disposing of the properties will be produced. This will include disposing of the properties for affordable home ownership including shared equity, shared ownership and potentially Council mortgage products. This is a long term aim and the feasibility of this will be explored in a later report. This could potentially provide tenants the option of purchasing properties in the future and increase home ownership in the central area of Hartlepool.

6.23 Long Term Outcomes and Monitoring

The overall outcome is to bring 48 empty properties back into use. This will have a positive impact on the individual localities that will need to be monitored through the duration of this scheme. A number of key areas will be monitored:

- Monitor cost of works and standard
- Take up of properties and tenant availability
- Costs of voids and bad debts and the long term maintenance budget
- Impact on surrounding environment including private sector property management, crime and anti-social behaviour, property condition and vacancy levels.

6.24 Linkages to other projects

This scheme links to other projects and elements of the housing service including:

- Selective Licensing
- Private Sector Housing Enforcement
- Empty Homes Enforcement and Incentive schemes including the Baden Street Empty Homes Scheme
- Housing Market Renewal programme
- Furniture Project

This scheme will be part of a range of options available to bring empty homes back into use within Hartlepool.

7. TIMETABLE AND PHASING

- 7.1 It is anticipated that acquisition of properties can begin in April 2012 and once acquired improvement works will be completed within a 2 month period.
- 7.2 As highlighted above, the first phase of the scheme will include the acquisition of up to 24 properties +/- 2 properties, which is expected to be completed by end of March 2013. Following this an interim project review will be conducted to confirm the assumptions made were correct and the rent levels being generated are as anticipated. Data on repair and maintenance costs will also be monitored and the overall environmental impact on discrete localities in Hartlepool, particularly the town centre.
- 7.3 The practicality of extending the scheme will then be considered in the light of new funding opportunities from unused surplus rental income, section 106 monies and any grant funding.

8. RISKS

Risk	Mitigation Measure
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Cost of property acquisition is higher than forecast	Less properties are acquired through the scheme and financial assumptions re-addressed following the implementation of phase 1.
Improvement works are higher than forecast or if unforeseen costs emerge during implementation of the improvement works	A detailed structural survey will be conducted of properties before they are acquired. A contingency of 10% is built into the budget to cover unforeseen works. Financial assumptions to be re-appraised following the implementation of phase 1.
Failure to find a suitable tenant	The risk is mitigated as the properties will be let at affordable rent (80% of market value) and will have good quality management. The property could be sold for low cost home ownership as an alternative if a tenant could not be found. Properties let through the CBL system and advertised on-line.
Unable to obtain a suitable rent to cover cost of repairs and management and allow for future phases of the programme to be complete	During the interim review process the assumptions will be tested and future phases of the scheme will not be implemented if they are not deemed to be financially viable.
Lack of availability of properties to purchase	This is unlikely given the housing market however the scheme would be implemented at a slower pace than projected and the criteria for acquisition may be reassessed at a later date if targets cannot be achieved.
Welfare reform has a detrimental impact on the ability to find a suitable tenant	Appropriate advice and support will be provided to all potential tenants and the affordable rent levels should make these properties accessible for potential tenants.

9. RECOMMENDATIONS

- a) That Cabinet approve the implementation of the first phase 'Project 1' of the proposed empty property purchase scheme in line with the business case and project implementation plan to provide 48 affordable rented homes as set out within this report.

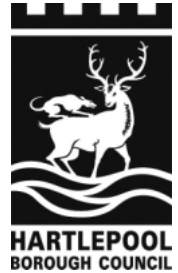
- b) That Cabinet seeks Council approval to implement the first phase of 'Project 1' to provide 24 affordable homes up to a capital cost of £1,315,000.
- c) That Cabinet seek delegated authority from Council to implement phase 2 of 'Project 1' to provide a further 24 affordable homes up to a capital costs of £1,315,000 subject to a further report to Cabinet at the interim project review stage to confirm the financial viability of the project prior to implementation.
- d) That Cabinet notes that separate Cabinet and Council approval will be sort for 'Project 2' when the funding for this scheme is more certain and a business case has been developed.
- e) That Cabinet approves the extension of the existing management agreement with Housing Hartlepool to provide housing management services.
- f) That Cabinet approves a bid to the Homes and Communities Agency (HCA) for Empty Homes funding in adjacent areas which is likely to be launched in March 2012.

10. CONTACT OFFICER

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CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: SUB REGIONAL STRATEGIC TENANCY
POLICY

SUMMARY

1. PURPOSE OF REPORT

Cabinet is asked to approve the framework document that will form the Council's consultation proposals on the future letting of affordable housing in the borough to comply with the Localism Act 2011. Cabinet is also asked to note that this report provides the first step in the process towards implementation of the Sub Regional Strategic Tenancy Policy and that further report(s) will be presented for final approval.

2. SUMMARY OF CONTENTS

This report provides the context within which the Sub Regional Strategic Tenancy Policy framework has been developed. The report contains background information and addresses the consultation arrangements for the Strategic Tenancy Policy. The report also includes the draft framework and the outcome of consultation with partner Registered Providers.

3. RELEVANCE TO CABINET

The Sub Regional Strategic Tenancy Policy has strategic relevance across a range of Portfolios, including Housing and Transition; Regeneration and Economic Development and Skills; and Community Safety and Planning.

4. TYPE OF DECISION

Key Decision. Test (ii) applies. Forward Plan Reference Number RN101/11.

5. DECISION MAKING ROUTE

Cabinet Meeting on 19th March 2012.

6. DECISION(S) REQUIRED

Cabinet is recommended to:-

- a) Endorse working towards the implementation of the Sub Regional Strategic Tenancy Policy
- b) Approve the framework document that will form the Council's consultation proposals on the Sub Regional Strategic Tenancy Policy
- c) Approve the proposed consultation process highlighted at paragraph 6.2
- d) Note that further report(s) will be presented prior to January 2013 to approve implementation of the Sub Regional Strategic Tenancy Policy
- e) Note the current DCLG Allocation of Accommodation Consultation

Report of: Director of Regeneration and Neighbourhoods

Subject: SUB REGIONAL STRATEGIC TENANCY
POLICY

1. PURPOSE OF REPORT

- 1.1 Cabinet is asked to approve the framework document that will form the Council's consultation proposals on the future letting of affordable housing in the borough to comply with the Localism Act 2011. Cabinet is also asked to note that this report provides the first step in the process towards implementation of the Sub Regional Strategic Tenancy Policy and that further report(s) will be presented for final approval.

2. BACKGROUND

- 2.1 The Localism Act gained Royal Assent on 15 November 2011. In January 2012 the provision in the Act (Section 150) requiring local Housing Authorities to prepare and publish a tenancy strategy within 12 months came into force. This means that local authorities have a statutory duty to produce a strategy by January 2013.
- 2.2 The Act makes very significant changes to the law relating to the management and allocation of social housing. The Act implements the Government's policy that social housing need no longer provide a tenancy for life, introducing discretion for local authorities to offer fixed term affordable tenancies and facilitating the use of fixed term assured shorthold tenancies by housing associations.
- 2.3 The requirement on local housing authorities is to develop a tenancy strategy; there is no prescription on content or format. However, it must:
- set out high level objectives for the area which registered providers will need to 'have regard to' in the development of their tenancy policies;
 - signpost people to where registered providers' tenancy policies can be found;
 - have been developed with consideration to the local allocations policy and homeless strategy; and
 - be reviewed from time to time.

- 2.4 In April 2012 the main provisions of the Localism Act relating to tenure reform are expected to come into force. The effect of these changes will be that housing association and local authority landlords will be able to offer fixed term tenancies both on social rent and affordable rent properties. They will be expected to develop and publish tenancy policies, setting out the types of tenancies that they will use and in what circumstances.
- 2.5 The term ‘fixed term tenancies’ is used to apply to all tenancies that are offered for a specified period of time, as opposed to traditional ‘lifetime tenancies’ (such as the traditional ‘secure’ Local Authority tenancy or ‘assured’ registered provider tenancy). Registered Providers will be expected to offer a tenancy for a minimum fixed term of 5 years, other than in exceptional circumstances where they may offer a minimum term of no less than 2 years. Any exceptional circumstances must be set out in the registered provider’s tenancy policy.
- 2.6 The affordable rent model was introduced by the Government from April 2011. The affordable rent model enables housing providers with a delivery agreement with the Homes and Communities Agency (HCA) to set rent levels at up to 80% of local market rents, both on a proportion of their existing re-lets and on new build properties. Affordable rented homes will be allocated in the same way as social rented housing. The increased rent will be used to fund new development. Registered Providers who received HCA funding in July 2011 were able to begin using fixed term tenancies, in conjunction with affordable rent, immediately.
- 2.7 The Localism Act sets out clear expectation that local authorities must produce their tenancy strategy in consultation with registered providers and the relationship between registered providers’ tenancy policies and the local authority’s tenancy strategy should be collaborative and joined up.

3. DEVELOPMENT OF THE SUB REGIONAL STRATEGIC TENANCY POLICY FRAMEWORK

- 3.1 The five Tees Valley Local Authorities are seeking to establish a framework for a sub regional strategic tenancy policy. This is in accord with the established Tees Valley wide approach to lettings via the Compass Choice Based Lettings Scheme and broader partnership working. The Tees Valley submitted a sub regional response to the Government’s Local Decisions: A Fairer Future for Social Housing consultation in January 2011 in which we set out our early thinking about the key objectives of social housing reform.

- 3.2 On 6th July 2011 a registered provider engagement event was held to kick start the process of engagement on the potential for a Tees Valley wide strategic tenancy policy and capture views from registered providers operating across the sub region. It was led by Tees Valley Local Authority strategic leads, facilitated by the Northern Housing Consortium and held at Middlesbrough Teaching and Learning Centre.
- 3.3 Registered Providers, represented at the event, favoured a common approach across the Tees Valley for a common framework, especially because sub regional Choice Based Lettings already exists and this has proved very successful. Following the event a 'sounding board' was created to take forward the main issues discussed. The sounding board comprises of representatives from Vela Group, Housing Hartlepool, Fabrick Group, Erimus, Endeavour Housing, Coast and Country Housing, Home and facilitated by Stockton Borough Council.
- 3.4 The sounding board met initially on 6th September 2011 to discuss their individual positions on changing to fixed term tenancies, issues around affordable rent and concerns regarding legal challenge. In general terms, all present indicated their organisations were happy to maintain the status quo (i.e. lifetime tenancies) but there was collective agreement to conform to national policy. It was suggested that the evidence base for the development of the framework should support why the status quo should be maintained and be clear when this would change. The group also discussed that if fixed term tenancies are adopted what the potential exemptions would be and in which circumstances would they be considered. Overall it was ascertained that registered providers are looking for the local authorities to give a clear steer and direction on the strategic tenancy policy framework.
- 3.5 Following this meeting the five Local Authorities met on 4th October 2011 to discuss the areas that the tenancy strategy must cover, in addition to other key considerations. The issues discussed formed the basis for a consultation paper that was sent to all registered providers operating in Tees Valley and to HCA on 9th November 2011 for a response by 2nd December 2011. The consultation paper is not the draft strategy but rather a framework for initial consultation.

4. CONTENT OF THE SUB REGIONAL STRATEGIC TENANCY POLICY FRAMEWORK

- 4.1 The consultation paper asked for views on a number of key issues, based on Government guidance:

The kinds of tenancies to grant	Should 'fixed term' tenancies be the exception and not the norm?
The circumstances in	Should there be 'exceptions' when it

which the landlord will grant a tenancy of a particular kind	would be appropriate to offer a fixed term tenancy?
Where a tenancy is set for a term, the length of term	<ol style="list-style-type: none"> 1. Exceptions to the minimum 5 year term 2. Local lettings policies to offer a limited fixed term tenancy
The circumstances where the landlord will grant a further tenancy on the coming to the end of the existing tenancy	Are there any instances when a provider would not consider offering a further tenancy term?
Our expectations with regard to appropriate and consistent housing advice and assistance (at the end of a tenancy)	
Rent conversions from social to the new affordable rent model	
Affordability	<ol style="list-style-type: none"> 1. Is affordability an issue the sub region needs to explore? 2. A definition of affordability
Stock disposals	
Under-occupation and downsizing	<ol style="list-style-type: none"> 1. The impact of welfare reform proposals 2. Mismatch of stock to applicants bedroom requirements 3. Possible revision of the CBL Allocations Policy to offer incentives for freeing up family accommodation
Local lettings plans	
Nomination arrangements and lettings	

- 4.2 The paper, attached at **appendix 1**, details the current thinking across the five local authorities; clarifies how initial conclusions have been reached and seeks registered provider views on the ongoing development of the strategic tenancy policy.

- 4.3 The consultation paper also makes clear that the ongoing development of the strategic tenancy policy framework will rely on ongoing research and data collection. This information will come from a number of sources, including:
- The findings of the recently commissioned Strategic Housing Market Assessment update
 - Housing need and emerging homelessness issues
 - Tenure changes
 - Stock profile
 - Rent levels
 - Boarder economic issues including income levels, employment trends
 - The potential for any direct or indirect consequences of other legislation such as the Welfare Reform Bill.
- 4.4 A number of registered providers operating in Tees Valley responded to the initial consultation, including Vela. Generally, the providers who responded were comfortable with the proposals.
- 4.5 The main replies are attached at **appendix 2** and are summarised below:

Key Issues	Questions to Registered Providers	Summary of Responses
The kinds of tenancies to grant	Should 'fixed term' tenancies be the exception and not the norm?	General agreement with this
The circumstances in which the landlord will grant a tenancy of a particular kind	Should there be 'exceptions' when it would be appropriate to offer a fixed term tenancy?	General agreement with this and a need to explore the circumstances in further detail
Where a tenancy is set for a term, the length of term	<ol style="list-style-type: none"> 1. Exceptions to the minimum 5 year term 2. Local lettings policies to offer a limited fixed term tenancy 	<ol style="list-style-type: none"> 1. This would be dependent on particular circumstances 2. A mixed response was received about this proposal
The circumstances where the landlord will grant a further	Are there any instances when a provider would not	Severe under-occupation or overcrowding were

tenancy on the coming to the end of the existing tenancy	consider offering a further tenancy term?	offered as examples of reasons to review the options at end of a fixed term
Our expectations with regard to appropriate and consistent housing advice and assistance (at the end of a tenancy)		Registered providers indicated that they would be happy to sign up to a common framework that they would have 'regard to' in developing their own tenancy policy.
Rent conversions from social to the new affordable rent model		It was noted that the initial push from the HCA for RPs to maximise conversions has reduced and they now have a target to work towards rather than absolutely have to achieve.
Affordability	<p>1. Is affordability an issue the sub region needs to explore?</p> <p>2. A definition of affordability</p>	<p>1. The biggest area of concern is the proposed reductions of housing benefit for under occupancy.</p> <p>2. No definitions were shared</p>
Stock disposals		A mixed response was received
Under-occupation and downsizing	<p>1. The impact of welfare reform proposals</p> <p>2. Mismatch of stock to applicants bedroom requirements</p> <p>3. Possible revision of the CBL</p>	<p>1. This is acknowledged by registered providers</p> <p>2. Registered providers indicated that they would be happy undertake further research</p> <p>3. Registered providers</p>

	Allocations Policy to offer incentives for freeing up family accommodation	indicated that they would be happy undertake further research
Local lettings plans		No comments made
Nomination arrangements and lettings		No comments made

5. ALLOCATION OF ACCOMMODATION CONSULTATION 5.1.12 – 30.3.12

- 5.1 At the same time that Local Authorities are developing their tenancy strategies and housing associations developing their tenancy policies, the Government has issued its consultation paper on the Allocation of accommodation: guidance for local housing authorities in England. This consultation began on 5th January 2012 runs until 30th March 2012.
- 5.2 The consultation makes clear that the Government expects social homes to go to people who genuinely need them; to encourage Councils to adopt a modern measure of overcrowding and prioritise tenants who want to downsize.
- 5.3 The consultation questions are framed around:
- Priority for social tenants who are under-occupying
 - Members of the armed forces not being disqualified on residency grounds
 - The new power for housing authorities to set their own allocations qualifications criteria
 - How to define 'overcrowding'
 - Requirement for former service personnel with urgent housing needs to be given additional preference for social housing
 - Priority for people who are in work, seeking work, or otherwise contributing to the community
 - How the needs of prospective adopters and foster carers can be met
- 5.4 The five Tees Valley Local Authorities and the registered provider partners who form the Compass CBL Partnership have decided to submit a joint response to this consultation. This is consistent with the approach to the development of the Strategic Tenancy Policy framework and our response to the previous consultation on Local Decisions.

6. NEXT STEPS

- 6.1 The responses received from the initial consultation with registered providers will be used to form the development of a draft framework for the Sub Regional Strategic Tenancy Policy. The next step in this process will be to produce a draft document for formal consultation. Consultation will be undertaken across Tees Valley with all Registered Providers, tenants, partners and stakeholders, including Members. The timetable for consultation will be discussed at the next Sub Regional Housing Strategy Managers Meeting on 6th March 2012. Following the formal consultation a further report will be presented to Cabinet to seek approval for implementation of a Sub Regional Strategic Tenancy Policy. This will fulfil the Council's responsibility to have a Strategic Tenancy Policy in place by January 2013.
- 6.2 Cabinet are asked to advise how ward members would prefer to be consulted on the ongoing development of the Sub Regional Strategic Tenancy Policy. Some options could be:
- A briefing note circulated to all Ward Members
 - Around table briefing and question and answer session
 - A seminar
 - Invitation to any Sub Regional consultation events that are organised (as and when arranged)
 - Via a questionnaire
- 6.3 Consultation on Allocation of accommodation ends on 30th March 2012. Following the publication of guidance from DCLG (expected May 2012) statutory consultation will be required on a revision of the Compass CBL Common Allocation Policy in order to reflect the new guidance. This consultation will be undertaken with all registered providers operating across Tees Valley, waiting list applicants and current tenants. In line with Government guidelines this consultation will last for at least 12 weeks. Subsequently a revised draft of the Common Allocations Policy will be presented to Cabinet for approval.

7. LEGAL CONSIDERATIONS

- 7.1 There is a legislative requirement on the Council to publish a Strategic Tenancy Policy within 12 months of Section 150 of the Localism Act 2011 coming into force. This must be done by January 2013.
- 7.2 There is also a legislative requirement for the Council to publish an allocations policy. The most significant risk on any allocation policy is by legal challenge or judicial review. Policy changes as a result of the new guidance will reduce this risk.

8. EQUALITY AND DIVERSITY CONSIDERATIONS

- 8.1 Any revision of the allocations policy will have an Impact Assessment undertaken to identify any unmet needs / requirements in line with the three aims of the Equality Duty.

9. RECOMMENDATIONS

- 9.1 Cabinet is recommended to:-

- a) Endorse working towards the implementation of the Sub Regional Strategic Tenancy Policy
- b) Approve the framework document that will form the Council's consultation proposals on the Sub Regional Strategic Tenancy Policy
- c) Approve the proposed consultation process highlighted at paragraph 6.2
- d) Note that further report(s) will be presented prior to January 2013 to approve implementation of the Sub Regional Strategic Tenancy Policy
- e) Note the current DCLG Allocation of Accommodation Consultation

10. REASONS FOR RECOMMENDATIONS

- 10.1 The recommendations will ensure that there is approval to work towards a Sub Regional Strategic Tenancy Policy and for this to be in place within 12 months of the provision in the Act (Section 150) coming into force.

11. BACKGROUND PAPERS

DCLG Local Decisions: A Fairer Future for Social Housing – Consultation, 22.11.10 to 17.1.11

Localism Act 2011

DCLG Allocation of Accommodation: guidance for local housing authorities in England – Consultation, 5.1.12 to 30.3.12

Compass CBL Common Allocations Policy

Hartlepool Housing Strategy 2011 – 2015

Hartlepool Homelessness Strategy 2010 – 2015

The practical implications of tenure reform – Chartered Institute of Housing, January 2012

Northern Housing Consortium – Registered Provider Engagement
Event Report 6.7.11

12. CONTACT OFFICER

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Tees Valley Strategic Tenancy Policy

Initial RP consultation paper (Nov 2011)

INTRODUCTION

The Localism Bill introduces a duty on all local housing authorities in England to produce a 'tenancy policy' (sometimes also referred to as a Strategic Tenancy Strategy); essentially a policy on how tenancies will be let and managed across a defined area. A Strategic Tenancy Policy must be in place within 12 months of the Bill being enacted and outline broad objectives. Registered Providers operating in the area should give 'due regard' to it in developing their own tenancy management policies.

The 5 local authorities (LAs) in the Tees Valley (Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton) have, following initial consultation with their partner Registered Providers (RPs) decided to come together with the intention of adopting a common Tees Valley Strategic Tenancy Policy.

This document is not our draft Policy; rather it is a 'framework' for initial consultation.

The purpose of this initial consultation is to:

- I. Detail our current thinking
- II. Clarify how we have reached these initial conclusions and
- III. Seek your views in terms of:
 - whether you support our initial stance
 - teasing out the areas you consider require further thought/evidence and
 - seeking your views on further Tenancy Policy development.

THE EVIDENCE BASE FOR OUR INITIAL 'THINKING'

In drafting the attached we have given detailed consideration to:

- Current LA strategies and policies (including for example our Housing and Homelessness Strategies)
- The Tees Valley Common Allocations Policy (agreed between the five Tees Valley LAs and our large scale voluntary transfer RP partners)
- The 'broad 'principles' as detailed in the reply made by the Tees Valley LAs and housing provider partners to the Government consultation paper 'Local decisions: a fairer future for social housing' and
- The feedback received from the initial RP Tenancy Strategy Engagement Event held 6.7.11

THE AIM OF THIS DOCUMENT

The aim of this initial paper is to provide all stock holding RPs and Darlington BC (as the only LA landlord in the Tees Valley) with information on our current thinking and to seek your early views and thoughts. We would ask each RP to give due consideration to this (and our evolving Strategic Tenancy Policy) when developing their own Tenancy Policies and practices.

Our overarching intention is to ensure continued collaborative working in the development of the Tees Valley Strategic Tenancy Policy, to ensure that both the current and future housing needs of our local communities are met.

THE REMIT OF THE TEES VALLEY STRATEGIC TENANCY POLICY

The Localism Bill requires that our published Strategic Tenancy Policy covers:

1. The kinds of tenancy to grant
2. The circumstances in which the landlord will grant a tenancy of a particular kind
3. Where a tenancy is set for a term, the length of that term and
4. The circumstances where the landlord will grant a further tenancy at the end of the existing tenancy

In addition to the above our intention (at this stage) is for the Tees Valley Strategic Policy to also comment and make clear our views on:

5. What we expect in terms of appropriate and consistent housing advice and assistance (at the end of a tenancy)
6. Rent conversions from social to the new affordable rent model
7. Affordability
8. Stock disposals
9. Under-occupation and down-sizing
10. Local letting plans and
11. Nomination arrangements and lettings

1. THE KINDS OF TENANCIES TO GRANT

Our current thinking:

The clear preference of the Tees Valley LAs is for our RPs to continue to offer lifetime tenancies. In addition, where appropriate, we continue to support the use of starter/probationary/introductory tenancies.

That said, we do understand that there will be occasions when fixable (fixed term*) tenancies will be offered by RPs. Accepting that this will be necessary it is our expectation that fixed term tenancies should be the 'exception rather than the norm'.

Should a RP decide to use a fixed term tenancy, it will be expected that the Strategic LA is notified in terms of why this decision has been made, the length of term and the number of properties this decision relates to.

*The 'term fixed term' is used to apply to all tenancies that are offered for a specified period of time, as opposed to traditional 'lifetime tenancies'.

How we have reached these initial conclusions:

- a. Sub-regional Consultation Response (Local Decisions: a fairer future for social housing) – supported landlords having more flexibility, as long as this is a choice and flexible

Cabinet – 19th March 2012

tenancies are not the only form of tenure which landlords use. The response also highlighted that at this time there was not a strong case for moving to fixed-term tenancies instead of lifetime tenancies. In direct response to 'which groups' should be offered which tenancies (qu. 10 and 11) it was strongly felt that households with dependant children should be offered longer-term tenancies and there was strong support for vulnerable groups e.g. elderly those with disability to be guaranteed a social home for life.

- b. RP stakeholder event 6.7.11 (consultation findings) – no real appetite for change/no evidenced reasons.
- c. Our current assumption is that in some areas of the Tees Valley demand for properties is not high and therefore moving to fixed term tenancies may have a 'negative' impact on lettings.
- d. From the evidence we have available, the majority of current tenants and prospective tenants are on low incomes and would not be able to easily secure alternative accommodation i.e. the pathway to owner-occupation or an intermediate tenure is not financially viable.
- e. It is costly to the RP (void repair and income loss) if there is a regular turnover in their stock and the move to fixed term tenancies may have a negative financial impact to the RP.
- f. It is also costly to the tenant to move (and has wider implications on the household should they have children etc i.e. links to local schools, other services/amenities and support networks etc).
- g. A regular 'turnover' of stock does little to assist the sustainability of a local community.

NB: Research is ongoing to 'test' the assumptions detailed above

Areas still being explored. Question for RPs:

- 1a** Taking into account the rationale detailed above do you agree that 'fixed term' tenancies should be the exception and not the norm?

2. THE CIRCUMSTANCES IN WHICH THE LANDLORD WILL GRANT A TENANCY OF A PARTICULAR KIND

Our current thinking:

Unless a prospective tenant is moving into 'move on', 'temporary' or 'specialist*' accommodation, we consider that accommodation should be classed as permanent and therefore a lifetime tenancy offered. On this basis the allocation of a tenancy should **not** be informed by the 'needs' of specific groups (for example the elderly, those with families, the vulnerable etc).

*For example BOHO live/work units.

How we have reached these initial conclusions:

As detailed in (1) plus

- a. Sub-regional Consultation Response (Local Decisions: a fairer future for social housing) – provided some examples where fixed term "would be ideal for certain groups e.g. the BOHO live/works units designed for people wanting to start their own business, or possibly accommodation for young people, where it would be anticipated they would move on to other accommodation"

Areas still being explored. Question for RPs:

Cabinet – 19th March 2012

2a	Should there be 'exceptions' when it would be appropriate to offer a fixed term tenancy? For example:
2b	Adapted properties: adaptations can be costly and in many LA areas demand for adaptations outstrips the resources available.
2c	Therefore (and on the assumption that there is a demand for adapted properties) should adapted properties be allocated on a fixed term basis? If there is a change in circumstances and the adaptation is no longer required (and there is evidenced need for the property), should at the end of the fixed term the tenancy not be renewed and an offer of alternative accommodation be made? If there is no evidence of need the RP may then decide to grant a further term. Would this option ensure best use of stock?
2d	If there is a void property with significant adaptations and at that time no 'match' can be found. To prevent void loss etc. should the property be offered on a fixed term basis?
2e	Regeneration areas: rather than holding void properties would a fixed term tenancy be appropriate?
2f	Are there other exceptions which we need to consider? If so please detail.

3. WHERE A TENANCY IS SET FOR A TERM, THE LENGTH OF TERM

Our current thinking:

As stated previously, we understand that on occasions flexible (fixed term) tenancies may be appropriate. Should RPs decide to offer this form of tenancy the Tees Valley LAs consider this should be set for a minimum 5 year term*

*Following a revision to the draft Directions to the Social Housing Regulator consultation issued by the Housing Minister on 28.7.11, RPs will be required to offer fixed term tenancies for at least 5 years, except in exceptional circumstances. The exceptional circumstances where fixed term tenancies may be offered for less than 5 years, but no less than 2 years must be set out in the Landlords Tenancy Policy.

How we have reached these initial conclusions:

- a. We want to ensure the sustainability of our local communities as much as possible.
- b. We have particular concerns regarding the potential for frequent moves for households with children.
- c. RP Stakeholder event 6.7.11 – highlighted the potential for significant cost implications for RPs in terms of rental income and void costs.

Areas still being explored/Views of RPs sought:

Cabinet – 19th March 2012

- 3a** **Length of a fixed term:** Would you support a minimum fixed term tenancy over the and above the 5 year period (i.e. a 10 year fixed term)? If so what period of time would you consider appropriate?
- 3b** **Exceptions to the minimum 5 year term:** In a regeneration area with a phased decant strategy would it be appropriate to offer a 2 year fixed term? This would allow continued lettings in the later stages of a decant area and ensure continued rental income for the RP. Would you agree with this potential exception and are there others you wish us to consider?
- 3c** **Local lettings policies:** have in the past included the use of 6 month assured shorthold tenancies. Would it be appropriate in this instance to offer a limited fixed term tenancy?

4. THE CIRCUMSTANCES WHERE THE LANDLORD WILL GRANT A FURTHER TENANCY ON THE COMING TO END OF THE EXISTING TENANCY

Our current thinking:

We expect that, following a review of the tenancy it will be renewed for a further period (preferably for a lifetime tenancy, if not for a minimum 5 years).

At this time we are attempting to clarify the position as to whether the renewal of a tenancy could allow a rent review to take place. Should it be possible we do not expect the property to be subject to a rent review at the end of the fixed term and before the granting of a further tenancy term.

It is an expectation of the Tees Valley LAs that not renewing a tenancy should be the 'exception and not the norm'.

Ending a fixed term:

- Should an RP decide to end a fixed term tenancy the Tees Valley LAs expect that suitable and alternative accommodation will be made available to the tenant.
- The decision to either offer a further term or 'end' the tenancy should not be influenced by a tenant's behaviour. Should a tenant breach their tenancy, then we would expect that each RP operate their existing housing management policies.

Should an RP decide to end a tenancy the TV LA's expect:

- To be provided with adequate notice that this course of action has been taken (see later notes regarding 'Advice and Assistance'). All RPs will be provided with an appropriate contact name (and contact details) for the LA concerned.
- Be notified of the date of an RP Appeals Panel hearing and have the option to either attend and/or make representation.

How we have reached these initial conclusions:

- a. Sub-regional Consultation Response (Local Decisions: a fairer future for social housing) – serious concerns were raised about assessing who would stay, who may lose their home and potential onerous system to operate.
- b. The above reply suggested it may not be a good idea to link ending a tenancy to incomes but potentially it may be a useful tool for under-occupation.
- c. RP stakeholder event 6.7.11 (consultation findings) – suggested a common

Cabinet – 19th March 2012

assessment process/criteria on ending a tenancy.

- d. LAs will not be able to take appropriate action (e.g. exclude homeless households from the housing register) if they breach tenancy conditions but simply have their tenancies not renewed. LAs require the appropriate management policies to be followed correctly, in order to ensure that such households are not owed a homeless duty.

Areas still being explored/Views of RPs sought:

4a	Rent reviews: could you confirm your understanding of the ability to undertake a rent review on the 'renewal' of a fixed term tenancy? If a rent review is possible what are the thoughts of your organisation in terms of this option?
4b	Significant changes in circumstances: are there any instances when a RP would not consider offering a further tenancy term? For example significant over crowding or under-occupation? If this were the case would suitable and alternative accommodation be offered?
4c	Linked to the above, if an RP operated (or is considering operating) a financial incentive under-occupancy scheme, would an under occupying fixed term tenant offered suitable/smaller accommodation be eligible for this financial assistance?
4d	Significant increase in household income: The current Tees Valley Allocations policy does not deter applications from households above specific income brackets. However, would RPs consider not issuing a tenancy/or offer of alternative if a tenants financial circumstances have changed significantly? And, if so, what should this income threshold be? By way of an example, the income threshold for First Buy Direct is 'average household income less than £60K'.
4e	Common assessment process/criteria for ending a tenancy: would RPs be prepared to work together to draft a common assessment process/criteria?

5. OUR EXPECTATIONS WITH REGARD TO APPROPRIATE AND CONSISTENT HOUSING ADVICE AND ASSISTANCE (AT THE END OF A TENANCY)

Our current thinking:

RPs are asked to note that this is a key issue for the Tees Valley LAs. And as such, it is imperative that all RPs offer their tenants clear, consistent and timely advice.

To ensure that advice is consistent, the TV LA's are currently working up a common framework/protocol which we would expect all RPs to adhere to. Once drafted this document will be circulated for RP consideration and feedback.

Each of the TV LAs would expect RPs with stock (or proposing new developments within their boroughs) and operating flexible/fixed term tenancies to sign-up to this Tees Valley wide protocol.

How we have reached these initial conclusions:

- a. Sub-regional Consultation Response (Local Decisions: a fairer future for social housing) – highlighted that "residents will need advice and assistance to support

Cabinet – 19th March 2012

- them through the process of finding alternative housing solutions” and this may inevitably place an extra burden on LAs housing advice services and RPs.
- b. The above response highlighted the need for advice and assistance to be meaningful and not to simply signpost tenants to LA housing options services (response to Qu .15)
 - c. The need to minimise the impact on potential LA homelessness and housing options services from the use of fixed term tenancies.
 - d. To prevent homelessness and the negative impact this inevitably has on households.

Areas still being explored/Views of RPs sought:

5a Would your organisation be willing to sign a common framework/protocol (as detailed above)?

6. RENT CONVERSIONS FROM SOCIAL TO THE NEW AFFORDABLE RENT MODEL

Our current thinking:

As referenced previously we understand that in order to secure HCA Affordable Homes funding (from the 2011-2015 programme) agreeing a conversion policy may have been necessary. On this basis we accept the need for setting targets for converting a % of stock from social to affordable rents. That said, it is important that rents remain affordable.

As strategic LAs we have role in understanding our local housing markets and, on this basis, we have a clear expectation that individual LAs will be consulted on future rent conversion proposals and before these plans are well advanced. Once a decision has been agreed by the RP Board the respective LA then expects to be notified of the final decision (information to include details of; which stock, the % of stock to be converted and the proposed level of rent being considered).

How we have reached these initial conclusions:

- a. All of the TV LAs have supported RP build new housing and understand the need for rent conversion in order to fund the development of new build housing and address housing need.
- b. However it is imperative that we have a clear picture and understanding of rent levels across our boroughs.

Areas still being explored/Views of RPs sought:

6a Nothing specific at this stage. Any additional RP views/comments?

7. Affordability

Our current thinking:

The Tees Valley LAs have a duty to address housing need in their boroughs. We do this in partnership with our RP partners and as referenced previously we have recently supported RPs in the HCA Affordable Homes Programme 2011 – 2015 bidding round. We understand, at the time of supporting these bids that new build properties funded through the HCA grant would generally be let at an affordable rent level*.

Broadly speaking, however, we do not believe there is a strong case for converting existing social rent properties to the affordable model, above those conversion levels agreed with the HCA. Social rents should continue to be the norm for the vast majority of properties

Cabinet – 19th March 2012

developed prior to the Affordable Homes Programme 2011- 2015.

*National Planning Policy 3 was amended in June 2011 and now includes 3 types of affordable housing:

- social housing
- *the new affordable rent (which is up to 80% of market rents)*
- Intermediate housing

How we have reached these initial conclusions:

- a. RP stakeholder event 6.7.11 (consultation findings) – serious concerns regarding the impact of welfare reform on affordability, the subsequent threat of homelessness and costs to the social housing system.

Areas still being explored/Views of RPs sought:

- | | |
|-----------|--|
| 7a | Whether 'affordability' is an issue in the sub-region still needs to be explored. Has your organisation undertaken any research in this specific area? And if so are you willing to share any research you may have undertaken? |
| 7b | Definition of affordability – has your organisation adopted a definition of 'affordable'? If so what is it? |
| 7c | At this time it is assumed that 'affordability' is not an issue across the sub-region (to the lower than national average 'open market rents'). However, as detailed above, we propose to undertake further research and monitor rental levels to identify any 'hot spots' which may result in levels of rent which are un-affordable. |

8. Stock disposals

Our current thinking:

The Tees Valley LAs expect that any disposals are only undertaken in the context of local evidence and are consistent with an RP Asset Management Strategy.

We expect to be consulted on any proposals (before they are well advanced) and for the income secured to be re-invested within the borough where the property was sold, in the form of more appropriate housing.

How we have reached these initial conclusions:

- a. There are excellent examples of the above practice ongoing at the present time; we want this to consistent and to continue.

Areas still being explored/Views of RPs sought:

- | | |
|-----------|---|
| 8a | Nothing specific at this stage. Any additional RP views/comments? |
|-----------|---|

9. Under-occupation and down-sizing

Our current thinking:

To ensure best use of stock, we are confident that individual RPs will have (or are developing) under-occupation/down-sizing strategies and potential incentives. The TV LAs would welcome the opportunity to be active consultees in such strategies and would

Cabinet – 19th March 2012

positively support RPs in being pro-active in this area.

How we have reached these initial conclusions:

- a. Tees Valley Common Allocation Policy – specific reference is made to under-occupation.
- b. RP stakeholder event 6.7.11 (consultation findings) those present were keen to tackle under-occupation (as a means of making best use of stock) and suggested it may be included as a sub-regional priority.

Areas still being explored/Views of RPs sought:

- | | |
|-----------|---|
| 9a | <p>RPs will no doubt share our collective concerns regarding the potential impact of welfare reform proposals and potentially the negative financial impact this is likely to have on tenants who are deemed to have 'excess' bedrooms. Our proposal is to work with both RPs and Compass to gather information regarding current levels of under occupation, stock make up (i.e. type of stock and bedroom size) and the 'bedroom' demand from prospective new applicants.</p> <p>At this time, in some areas of the sub region, we anticipate a 'mis-match' of stock to applicant needs (bedroom requirements); research will confirm whether this assumption is correct. This information can and will be shared once available.</p> |
| 9b | <p>CBL Policy: the CBL Steering Group has recently considered the need to revise the existing policy to give a sufficient priority banding. At this time the current policy awards a priority based on giving up 'bedroom space' and does not consider the demand for particular property types e.g.. family housing. On this basis, additional discussions are to be held with the CBL Steering Group to clarify their next steps.</p> |

10. Local letting plans

Our current thinking:

In order to ensure balanced communities, the Tees Valley LAs understand the need (on occasions) for local lettings plans. We would expect to be consulted by RPs as/when they propose to enter in such arrangements before these plans are well advanced.

How we have reached these initial conclusions:

- a. Based on current practices across the sub-region

Areas still being explored/Views of RPs sought:

- | | |
|------------|---|
| 10a | Nothing specific at this stage. Any additional RP views/comments? |
|------------|---|

11. Nomination arrangements and lettings

Our current thinking:

For the purposes of clarity, current nomination arrangements will be unaffected and lettings should continue through existing CBL arrangements.

Cabinet – 19th March 2012

How we have reached these initial conclusions:

- a. n/a

Areas still being explored/Views of RPs sought:

11a. Nothing specific at this stage Any additional PR views/comments?

MONITORING AND REVIEW

As detailed throughout this document the ongoing development of the Tees Valley Strategic Tenancy Strategy will rely on ongoing research and data collection. Information will come from a number of sources and will include for example:

- the findings of the recently commissioned Strategic Housing Market Assessment update (recently commissioned by Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton councils)
- housing need and emerging homelessness issues
- tenure changes (where and which groups etc)
- stock profile
- rent levels
- broader economic issues including; income levels, employment trends etc
- affordability and
- the potential for any direct (or indirect) consequences of other legislation such as 'Welfare Reform'.

Initially the data will be gathered and analysed in order to test our 'current thinking' and to inform our final decisions. However it will also be vital as/when the adopted document is subject to review.

NEXT STEPS

Early in the New Year, the Tees Valley LAs will agree a formal and detailed consultation plan. However before we reach this stage we are keen to hear your views. On this basis can we please ask that you consider the attached and provide your comments back by XX December 2011.

Additional information/contact point

Should you require any further information please contact:

Jane Edmonds (Stockton on Tees BC)

Tel: 01642 526682

Email: jane.edmonds@stockton.gov.uk

Tees Valley Strategic Tenancy Policy – RP feedback

General comments received from:

ISOS	Comfortable with the direction of travel. ISOS advised that in their signed delivery agreement with the HCA they will be offering affordable rent on new build and relets, however as there is no requirement to offer fixed term tenancies they will continue to offer Assured (Lifetime) tenancies.
Broadacres	Nothing taken formally to Board (as of Dec 11) as they will be undertaking further research. However they will be considering fixed term tenancies. In terms of reviewing the tenancy they may consider conduct of the tenancy and income (as a charitable organisation). They are seeking further legal advice regarding their charitable status and fixed term tenancies.
Places for people	No comments to make
Three Rivers	'Think we are on the same page'

Detailed RP replies

1 general	<p>Review of 'our draft' against the TSA: A revised regulatory framework for social housing in England from 2012: A statutory consultation – against the required outcomes the document states 'RPs shall grant tenancies which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.</p> <p>Fabrick comment: If this is defined within the RP tenancy policy explaining in which circumstances a fixed term tenancy may be considered this should eradicate the necessity to notify the LA on each occasion or on numbers. Rather a covert on which circumstances this would be applied.</p>
1a	<p>Endeavour: Yes</p> <p>Fabrick: Realistically (and after consultation with both Erimus and Tees Valley Boards) there is more support to continue to offer lifetime as the norm. However, we would also reserve the right to offer fixed term if appropriate to the applicant/stock, or where we thought appropriate given local circumstances. This would be covered in our tenancy policy giving examples for when this may be appropriate and under what circumstances to make it clear to migrate later challenges. We would consult with local authority partners in this regard but we believe it is our decision to implement.</p> <p>In the Bohouse scheme we currently offer a 6 month assured shorthold that can be terminated as long as we give 2 months notice. This is a far more flexible tenancy than a prescribed fixed term for us and the applicants, some of whom would not have signed up if we held them to longer rental agreements. However, as the scheme matures, it could be an area where we would be</p>

Cabinet – 19th March 2012

5.5

	<p>happy to offer fixed term.</p> <p>Vela: We have taken the initial proposals to both landlord boards and debated at length. We have yet to get a view from the Group Board which is on the 13th December. Given the challenges that we face in the future there was concern at widespread use of fixed term and that we should continue to think about lifetime tenancies. However there was debate about whether the fixed term could achieve higher levels of compliance with the tenancy agreement tackling issues like untidy gardens, small debt amounts and low level ASB. For more extreme cases of these then we do have the tools and legal remedies available. In direct answer to the question then these would be the norm with a default position on fixed term. There may well be circumstances where we would use fixed term and the boards will further debate this as we move towards a policy to be in place for April.</p> <p>Coast & Country: yes</p>
2 General	Review of 'our draft' against the TSA: A revised regulatory framework for social housing in England from 2012: A statutory consultation – against the required outcomes the document states
2b	<p>Endeavour: no reply</p> <p>Fabrick: possibly in designated regeneration areas, but see the comment below in 2f</p> <p>Vela: no reply</p> <p>Coast & Country: Yes, exceptions in line with those stated</p>
2c	<p>Endeavour: no reply</p> <p>Fabrick: This is worthwhile considering, but it could be seen to be contradictory to the guidance which suggests vulnerable groups would be given a lifetime tenancy? We would also have concerns about offering a fixed term tenancy to a family with a disabled child.</p> <p>Vela: Yes that's true but adaptations are often bespoke. There are systems in place to ensure that the available properties that are adapted are matched to the requirement of families with specific needs. : There is little evidence to suggest that this is a big issue. For properties with large adaptations then often if no longer required families would wish to move and this can be achieved through the policies we have. Where we are making a significant investment then wouldn't we want to make a long term commitment to the family which a lifetime tenancy would be appropriate? If stairlifts for example are no longer required then these can be taken out and reused anyway.</p>
2d	Endeavour: Not persuaded by the argument re adapted properties/feels like taking a sledgehammer to crack a nut, other more appropriate ways to deal with this issue/someone living in an adapted property is likely to be vulnerable and the govt has said that vulnerable people should

	<p>possibly always be offered a lifetime tenancy.</p> <p>Facrick: - It sounds like a reasonable suggestion but it would still tie the property up for at least 2 years to someone who perhaps would not normally require the adaptations. If in that time, we did find a family that required the property, we would not be able to free it up until the fixed term ended.</p> <p>Another option in this scenario could be to utilise for hospital leavers requiring these adaptations and under occupy as emergency accommodation PSL on a 6 month shorthold until we could reallocate to a more suitable client.</p> <p>Vela: It would depend on what the adaptation was. We would recycle as much as possible and may to accommodate a family without adaptation need have to make some changes to the property anyway. The major one that we find is walk in showers and we wouldn't move people out ?? years later because we had a family that needed one.</p> <p>There could though occasionally be a case to do a short term tenancy of a couple of years to give options to release the home at a later stage. In light of the comment above this would have to be a significant adaptation like a bespoke bathroom/through floor lift. This would be the exception though. In our experience where adapted homes that have no obvious demand in the short term are often in low demand areas and so short term letting may not help with making it attractive</p>
2e	<p>Endeavour: no reply</p> <p>Facrick: This would be regarding the property rather than the family's individual circumstances this is not our current understanding of the policy and how it should be applied. However, it seems like a good idea but we would still have to rehouse the residents as part of the allocations policy so we are not sure how we would benefit from this (other than the few families who refuse to move). Again, it may be a more appropriate option to utilise these properties as PSL homeless temporary accommodation on a 6 months assured shorthold.</p> <p>Vela: has been held up because of the tenancy length. Homeloss becomes payable after 12 months so we would need to use as very short term in order to get the financial benefit. We do use a lot of properties for transit moves but wouldn't use fixed term as this would erode their rights. It would though indicate to people that this was short term.</p>
2f	<p>Endeavour: no reply</p> <p>Facrick: the following could be applicable:</p> <ul style="list-style-type: none"> • Where social services are completing an assessment on the family to decide whether the children will remain within the family unit. The aim of this is to relocate the family to a smaller more appropriate property (and prevent them from being financially worse off). • Where the family is made up of two family units (e.g. parents with children one of which has own child and will be looking to move on) as this would be tying up a larger property which are in limited supply.

Cabinet – 19th March 2012

5.5

	<ul style="list-style-type: none"> Families with older children requiring a property with 4 or more bedrooms were the probability is the family size will change in the next 5 years. Again as we have limited availability for properties with 4 or more bedrooms. Foster carers where the family size is likely to fluctuate but they initially will require a larger property. <p>Vela: No reply</p> <p>Coast & Country: No</p>
3 General	Review of 'our draft' against the TSA: A revised regulatory framework for social housing in England from 2012: A statutory consultation – against the required outcomes the document states – RPs must grant general needs tenants a periodic secure or assured tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally a tenancy for a minimum term of no less than 2 years, in addition to any probationary period.
3a	<p>Endeavour: unless there is a compelling case for the intro of flexible tenure then a lifetime tenancy should be the norm. Accepting that some providers may want more flexibility. Would want the LA to be prescriptive about the circs in which this would be acceptable</p> <p>Fabrick: There remain legal complications with setting up 5 year fixed term tenancies and it would be useful to know how these would be resolved before implementation. We would be supportive of granting longer fixed term tenancies depending on particular circumstances. We would also support the proposal that all tenants should initially be signed to a probationary 12 month tenancy prior to being signed for a fixed term.</p> <p>Vela: We haven't come to a conclusion on this although 5 years was felt a period whereby a review should be held and if the drive to use fixed term is around asset management why go beyond this period. With the intro tenancy that would be 6 years anyway.</p> <p>Coast & Country: 5yrs</p>
3b	<p>Endeavour: This could be problematic. A regeneration area that is incomplete is unlikely to be popular but in some instances this could work.</p> <p>Fabrick: This is worthwhile having in, although I doubt we would use it that often. If, for example, the regeneration scheme stalled and the 2 year tenancy came to an end, would we have to offer another 2 years? Another option would be to use these properties for some of the supported housing projects 6 month + or PSL homeless temp etc or as a prevention tool.</p> <p>Vela: Yes we would re regeneration areas. There may as well be specialist move on accommodation where shorter than 5 years would be</p>

	<p>appropriate. The economic argument starts not to work though when home loss has to be paid and so short term homeless accommodation may well be chosen as a better option.</p> <p>Coast & Country: Yes agree and would also consider 2 years in example 2d above</p>
3c	<p>Endeavour: Existing legislation could be used i.e. probationary tenancies, therefore don't see the need.</p> <p>Fabrick: We would suggest that 6 month assured shorthold tenancies as above should be utilised for specific specialist schemes to enable the RP to work with vulnerable groups as part of the RP tenancy policy rather than as a local lettings policy. We would therefore want to continue to utilise these where appropriate.</p> <p>There are exceptions when a local lettings policy can or should refer to length of tenancy. Examples would be; where they apply to a regeneration area, individual properties which have questionable long term asset management viability, an area which may have future questionable strategic importance or one with climbing asset values.</p> <p>Vela: Can't see why not but again case would need to be made about what the outcome was from using the shorter tenancy.</p> <p>Coast & Country: Yes</p>
4 General	<p>Review of 'our draft' against the TSA: A revised regulatory framework for social housing in England from 2012: A statutory consultation – against the required outcomes the document states – where RPs choose to let homes on fixed terms (including under affordable rent terms), they shall offer reasonable advice and assistance to those tenants where that tenancy ends.</p> <p>Fabrick: - The HCA guidance requires us to revalue the rent on re-let, so we would have to do that. The fixed term tenancy agreement would also have to contain a suitable rent increase clause for increasing the rent on an annual basis in addition to the rent review as standard. It is an expectation of the Tees Valley LAs that not renewing a tenancy should be the 'exception and not the norm' – <u>Fabrick comment</u>: we would agree and this would give some comfort to those on a fixed term.</p> <p>Ending a fixed term tenancy – <u>Fabrick comment</u>: we would not necessarily expect this to be the case in all circumstances. It may be that the tenants are under occupying and financially unable to afford the property with rent implications and therefore require housing to a smaller property. We would suggest the wording is revised to say:</p> <p><i>'Should an RP decide to end a fixed term tenancy the Tees Valley LAs expect that suitable and alternative accommodation is available to meet that tenant's need.'</i></p>

	<p>The decision to either offer a further term or 'end' the tenancy <u>should not</u> be influenced by a tenant's behaviour. Should a tenant breach their tenancy, then we would expect that each RP operate their existing housing management policies – <u>Fabrick comment</u>: we would agree that we would be able to seek possession in other ways if the tenancy was breached.</p> <p>Should an RP decide to end a tenancy the TV LA's expect – <u>Fabrick comment</u>: We assume this is to refer the family to the homeless advice and assistance team to offer alternative housing advice (if the tenancy is ended inappropriately). We would expect to have already provided this advice prior to ending the tenancy anyway and as it has been stated earlier on ending a fixed term, that the tenancy shouldn't be ended due to other issues such as the tenant's behaviour etc, this should not be an issue.</p> <p>We believe that as long as we can evidence that the ending of the tenancy was within our policy, have advised the tenant at the start of the tenancy the reasons why we wouldn't extend and have evidence of the other accommodation available meeting the tenants need, then we should not have to provide the LA with the detailed information suggested.</p> <p>Panel hearing – <u>Fabrick comment</u>: We do not feel that this should be necessary. If the tenancy is ending appropriately and all other things are in place as mentioned above, the LA should not be micro managing the process.</p> <p>Broadacres: If a tenancy wasn't renewed for under occupancy or over-crowding they would expect to offer alternative accommodation.</p>
4a	<p>Endeavour: Not aware that this can be done.</p> <p>Fabrick: As mentioned above, the current HCA guidance requires us to review rents on re-let as this provides us with the up to date market assessment so we are charging the right rate. Of course, rents could also reduce if the market has dropped. We would therefore want to review rents as appropriate.</p> <p>Vela: We believe that as a new tenancy would be granted then there is an opportunity to have a rent review if it is at affordable rent. We would do this applying the up to date figures relating to the market rents and applying the 80% rule. The consultation from the TSA is directive about this as a potential option. We would follow their lead in principle also about the completion of probationary tenancy and the granting of fixed term would not involve a recalculation of the rent.</p> <p>Coast & Country: would only consider fixed term tenancies in exceptional circumstances listed above so would not undertake a rent review.</p>
4b	<p>Endeavour: no reply</p> <p>Fabrick: we think severe under occupation or overcrowding are good examples of reasons to review the options at end of a fixed term. It is</p>

Cabinet – 19th March 2012

5.5

	<p>important to point out however, that we may not always have alternative accommodation within our own stock but would work with the strategic housing authority to find solutions elsewhere. Also, people may move on to other sectors, such as owner occupation.</p> <p>Vela: Yes there are situations that we are considering and working through. Significant under occupation may be one but for the majority of tenancies then the welfare reform impacts will drive people into “appropriate” size accommodation anyway. There may also be situations in the future where we may well want to have options to convert some homes into owner occupation opportunities. These would be limited in number and might be linked to properties acquired or developed without any grant subsidy. There are of course other considerations, linking back to a previous question where regeneration may be planned and so a new offer of shorter period may be appropriate.</p>
4c	<p>Endeavour: no reply</p> <p>Fabrick: We would want to offer on a case by case basis and that would be enshrined in any incentive scheme we were to develop.</p> <p>Vela: The incentives are used primarily to release the home. With a tenancy coming to an end then I suppose you could ask why do this as we would be offering more appropriate size accommodation anyway. In the early part of a 5 year tenancy a property was needed for a larger family then in principle the payment could be used to make that release of accommodation happen. As in the point above welfare reform will drive out under occupation across a lot of the stock.</p> <p>Coast & Country: n/a</p>
4d	<p>Endeavour: no reply</p> <p>Fabrick: This is a really tricky one as we do not currently require people to tell us their financial circumstances on allocation of properties. How could we realistically terminate a tenancy if the tenant was earning too much? Why would we want people on good incomes to leave our properties? We feel that a better option would be to look at alternatives for these tenants such as encouraging shared ownership perhaps within their existing home or other schemes that may be available.</p> <p>Vela: We believe that income thresholds as noted above would affect so few people that it wouldn't have an impact in the 1000 voids we have each year. The problem with income figures is that security of employment is not guaranteed and so current income may well not translate into a move into owner occupation. The other issues in the market with deposits and access to mortgages makes this option look unattractive at this stage. There is also the argument about sustainable communities and mixed income needed to help support local communities and Neighbourhood facilities.</p> <p>Coast & Country: No</p>

Cabinet – 19th March 2012

5.5

4e	<p>Endeavour: Yes</p> <p>Fabrick: We agree that would be useful, especially where RPs have properties in the same location. If there were different criteria, it could lead to inconsistencies which would be difficult for tenants and councillors to understand.</p> <p>Vela: Yes happy to work alongside others to see whether a common policy can be developed.</p> <p>Coast & Country: Yes</p>
5 General	<p>Review of 'our draft' against the TSA: A revised regulatory framework for social housing in England from 2012: A statutory consultation – against the required outcomes the document states – where RP's choose to let homes on fixed term tenancies (including under Affordable Rent terms), they shall offer reasonable advice and assistance to those tenants where the tenancy ends.</p> <p>Fabrick: change of wording – "To ensure that advice is consistent, the TV LA's are currently working up a common framework/protocol which we would expect all RPs to adhere (have regard) to. Once drafted this document will be circulated for RP consideration and feedback"</p>
5a	<p>Endeavour: Yes</p> <p>Fabrick: Yes, we would be happy to sign up to a common framework that we would have regard to in developing our own policy.</p> <p>Vela: Yes happy to commit to developing this</p> <p>Cost & Country: Yes</p>
6a	<p>Endeavour: no reply</p> <p>Fabrick: Just to note that the initial push from the HCA for RPs to maximise conversions has reduced dramatically and we now have a target that we can work towards rather than absolutely have to achieve.</p> <p>Vela: no reply</p> <p>Coast & Country: no reply</p>
7a	<p>Endeavour: no reply</p> <p>Fabrick: We are comfortable that any of our affordable rents are within the 30th percentile and therefore still be eligible for full HB. However, this is not the real issue – the biggest area of concern is the proposed reductions on HB for under occupancy. This will affect existing and future tenants and potentially significantly damage our business plans in terms of lost income.</p> <p>We have a good understanding of how many residents this would likely impact on and would be happy to share the information.</p> <p>Vela: We haven't researched this in any detail although the welfare reforms will bring this into focus with some property types becoming less</p>

Cabinet – 19th March 2012

5.5

	<p>affordable as they can't be underoccupied. We have retained flexibility in our approach to applying affordable rents in case we cant allocate our homes on that rental value</p> <p>Coast & Country: no reply</p>
7b	<p>Endeavour: no reply</p> <p>Fabrick: no reply</p> <p>Vela: No we haven't.</p> <p>Coast & Country: no reply</p>
7c	<p>Endeavour: Generally research is good. The market in the sub region is shifting. The SHMA will give us an idea of where we need to do more work</p> <p>Fabrick: no reply</p> <p>Vela: no reply</p> <p>Coast & Country: no reply</p>
8a	<p>Endeavour: no reply</p> <p>Fabrick: We would not agree that LAs should prescribe where RPs invest. For example, a national provider may just want to rationalise stock and withdraw form a particular locality and they would be entitled to do that. I agree that LAs should be consulted, but they cannot refuse 'permission' if the tenants, HCA and the TSA is in agreement. However, under the new Right to Buy proposals, it would be appropriate for RPs to reinvest any receipts from sale of properties into the same local authority area.</p> <p>Vela: As you note in the comments this needs to be part of a broader asset management strategy which may link in some situations to the use of fixed term tenancies that gives that flexibility down the line for the asset to be released and a number of options then become available.</p> <p>Coast & Country: no reply</p> <p>Broadacres: Proposal to reinvest income in the respective borough where the disposal took place is not viable. Often the reason for disposal is to release resources to reinvest in core areas.</p>
9a	<p>Endeavour: no reply</p> <p>Fabrick: We would welcome this research and are happy to participate in it. We need to make a strong case as to why this proposal is inappropriate for our region and the unintended consequences of applying it.</p>

Cabinet – 19th March 2012

5.5

	<p>Vela: no reply</p> <p>Coast & Country: no reply</p>
9b	<p>Endeavour: no reply</p> <p>Fabrick: The CBL policy currently gives a band 1 priority for clients freeing up 2 or more bed rooms of the partner organisations (not spaces) this is not defined to accommodation types, however encapsulates family accommodation etc. We are not sure if we define property types what difference this will make if a client is under occupying as there will be a financial burden no matter what style the property is? It also gives a band 2 for clients freeing up 1 or more bedroom.</p> <p>Vela: We would welcome that broader debate re the policy and the changes that will have to be made to reflect the new environment</p> <p>Coast & Country: no reply</p>

10a	<p>Endeavour: no reply</p> <p>Fabrick: no reply</p> <p>Vela: no reply</p> <p>Coast & Country: no reply</p>
11a	<p>Endeavour: no reply</p> <p>Fabrick: no reply</p> <p>Vela: no reply</p> <p>Coast & Country: no reply</p>
Additional comments	<p>Fabrick: Just one final comment in that there is no reference to who should be able to access waiting lists? We did touch on this at the consultation session and we thought that there was a consensus that WLs should be as open as possible and not be restricted to just reasonable preference groups.</p> <p>We also discussed whether applicants wanting housing because of employment reasons or because they were being discharged from the Forces should be given some priority? We think it is worthwhile discussing these issues, so we are clear what the TV Strategy is trying to achieve. It might be an idea to have an overarching mission statement as to what the strategy is supporting/achieving.</p>

CABINET REPORT

19th March 2012



Report of: Director of Child and Adult Services

Subject: OPTIONS APPRAISAL FOR THE POTENTIAL DEVELOPMENT OF ONE OR MORE CHILDREN'S HOMES IN HARTLEPOOL

SUMMARY

1. PURPOSE OF REPORT

To provide an option appraisal for Cabinet to consider whether it is appropriate or otherwise, to develop and operate one or more Children's Homes within Hartlepool.

2. SUMMARY OF CONTENTS

This report provides an options appraisal for Cabinet in relation to the potential development of one or more Children's Homes should Cabinet accept the recommendations of the Children's Services Scrutiny Forum investigation into the range and provision of services and support for children and young people looked after by Hartlepool Borough Council.

3. RELEVANCE TO CABINET

The options set out in the report have significant financial implications for the Council given the rising trend in the numbers of children and young people being admitted to local authority care. It also affects all wards within the Borough.

4. TYPE OF DECISION

Key Decision (Test 1 and 2 apply). Reference CAS116/11.

5. DECISION MAKING ROUTE

Cabinet on 19th March 2012.

6. DECISION(S) REQUIRED

Cabinet is requested to consider the matters set out in the report and decide which option(s) they would want officers to work up into a Business Case

Report of: Director of Child and Adult Services

Subject: OPTIONS APPRAISAL FOR THE POTENTIAL
DEVELOPMENT OF ONE OR MORE CHILDREN'S
HOMES IN HARTLEPOOL

1. PURPOSE OF REPORT

- 1.1 To provide an option appraisal for Cabinet to consider whether it is appropriate or otherwise, to develop and operate one or more Children's Homes within Hartlepool.

2. BACKGROUND

- 2.1 Historically, there were a number of children's homes in Hartlepool developed by the former Cleveland County Council. Hartlepool Borough Council closed its last Children's Home (Flint Walk) in September 2003, and there is currently over a 100% occupancy rate.

- 2.2 There were a number of reasons for the closure of Flint Walk, they include:

- size of the Home (6 bedrooms);
- a lack of integration into the local community;
- too wide a mix of young people, and;
- issues arising from the introduction of the National Minimum Care Standards and the Disability Discrimination Act.

Since that date the care needs of children and young people have been met through the use of In House Foster Care (there are currently over 90 carers); Independent Foster Care Agencies and; a relatively small number of out of Borough Residential Placements for those with more complex needs.

3. LEGAL POSITION

The Sufficiency Duty

- 3.1 Since the implementation of the Children Act 1989 local authorities have been required to take steps that secure, so far as is reasonably practicable, sufficient accommodation for looked after children within their local authority area (Section 22G). This is now referred to as 'the sufficiency duty'.

- 3.2 In 2010, Statutory Guidance for the Sufficiency Duty was issued. The Guidance is part of a suite of guidance and regulations issued to improve outcomes for children and young people. The guidance is explicit in placing a duty on local authorities to act strategically to address gaps in provision by ensuring that they include, in relevant commissioning strategies, their plans for meeting the sufficiency duty.
- 3.3 The statutory guidance provides examples of best practice in securing sufficiency that include the following:
- All Children are placed in appropriate placements with access to the support services they require in their local authority area, except where this is not consistent with their welfare;
 - The full range of universal, targeted and specialist services work together to meet children's needs in an integrated way in the local area, including children who are already looked after, as well as those at risk of care or custody;
 - Where it is not reasonably practicable for a child to be placed within his /her local authority area, there are mechanisms in place to widen the range of provision in neighbouring areas, the sub-region or region which is still within an accessible distance (i.e. based on transport links, and community boundaries), while still being able to provide the full range of services required to meet identified needs;
 - All children with adoption recommendations are placed with an adoptive family within 12 months of that recommendation;
 - The local authority and its partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17, and support the continuity of accommodation beyond the age of 18;
 - Services are available in adequate quantity to respond to children, including predicted demand for a range of needs, and emergencies;
 - In addition to meeting relevant national minimum standards, services are of high enough quality to secure the specific outcomes identified in the care plans of looked after children.

What is 'reasonably practicable'?

- 3.4 The sufficiency duty is a general duty which applies to strategic arrangements rather than to the provision of accommodation for an individual child or young person. The local authority must be able to show that at a strategic level they are taking steps to meet the sufficiency duty, so far as is 'reasonably practicable':

- it does not require local authorities to provide accommodation within their area for every child that they look after;
- there may be a significant minority of children for whom it is not 'reasonably practicable' to provide a certain type of accommodation within the area;
- in accordance with Section 22C (5) of the Children Act 1989, the overriding factor is that the placement must be the most appropriate placement available;
- the local authority must give preference to a placement with a friend, relative or other person connected with the child and who is a local authority foster parent Section 22C (7) (a).

Children's Homes: National Minimum Standards

- 3.5 The National Minimum Standards together with the regulations such as the Children Homes Regulations 2001 as amended, form the basis of the regulatory framework under the Care Standards Act 2000 (CSA) for the conduct of children's home providers.
- 3.6 The introduction to the National Minimum Standards provides a values statement that explains the important principles which underpin the standards:

Values

- The child's welfare, safety and needs should be at the centre of their care.
- Children should have an enjoyable childhood, and benefit from excellent parenting and education, enjoying a wide range of opportunities to develop their talents and skills leading to a successful adult life.
- Children are entitled to grow up in a loving environment that can meet their developmental needs.
- Every child should have his or her wishes and feelings listened to and taken into account.
- Each child should be valued as an individual and given personalised support in line with their individual needs and background in order to develop their identity, self-confidence and self-worth.
- The particular needs of disabled children and children with complex needs will be fully recognised and taken into account.
- Looked after children should wherever possible maintain relationships with birth parents and their wider family.
- Children in residential care should be given the opportunity for as full an experience of a supportive homely environment as possible.

- Carers will be recognised as a core member of the team around the child with an important contribution to make in planning and decision making about the child.
- It is essential that staff receive relevant development opportunities in order to provide the best care for children.
- A genuine partnership between all those involved in children's homes is essential for the NMS to deliver the best outcomes for children: this includes the Government, local government and other statutory agencies.

Legal status of the standards

- 3.7 Minimum standards do not mean standardisation of provision. The standards are designed to be applicable to the wide variety of different types of children's homes. They aim to enable, rather than prevent, individual providers to develop their own particular ethos and approach based on evidence that this is the most appropriate way to meet the child's needs. Many providers will aspire to exceed these standards and develop their service in order to achieve excellence.
- 3.8 The standards are issued for use by Ofsted, who take them into account in regulating children's homes. They will also be important in other ways. The standards may be used by providers and staff in self-assessment of their services; they provide a basis for the induction and training of staff; they can be used by parents, children and young people as a guide to what they should expect as a minimum a provider to do, and they can provide guidance on what is required when setting up a children's home.

The wider context

- 3.9 The NMS are underpinned by the Children's Homes Regulations 2001 as amended. The statutory guidance for children's homes sets out the wider context for local authorities, as providers and commissioners of children's homes.
- 3.10 It is intended that the standards will be used, both by providers, and by Ofsted, to focus on securing positive welfare, health and education outcomes for children, and reducing risks to their welfare and safety. All providers and staff of children's homes should aim to provide the best care possible for the children for whom they are responsible, and observing the standards is an essential part, but only a part, of the overall responsibility to safeguard and promote the welfare of each individual child.
- 3.11 There are 25 Child Focused Standards which cover a wide range of issues, examples of which are provided below:
- The child's wishes and feelings and the views of those significant to them;
 - Promoting positive behaviour and relationships;
 - Providing a suitable physical environment for the child;
 - Fitness to provide or manage the administration of a children's home;
 - Training, development and qualification of staff;

- Handling allegations and suspicions of harm;
- Managing effectively and efficiently and the monitoring of the home.

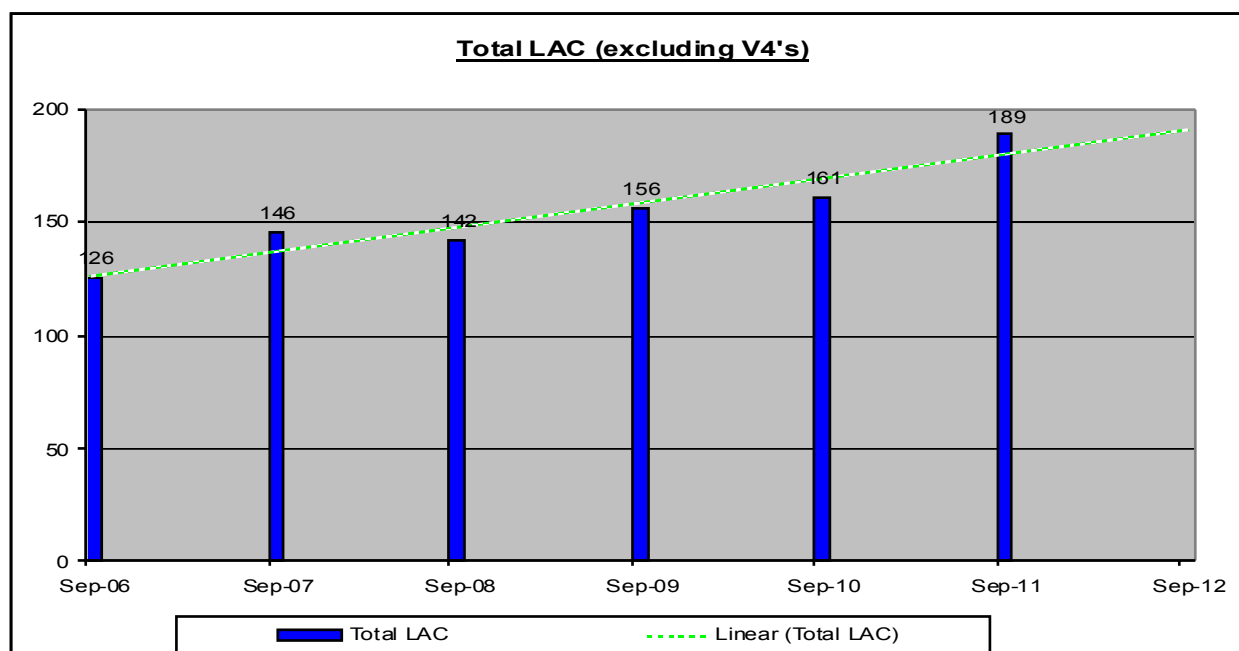
3.12 In addition to compliance with the National Minimum Standards, before a children's home can be opened there is a rigorous process of evaluation including the approval of the Responsible Person and Registered Manager by Ofsted and a pre-opening inspection.

4. NEEDS ANALYSIS

4.1 In 2009 there were 22,324 children and young people aged 0 to 18 living in Hartlepool, which represents 24.8% of the total population of approximately 90,000 people. In February 2012 there were 193 children and young people in the care of the local authority and as can be seen, this is a very small proportion of the children and young people that live within the Borough. However, this represents a 34.7% increase on the 2006 figure of 126.

4.2 The trend that Hartlepool is experiencing is reflected both regionally and nationally.

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



4.3 In 2011 an exercise was carried out to examine the net increase in the number of children becoming looked after and the reason for the increase. The exercise established that the increase was mainly due to a number of large sibling groups becoming looked after. On an annual basis, a Matching Needs and Services exercise is undertaken which profiles the children who become looked after during the year and analyses whether the decisions taken were appropriate. To date this report has supported the decisions made with regard to children becoming looked after as being necessary and in the child's best interest to ensure their safety and well being.

- 4.4 The Department for Education, statistical purposes uses 8 Categories of Need to analyse the reasons children and young people becoming looked after. In 2010/11 for Hartlepool, the three main categories were N1 Abuse or Neglect; N5 Family Dysfunction and N4 Family in Acute Stress.
- 4.5 The age profile for children and young people becoming looked after during the same period was:

Number under 1	18 (22%)
Number 1 to 4	14 (17%)
Number 5 to 9	12 (15%)
Number 10 to 15	26 (34%)
Number 16+	9 (11%)

- 4.6 The number of looked after children and young people placed in Independent Residential Placements is 14. All fall into the 10 to 15 years category above

5. CHILDREN'S SERVICES SCRUTINY FORUM - REPORT INTO THE PROVISION OF SUPPORT AND SERVICES TO LOOKED AFTER CHILDREN / YOUNG PEOPLE

- 5.1 The purpose of the Children's Services Scrutiny Forum investigation was to explore the range and provision of services and support for children and young people looked after by Hartlepool Borough Council.
- 5.2 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.

5.3 As part of the evidence gathering process for undertaking the investigation, Members of the Forum attended a number of site visits including a Children's Home in Stockton 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.

- 5.4 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.
- 5.5 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.
- 5.6 The Forum's key recommendations on Residential Care to the Cabinet are outlined below:-
- (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.

This report has been prepared in response to recommendation (a).

6. OPTIONS

Introduction

- 6.1 Children and young people want to remain in Hartlepool if possible when they are admitted to care and in principle that should always be the case. Those young people who are in independent residential placements generally have specialist needs which cannot be met locally, or are very vulnerable. If new children's homes are to be developed within Hartlepool it will be very important for the Council to be able to shape and design the service and have an input into referrals. A children's home needs to be integrated into the local neighbourhood and replicate family life without the intensity of relationships.
- 6.2 Generally, small is better as it helps in matching new admissions and enhances the ability to meet individual needs.

- 6.3 All of the options set out below will require a detailed business case to be developed including capital (potential prudential borrowing) and revenue funding streams. Costs will be offset to some extent by reducing expenditure in the independent sector.

Option 1: One or two homes developed and managed by Hartlepool Borough Council

- 6.4 This is the option proposed by Children's Services Scrutiny Forum. Benefits include the ability to control the ethos and management of the homes as well as admissions. This option will require capital funding and revenue expenditure. Staffing costs need to allow for holiday and sickness cover.

Option 2: External partner develops and manages homes through a joint tender with Middlesbrough Borough Council

- 6.5 The opportunity currently exists for Hartlepool Borough Council to enter into a joint tender with Middlesbrough Borough Council to contract with an external partner to provide and manage children's homes in both local authority areas. The main advantage of this option is that it would enhance our negotiation and purchasing power, potentially reducing financial outlay. There would be a fixed cost.

Option 3: External partner develops and manages homes tendered solely by Hartlepool Borough Council

- 6.6 The Council contracts independently with an external partner. The contractor would have responsibility to manage and staff the children's home(s) with the Council having an input into admissions and the way in which the home is managed. The Council could provide and maintain the properties. Other revenue costs would be fixed.

Option 4: Homes developed and managed by another local authority in Hartlepool

- 6.7 Some of our neighbouring local authorities have a strong track record in operating and managing children's and may be willing to operate and manage provision on behalf of Hartlepool Borough Council. This option would provide similar advantages to Option 1 i.e. the ability to control the ethos and management of the homes as well as admissions. The Council would provide and maintain the properties and other revenue costs would be fixed.

Option 5: Maintain the current position of spot purchasing residential care matched against the needs of individual children and young people outside of the Borough

- 6.8 The provision of children's homes in Hartlepool will not preclude children and young people being placed outwith of the Borough for the reasons stated in the introduction.

7. RECOMMENDATIONS

- 7.1 Cabinet is requested to consider the matters set out in the report and decide which option(s) they would want officers to work up into a Business Case.

8. REASONS FOR RECOMMENDATIONS

- 8.1 There is a need for the Council to manage to the best of its ability, the escalating costs of children and young people entering the care system in Hartlepool, whilst continuing to meet the needs of one of the most vulnerable groups in society.

9. BACKGROUND PAPERS

2012/2013 Service Review and Savings in Prevention, Safeguarding and Specialist Services: Cabinet 05.12.11

Children's Services Scrutiny Forum - The Provision of Support and Services to Looked After Children / Young People: Cabinet 19.03.12

10. CONTACT OFFICER

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CABINET REPORT

19th March 2012



Report of: Acting Chief Executive

Subject: ADULT SUBSTANCE MISUSE PLANS 2012-13

SUMMARY

1. PURPOSE OF REPORT

To seek Cabinet's approval and support to the Safer Hartlepool Partnership, Adult Drug Treatment Plan and Alcohol Harm Reduction Plan for 2012-13 as the performance management framework between the local substance misuse system and the National Treatment Agency (NTA).

2. SUMMARY OF CONTENTS

The report provides an update on achievements from 2011-12, outlines findings from this years needs assessment and details the priorities and actions included in the plans for 2012-13.

3. RELEVANCE TO CABINET

Drug and alcohol misuse is a community safety and health issue that impacts across all portfolios, with activity in the plans affecting all wards in the town.

4. TYPE OF DECISION

Key decision (Test 2: all wards affected). Forward Plan Ref: CAS 112/11.

5. DECISION MAKING ROUTE

Cabinet at the meeting 19th March 2012.

6. DECISION(S) REQUIRED

Cabinet is recommended to approve and support the activity and performance management framework of the Hartlepool Adult Drug Treatment Plan and Alcohol Harm Reduction Plan for 2012-13.

Report of: Acting Chief Executive

Subject: ADULT SUBSTANCE MISUSE PLANS 2012-13

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet's approval and support to the Safer Hartlepool Partnership, Adult Drug Treatment Plan and Alcohol Harm Reduction Plan for 2012-13 as the performance management framework between the local substance misuse system and the National Treatment Agency.

2. BACKGROUND

- 2.1 Safer Hartlepool Partnership (SHP) is responsible for the implementation of the national drug and alcohol strategies, with key tasks of preventing misuse through education, offering support to individuals and families and providing specialist treatment.
- 2.2 To deliver the strategies there is need to ensure a range of facilities and services that require close partnerships with Police and Probation offering initiatives to deal with substance misusing offenders; with NHS Hartlepool to provide specialist treatment; with Children and Adult social care to integrate family support and protect children affected by parental substance misuse and with community safety colleagues to tackle substance fuelled anti-social behavior.
- 2.3 The Government provides an annual funding allocation from the Department of Health and Home Office to tackle drugs with a requirement to produce an Annual Drug Treatment Plan and regular performance reports to the National Treatment Agency (NTA). Although there is no additional funding allocated for alcohol the performance framework and reporting now has to include the local response for alcohol misuse.

3. NEEDS ASSESSMENT

- 3.1 There is a detailed process from the NTA in regard to the development of annual Plans. This includes conducting a needs assessment, data analysis of treatment, mapping of service delivery and consultation with service users and staff. The NTA and Partnership representatives also have a formal review meeting with the NTA to discuss findings and conclusions before the production of the plan which becomes the performance management agreement between Hartlepool and the NTA on behalf of the government departments.

- 3.2 The drug needs assessment confirmed limited change to the local drug profile. Heroin remains the class A drug of choice, there is little use of crack cocaine however there is an increase in the use of powdered cocaine mainly linked to the night time and weekend economy. Intelligence reports to the Police in terms of synthetic drugs or 'legal highs' are low indicating that there is no significant problem with this drug type.
- 3.3 There has been a 25% reduction in Class A drug offences compared to the previous 12 month corresponding period (October 2009 to September 2010). Overall drug offence levels have reduced by 31.2% the vast majority of the decrease attributed to reduced class B drugs, specifically cannabis (Offences down from 417 to 265)
- 3.4 Whilst the majority of the town has drug issues offences and intelligence indicate that Grange and Stranton wards are the most problematic for class A drugs along with Bum Valley and Foggy Furze. These four wards also account for the highest number of drug litter finds recorded. Grange and Foggy Furze are the only 2 wards of the 17 which highlight drug dealing as a ward issue.
- 3.5 During the SHP Strategic Assessment period October 2010-September 2011 there were 2,030 mandatory drug tests completed in custody linked with theft and burglary offences. Compared with the last period positive tests for opiates have reduced from 80% to 69% whilst positive cocaine tests have increased from 14% to 21.2%.
- 3.6 The national estimate of opiate and crack users in Hartlepool is 1048, with up to 626 of that number injecting substances. Drug treatment data (provided from the National Drug Treatment Monitoring System – NDTMS) for April 2010 – March 2011 illustrates 799 individuals were in effective treatment (718 opiate; 81 Non-opiate) and over two thirds are males in the 20 – 35 years age group. Using an approved treatment outcome tool the data confirms that 47% of the caseload undertook abstinence programmes to become free of drugs, and 25% of the caseload were reducing their illicit and substitute medication prior to entering abstinence status.
- 3.7 Other data relating to successful completions (leaving specialist treatment) includes:-

		Local	National
Successful completions as a proportion of total number in treatment	Opiates	5%	8%
	Non - Opiates	36%	39%
	All	8%	14%
Proportion who successfully completed treatment and did not return within 6 months	Opiates	81%	80%
	Non-Opiate	88%	94%
	All	84%	87%
Proportion of adults in drug treatment for more than two years	Opiate	60%	51%
	Non-Opiate	15%	8%
	All	56%	43%

- 3.8 The alcohol assessment confirms that overall alcohol consumption in Hartlepool is comparable to the North East average, however 'increasing risk' and 'binge drinking' rates are significantly worse than the national average.
- 3.9 Alcohol related incidents and crimes have increased by 9.6%, with anti-social behavior incidents accounting for the majority (48.5%) of alcohol related incidents and alcohol misuse is a significant factor in violent crime and domestic abuse.
- 3.10 Alcohol contributes to over half the crime and incidents (60.2%) in the Central area, 61.7% in the Town Centre and 51.9% in the Stranton ward. The Owton ward accounts for the majority (39.8%) of alcohol fuelled crime and incidents in the south of the town. Occurrences peak during the weekend, the majority occurring between 2100 and 0400 hours evidencing links to the night time economy.
- 3.11 During SHP strategic assessment period there were 12 Drinking Banning Orders made and 2,454 alcohol arrests recorded, representing a 3.7% increase from the previous reported period.
- 3.12 The treatment services and data collection system for alcohol (National Alcohol Treatment Monitoring System – NATMS) is not as robust as that collecting drug information but confirms that during 2010/11 383 individuals were in contact with specialist treatment. Local estimates suggest there are up to 5,000 dependent drinkers in the town and over 20,000 local people who at times are drinking at irresponsible levels outside the guidelines.
- 3.13 Other treatment data confirms that the average length of specialist alcohol treatment is 44 weeks, that 15% of the total caseload completed treatment successfully in that year compared to a national average of 32% and below the consumption habits of new presentations entering alcohol treatment and support services in 2010/11.

Units consumed in 28days prior to entering treatment	0	1-199	200-399	400-599	600-799	800-999	1000+	Presented prior to April 2010
Number of new individuals into treatment 2010/11	32	40	41	36	20	20	20	174
Proportion of new local presentations	15%	18%	20%	17%	10%	10%	10%	
National proportions for comparison	9%	17%	17%	18%	11%	9%	14%	

4. **PROGRESS ON ACTION PLANS 2011-12**

- 4.1 In terms of the national drug strategy, 'Reducing Demand, Restricting Supply, Building Recovery (December 2010) there was a strategic change of focus from that previously of increasing numbers into treatment and maintaining them on substitute medication (e.g. methadone) to one of recovery, providing specialist treatment and support with an emphasis on

abstinence and a sustained recovery from dependence on substances. Key activity to comply with the new strategy and illustrated in the drug plan for 2011/12 included:-

- Increased effective enforcement and offender programmes.
- Improve accommodation response for substance mis-users.
- Work with children's services to improve safeguarding and support children and young people affected by parental substance misuse.
- Remodeling of the current drug system to address recovery

4.2 Members may also recall that following the 2009 Comprehensive Area Assessment which resulted in the 'red flag' for tackling the harm caused by alcohol, there was an extensive review and the development of Hartlepool Alcohol Harm Reduction Strategy 2011-2016 (approved by Cabinet on 21st March 2011). The first year 2011/12 action plan included:-

- Work with young people in schools and youth settings
- Work to strengthen links with GP's to provide brief interventions
- Provision of training to front line staff to increase brief interventions
- Increase capacity within commissioned specialist treatment services
- Introduce Alcohol Treatment Requirement Orders.

4.3 The action plans are monitored through the multi agency SHP Substance Misuse Group, chaired by Louise Wallace and SHP Alcohol Strategy Group, chaired by Councilor Jonathan Brash). Updates confirm that the work of the Criminal Justice Integrated Team (CJIT) has been enhanced with the provision of additional community sentences i.e. Alcohol Treatment Requirement Orders and Alcohol Specified Activities for offenders, increased training and a specific alcohol intervention into the Team.

4.4 Two Recovery Centres were established from which associated treatment support is provided in the form of evidence-based group work, counseling, peer mentoring training, education, and volunteering opportunities.

4.5 There has been an increase in numbers accessing Tier 4 services i.e. detoxification and residential rehabilitation and capital funding secured from the NTA has allowed the development of a housing initiative that provides supported accommodation and floating support linked to treatment.

4.6 The Primary Care Trust QIP investment secured three workers placed in Hartlepool hospital, social care and GP practices to identify service improvements to the pathways and joint working related to repeat alcohol hospital admissions. This initiative has facilitated increased training in brief interventions, joint care planning with social care and improved support for dependent drinkers needing a specialist clinical intervention.

- 4.7 There has been increased work supporting the lead from Children's Services with a conference, training and case audit to improve responses to Hidden Ham with provision of Freedom (a domestic violence programme), CRAFT (families therapy), couples mediation and reconciliation and increased referrals for Common Assessment Framework (CAF) and parenting programmes.
- 4.8 Of major significance is the progress identified within the Alcohol Strategy and action plan for Safer Hartlepool Partnership to focus on alcohol misusing families, specifically those who have criminally active family members, to address alcohol issues. The Team around the Household process has been established, families have been identified and multi agency virtual teams have been mobilized with a lead practitioner care coordinating.
- 4.9 The other key objective achieved as identified in the Drug Treatment Plan relates to the commissioning of treatment services in response to the 2010 drug strategy. This action provided an opportunity to test the market and was also required to ensure that SHP treatment commissioning complied with Hartlepool Borough Council (HBC) procurement processes following an internal audit.
- 4.10 Being mindful of limited alcohol funding and potential reductions in the government allocations the specifications include treatment for drugs, alcohol, and stimulants and HBC advertised five tenders covering the whole treatment system as follows:-
- a. Structured psychosocial, aftercare and relapse prevention
 - b. Ham minimization and needle exchange
 - c. Recovery and reintegration
 - d. Education, Training and Employment
 - e. Family and service User support.
- 4.11 There were over 20 organisations invited to tender and interviewed and two providers were awarded the contracts recently. The funding required totals £1.23 m and is taken from the specific 'Pooled Treatment Budget ring fenced in Public Health resources. TUPE negotiations and transition plans are in place to prepare for the new providers to assume responsibility as from 1st April 2012.

5. PRIORITIES 2012-13 PLANS

- 5.1 There are still a number of structural changes likely over the next couple of years with the demise of the Primary Care Trust; the NHS changes and Public Health responsibilities transferring to the Local Authority; the National Treatment Agency function being subsumed into Public Health England; the partnership working that will need to be in place with the GP Commissioning Group who will have resources and associated drug and alcohol commissioning functions and the appointment of a Police Crime Commissioner in November 2012 with proposed transfer of criminal justice

funding expected. It is therefore a key priority that SHP maintains effective communication and relationships with all stakeholders throughout the period of transition.

- 5.2 The new treatment providers need to introduce different services and processes and the current activity of transition will be continued in 2012/13 to ensure that recovery is embedded and that services are delivering in accordance with the new targets in preparation for the impending 'payment by results' process being piloted elsewhere in the country.
- 5.3 Using the national treatment data Hartlepool's performance must improve and move closer to the national averages. To this end the NTA have matched all partnerships with similar performing clusters and in 2012/13 the SHP Drug and Alcohol Team will undertake an in depth analysis and review, with the NTA, to determine best practice from elsewhere and the opportunities Hartlepool has for improvement.
- 5.4 During 2012/13 there will be a 'whole system' review of the alcohol pathways and investment, difficult at a time when budgets and structures are fluid, but there is commitment from the GP Clinical Commissioning Group and Acute Trust, who acknowledge the inadequacies of the current provision, to work with SHP and the Health and Wellbeing Board to consider future improvements. The QIP project will be completed in July 2012 and their final report and recommendations will be invaluable in supporting the review.
- 5.5 The relationship with Adult and Children's services will continue to be strengthened. Specifications and service delivery will be enhanced with further joint working based on best practice from the Tier 4, Hidden Harm and Team around the Household experience.
- 5.6 To ensure recovery there is still considerable work needed to improve accommodation options for substance misusers. It is unlikely that there will be further capital monies but application will be made should the opportunity present. Clarifying and strengthening protocols with housing providers will remain a strategic objective and the relationships with Job Centre Plus and other mandated work providers is ongoing especially in light of the governments benefit sanctions and initiatives to incentivise work.
- 5.7 Detailed multiagency action plans for 2012/13 to address the harm from substance misuse are attached at **APPENDIX 1** (drugs) and **APPENDIX 2** (alcohol).

6. RECOMMENDATIONS

- 6.1 Cabinet is recommended to approve and support the Safer Hartlepool Partnership Adult Drug Treatment Plan and Alcohol Harm Reduction Plan for 2012-13 as the performance management framework between the local substance misuse system and the National Treatment Agency (NTA).

7. CONTACT OFFICER

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8. BACKGROUND PAPERS

- National Drug Strategy 2010;
- National Treatment Agency - Guidance for needs assessment and treatment planning;
- SHP Strategic Assessment October 2010-September 2011;
- Audit and performance detail from NDTMS and local IT system POPPIE;
- Hartlepool Alcohol Harm Reduction Strategy 2011-2016;
- Hartlepool Alcohol Action Plan 2011/12.



Adult Drug Treatment Action Plan 2012/13

Planning Section 1: Commissioning for positive outcomes

Identification of key priorities following needs assessment relating to commissioning system:

- Maintain effective communication and relationships with all stakeholders
- Changes across a number of structures need managing in regard to planning, resources and commissioning – Public Health England, Public Health moving to Local Authority, GP Consortia, Police and Crime Commissioner. Strengthen Substance Misuse Group membership and ensure positive links with relevant networks GP Clinical Commissioning Group, Health and Wellbeing Board.
- Extend service user involvement in planning and commissioning
- Increase data analysis and information sharing
- Undertake an in-depth analysis and review to determine best practice elsewhere

Expected outcomes 2012-13

- Improved performance against the national indicators following the re-commissioning of services and changes to providers.
- Increased numbers engaged in treatment and recovery with increased sustained successful outcomes of specialist treatment.
- Integrated substance misuse services with additional service provision and capacity

Delivery Plan:

Key milestones	By when	By whom
1. To ensure robust commissioning and planning processes review and strengthen Strategic Commissioning Group membership in light of NHS changes to ensure participation of all key stakeholders required to deliver aims of national Drug Strategy and local priorities. Consider DAAT interests and relationship with GP Clinical Commissioning Group and Health and Wellbeing Board	May 2012 & December 2012	Director Public Health/Health Improvement
2. Ensure effective financial management and governance of DAAT commissioned services through solid performance and contract management frameworks by :- Review of commissioner and provider forum and understanding of performance indicators.	May, August, November, 2012 and February 2013.	SHP DAAT

Quarterly financial reporting mechanisms to confirm expenditure remains as forecast Hold regular meetings with relevant finance leads of Authority, SHP, and NHS Tees.		
3. Hold regular performance meetings with service providers to address any issues, develop and monitor improvement plans for increasing numbers into treatment, increased successful and sustained treatment outcomes, data collection and analysis and service delivery	Monthly	SHP Commissioning Team and Effectiveness Manager
4. Monitor and support the preparation and transition for new services delivering against new specification and ensure service delivery embedded and in line with contract and improved performance indicators.	Monthly	SHP Drug and Alcohol manager/Commissioning Team.
5. Continue workforce development to ensure a competent, well trained staff across the whole system including primary care, Tier 1 and 2 services and the voluntary sector. Include annual training audit, checks on clinical governance arrangements, continuing professional development and new providers appraisal and supervision structures.	Quarterly from June 2012	Planning and Commissioning staff
6. Ensure high and consistent levels of data quality across the treatment system with a particular focus on data which is submitted to the NTA and the Home Office. Particular attention to accurate Treatment Outcome Profile (TOP) compliance which is to be used within recovery planning.	Monthly	Treatment Effectiveness Manager & Data officers
7. Work towards integrating IT systems for data sharing and communication. Review IT provision and potential for integration of treatment and DIP systems. Review if system utilised to full potential in case management and for analytical purpose.	October 2012	Drug and Alcohol Manager
8. Work with NTA to identify within family cluster areas of best practice and improvement that could be applicable to Hartlepool. Arrange visits, information exchange and mentoring	May 2012 onwards	SHP DAAT
9. Undertake comprehensive process mapping exercise to define, illustrate and confirm any changes to care pathways following commissioning of new services.	June 2012	Drug and Alcohol Manager and Providers
10. Embed user and family/carer involvement and participation mechanisms into commissioning and service delivery as relevant to strategic and treatment system.	October 2012	SHP Commissioning Team

Other Comments/Updates: New services and service delivery will need to be embedded with review and development of care pathways.
NHS changes and appointment of Police Crime Commissioner will require preparation and participation in discussions and negotiations in year.

Planning Section 2: Maintaining and improving access to treatment

Identification of key priorities following needs assessment relating to access to the drug treatment system:

- Improve integrated substance misuse assessment, screening and care coordination.
- Improve prison links particularly with those on short sentences building on the work of the officer seconded from Prison Service into CJIT
- Increase range of treatments including those for prescribed medication (Benzo's specifically), stimulants and other substances introduces (legal-highs)
- Develop further aftercare, relapse prevention, use of mutual and self help facilities.
- Ensure strong relationship with Job Centre Plus, Housing and Voluntary sector
- Focussed work with social care to raise awareness, share assessment tools, increase skills and training opportunities and joint work to identify and support vulnerable families

Expected outcomes 2012 - 13:

- Integrated substance misuse services and processes
- New provision of Family service which will also encourage family involvement in treatment
- Increase in 'out of hours' service and use of outreach through community facilities to improve access
- Increase in alcohol services and support.

Delivery Plan:

Actions and milestones	By when	By whom
1. Ensure that all commissioned services are responsive to the diverse needs of the communities they serve by provision of appropriate literature and information, access points and service delivery in the community of interest.	May 2012	SHP Commissioning Team
2. Ensure harm minimisation service is embedded throughout the treatment system and delivering information and education to the widest community and public.	June 2012	Provider

3. Increase the awareness of Tier 1 agencies to treatment and engage treatment naive population through assertive outreach, literature, use of electronic media such as texts, face book, twitter etc, and peer mentoring.	June 2012	SHP Commissioning Team
4. Provide training to 'generic / Tier 1' (i.e. non-drug treatment) and front line services to identify, engage, advise and refer drug users into the treatment system.	Annual programme	SHP DAAT and provider
5. Increase access through generic services to maximise referrals of users who are currently underrepresented in the treatment system. Increase with training competencies in generic services to offer advice and harm minimisation. Work closely with NHS Tees and Pharmacists particularly those expressing interest in becoming Healthy Living Pharmacists to deliver needle exchanges and other enhanced health promotion services.	November 2012	PCT Pharmacy lead & SHP Drug and Alcohol Manager
6. Provide an induction information handbook detailing treatment options, service provision, standards protocols etc at the comprehensive assessment and start of treatment	May 2012	Providers
7. Maintain the robust CJIT prison links to ensure continuity of care for offenders on release. Improve the effective engagement of CJIT clients with participation in comprehensive assessment and intensive Engagement Team.	June 2012	CJIT Operational Manager.
8. Increase access for inpatient and residential interventions and negotiate formal funding relationships including piloting of personalised budgets	September 2012	Tier 4 Lead
9. Improved transitions from young peoples to adult's treatment for those clients over 18 who have ongoing treatment needs. (Following commissioning of YP service)	December 2012	Drug and Alcohol Manager and Parenting Commissioner
10. Review and evaluate current accredited peer mentoring schemes Extend peer mentoring to include work placements and volunteering	July 2012	Tier 4 lead
11. Provide multi agency training and practice development workshops to increase workforce competence and confidence in addressing the Hidden Harm agenda. Ensure clear pathways and protocols are in place between treatment, children's services and adult social care services to improve safeguarding, joint working and information sharing.	September 2012	Drug and Alcohol Manager

12. Maintain monitoring and drive on harm reduction and drug related deaths with continued annual training programme for users, carers and workforce in overdose prevention and resuscitation. More information on HIV and HCV provided to service users and families.	Ongoing	Provider
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Other Comments/Updates:

From 1st April commissioned increased service user, peer mentoring and advocates development programmes to increase participation in treatment and planning activity of DAAT.

Planning Section 3: Delivering recovery and progress within treatment

Identification of key priorities following needs assessment relating to recovery and effectiveness of the drug treatment system:

- Strengthen and embed recovery and reintegration approach and service
- Improve use of TOP's in alcohol treatment and within care planning
- Increase aftercare and relapse provision
- Develop access to housing
- Increase treatment options for non-opiate users

Expected outcomes 2012 - :

- Improved performance across the national indicators and framework,
- Increased numbers into treatment,
- Increased numbers engaged in reduction or abstinence programmes,
- Increased and sustained successful completions and reduction in those returning to specialist services within 6 months and 12 months.
- Improved vaccination and testing programmes

- Simpler assessment and referral processes
- Peer Mentors and recovery champions/'clean' role models/community
- Wider ETE opportunities including placements and volunteering.

Delivery Plan:

Actions and milestones	By when	By whom
1. Increase the range of treatment options for both opiate and non-opiate users.	July 2012	SHP DAAT
2. Undertake quality assurance audits of commissioned services to ensure fit for purpose and delivering in line with clinical guidelines (through annual health check and Clinical Governance Forum)	December 2012	Drug and Alcohol Manager
3. Ensure commissioned services are addressing the Hidden harm and Think family agenda by identification and analysis of data relating to dependent children, family support and contributions to CAF and safeguarding arrangements	Quarterly	Data Officers and Drug and Alcohol Manager
4. Treatment system to offer clients full choice of treatment goal and treatment approach, with an increased focus on recovery and the progression towards a drug free lifestyle. Monitor new services against new specification for improved performance and outcomes.	Quarterly	Treatment Effectiveness Manager
5. Continue to strengthen structured treatment interventions for complex cases and negotiate improved access criteria for Dual Diagnosis and mental health services.	Quarterly	Drug and Alcohol Manager and Tier 4 lead
6. Utilise mentoring provision to provide additional support to clients as they move through their treatment journey, particularly through times of crisis, change and transition	April 2012	Treatment Effectiveness Manager
7. Improve joint working and referral pathways for those drug users mandated by Job Centre Plus to attend work programmes or have benefit sanctions. New ETE service to deliver bespoke preparation programmes, promote social enterprise or facilitate access to more formal education sectors. Working closely with JCP and sub contractors the service to offer opportunities for recognised vocational training or full time employment. Provider to also support Government 'Troubled Families' initiative.	June 2012	Provider and SHP Commissioning Team
8. CJIT to develop bespoke group work for offenders on DRR's including Probation Citizenship programme and ITEP Tier 3 interventions.	June 2012	CJIT Operational

Continue to develop group work modules		Manager
9. Evaluate process for Tier 4 provision to meet real levels of need and demand and ensure vfm in commissioning. Increase range of detoxification options including community detoxification programme	August 2012	Tier 4 lead
10. Continue to monitor and performance manage effectiveness performance across the treatment system (including through the use of TOP) to ensure accuracy of information and achievement of partnership effectiveness targets.	Ongoing	Data Managers
11. Strengthen pathways and integrated working between medical provision and psychosocial interventions. Continue to develop common files and care plans. Establish multi agency Engagement Team from Comprehensive assessment Review with NHS Contracting Officers specialist prescribing contract and KPI's	Ongoing	Treatment Effectiveness Manager & NHS Contracting

Other Comments/Updates

The commissioning of new services includes re-engagement, family services and service user development with providers evidencing experience in delivering recovery focussed outcomes elsewhere. The transition process may take a couple of months to settle and embed but as from April there will be an increased range of activity, additional venues for service delivery and a focus specifically on recovery and reintegration.

Planning Section 4: Achieving outcomes and successful completions

Identification of key priorities following needs assessment relating to outcomes, discharge and exit from the drug treatment system:

- Improve outcome setting and performance management of commissioned services with clear challenging targets and robust monitoring.
- Increase peer mentoring and service user development programmes and opportunities
- Maximise use of mutual and self help groups
- Relapse prevention and aftercare with rapid return to treatment availability.

Expected outcomes 2012 - 13:

- Increased numbers of positive role models and a clean community
- Service user advocates – Federation or network well supported and active
- Increased resources secured through third sector partnerships
- Improvement in numbers exiting treatment drug free, or managing with improved housing, skills and support networks
- Understanding and service user promoting benefits of recovery and reintegration

Delivery Plan:

Actions and milestones	By when	By whom
1. Continue to monitor all treatment agencies planned discharges/successful outcomes and take necessary action to address areas of under-performance, include audit of recovery care plans to review outcome planning	Ongoing	Treatment Effectiveness Manager
2. Implement preparation packs, programmes and other assessment tools for accessing Tier 4 services to remove potential barriers to effective completion of treatment. Monitor the potential for community detoxification initiative.	December 2012	Tier 4 lead
3. Ensure that service users, families and carers, tier one agencies and treatment providers are familiar with the Fair Access to Charges eligibility criteria for residential rehabilitation and that the preparation pack is embedded into case management process.	July 2012	Tier 4 lead
4. Ensure aftercare and relapse prevention arrangements are incorporated into recovery care plans for Tier 4 and those leaving specialist treatment, and that there is a follow up arrangement agreed.	June 2012	Provider & tier 4 lead
5. To ensure that substance misusers have access to a range of housing related initiatives that provide stable and sustainable accommodation ;- Improve pathways between housing providers and treatment system to ensure that the needs of drug and alcohol users are met. Provide training so that staff within housing services appropriately meet the Drug and Alcohol National Occupational Standards (DANOS) Maximise floating support services to maintain existing tenancies	Ongoing	Drug and Alcohol Manager & Providers.

Develop or utilise mediation services to prevent evictions.		
6. Promote greater opportunities for substance misusers to access training and employment by developing a strategic alliance with Job Centre Plus clarifying roles and responsibilities in regard to delivering support needs and mandatory work programmes. Negotiate and confirm eligibility of structured activity programmes	Ongoing	Provider

Other Comments/Updates Arrangements for incentivising work continue to be advised.
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END OF ADULT DRUG TREATMENT PLAN

5.7 APPENDIX 2



Alcohol Harm Reduction Action Plan 2012/13

Section 1: PREVENTION – Promote sensible drinking and decrease irresponsible consumption

Objectives

- Promote alcohol education in all schools, youth service, further and higher education.
- Promote a culture of responsible drinking and modify dangerous drinking patterns
- Disseminate consistent and sensible drinking and health promotion messages targeted at groups (e.g. A&E, GP surgeries, licensed premises and the workplace)
- Increase knowledge and understanding of alcohol issues and alcohol related harms to both the public and a trained workforce.

Delivery Plan:

Key milestones	By when	By whom
1. Develop an integrated communication strategy to provide a programme of events and campaigns to educate the general public and increase knowledge of services and support available.	June 2012	SHP DAAT and commissioned provider.
2. Provide an annual multi agency training programme for front line services to understand, identify and refer individuals into appropriate treatment services and support	May 2012	Multi agency coordinated by SHP DAAT.
3. Extend and encourage front line services (particularly GP's, Social Care, and Probation) to undertake brief intervention e-learning. Consult and offer to voluntary sector as appropriate.	Ongoing	SHP DAAT & QIPP workers
4. Work with Pharmacists focussing on Healthy Living Pharmacies to extend service delivery and ensure posters and literature is available in all outlets.	May 2012 & September 2012	Commissioned Provider
5. Agree and ensure delivery of age appropriate messages to children and young people through the 'Risky Behaviour' programme, incorporating alcohol, sex education, teenage pregnancy, safety.	Rolling programme	Schools, Children and Youth services

6. Publicise and encourage take up of new family service and mutual aid groups i.e. Alcoholics Anonymous		
7. Provide Peer mentoring and Alcohol Champion training to increase community education, advice and referral	September 2012	SHP DAAT
8. Provide ongoing information and promote support for minimum pricing campaign	April 2012 ongoing	SHP DAAT
9. Work with leisure and entertainment industry to promote responsible drinking e.g. challenge cost of soft drinks	Ongoing	Public Protection and Licensing
10. Continue work with employers to develop effective alcohol workforce policies.	Ongoing	SHP DAAT and Health Trainers
11. Develop intelligence led approaches to interventions – increase Partnership understanding of the issue of substance misuse and its cross cutting links with health, social care and offending violent crime in Hartlepool.	September 2012 & January 2013	SHP Community Analysts & DAAT Data Managers

Other Comments/Updates: New alcohol support services commissioned from 1st April that have responsibility for promoting harm reduction messages and campaigns particularly in targeted areas and with specific groups. SHP Commissioning staff to work closely to ensure effective programme and with balance monitor data relating to impact of social marketing

Section 2: TREATMENT – Ensure services are provided for harmful, hazardous and dependant drinkers, their families and carers

Objectives

- Develop efficient, early brief intervention and programmes
- Provide a coordinated, stepped programme of treatment services that are effective, appropriate and accessible with adequate capacity to meet demand and in line with Models of care for alcohol misuse.

Delivery Plan:

Key milestones	By when	By whom
1. New services commissioned from 1 st April. Ensure effective transition and delivery in accordance with contractual performance management.	April 2012 onwards	SHP DAAT
2. Review and publicise clear guidelines and pathways for referral routes. Arrange multi agency training and workforce development events	May 2012 & September 2012	SHP DAAT and providers
3. Establish greater individual and corporate responsibilities for identifying, screening, providing brief intervention advice and referral into appropriate services. Agree and embed common screening tools such as AUDIT and outcome tools e.g. STARS across all services	June 2012 & Quarterly training	SHP DAAT coordinating Stakeholders
4. Negotiate process for multi agency care coordination across primary care and specialist services i.e. involvement by GP, mental health, social care and specialist services	September 2012	SHP DAAT & QIPP
5. Strengthen information sharing and improve monitoring and reporting responses in line with requirements determined by NDTMS, NTA, Public Health England, SHP and Health and Wellbeing Board	June 2012 and ongoing	Stakeholders
6. Integrate and strengthen alcohol service with social care services focusing on Hidden Harm and Think Family responses.	September 2012	SHP DAAT and Social Care leads
7. Ensure all young people leaving specialist services are engaged with the integrated youth service	Ongoing	YP Substance Misuse service
8. Build a business case identifying available funding and options for alignment and pooling of resources utilising a Total place exercise or costing toolkits. Report and discuss with	June 2012 &	SHP DAAT & Public Health

stakeholders as appropriate e.g. NHS Tees, GP Clinical Commissioning, Hartlepool Borough Council, Health and Wellbeing Board, etc.	ongoing	
9. Negotiate and agree investment arrangements for Tier 4 services (i.e. detoxification and rehabilitation). Consider pilot of personalised budgets	December 2012	SH DAAT & Social Care leads
10. Alcohol Services to increase screening and work collaboratively in cases of Domestic Violence	June 2012	SHP DAAT, Providers and Community Safety lead
11. Re-negotiate Tees contract for alcohol arrest referral scheme and brief interventions in custody. Negotiate handover to Police Crime Commissioner.	Post November 2012	SHP DAAT

Other Comments/Updates:

Increase in service delivery commissioned from 1st April. Transition of caseloads to new provider priority April – June. Promotion of services and new pathways required across whole model as there will be changes to venues, timing of services and additional services available.

GP Clinical Commissioning Group working closely with SHPDAAT to improve links between alcohol services and primary care. PCT QIPP initiative working in hospitals, social care and GP practice to improve pathways and report available after July 2012.

Section 3: CONTROL – Promote public protection through law, enforcement and policy

Objectives

- Reduce rate of alcohol-related crime and disorder, antisocial behaviour and domestic abuse
- Promote responsible management of licensed premises through effective implementation of the Licensing Act 2003 and best practice initiatives
- Further develop effective data collection systems in relation to the impact alcohol has on crime and health and link to an effective performance management system to promote quality standards
- Reduce the negative impact that alcohol has on children, younger people and the family

Delivery Plan:

Key milestones	By when	By whom
1. Crime data to be reviewed in order to recognise any patterns, hotspots, types and increases in occurrences to inform enforcement and licensing activity	Standing Business item for SHP Reducing Violence sub group	SHP Community Research Analyst
2. Develop anti violence campaigns in response to specific local issues and events to raise public awareness as to the dangers and consequences of excessive drinking. Deliver regular public safety messages	Standing Business item for SHP Reducing Violence sub group	SHP Public Confidence Group supported by Police and HBC media departments
3. Develop and deliver an ongoing programme of key public messages, relating to sexual violence and violence in public places, particularly related to the use of alcohol	Standing Business item for SHP Reducing Violence sub group	SHP Public Confidence Group supported by Police and HBC media departments
4. Undertake work to promote positive news stories and manage negative headlines	Standing Business item for SHP Reducing Violence sub group	SHP Public Confidence Group supported by Police and HBC media departments
5. Reduce opportunities for alcohol-related violent behaviour in public places. . Improve the design and management of public places for example increased policing, improved lighting and CCTV	Standing Business item for SHP Reducing Violence sub group	Community Safety Manager
6. Robust identification and enforcement of repeat offenders and problematic licensed premises – making full use of the tools and powers available through Violent crime reduction Act 2006, Licensing Act and other relevant legislation	March 2013	Community Safety Manager and Probation Trust
7. Monitor sale of alcohol through regular under age test sales, to young people and prosecute those retailers who fail to heed warnings and advice	Ongoing	Licensing and Police
8. Continue to encourage and expand Pub watch, Best Bar None and similar schemes to raise quality standards with an aspiration of moving towards a Purple Flag status	Ongoing	Licensing and Neighbourhood Management

9. Review problem premises and as necessary impose special conditions or revocation of licence	Monitor quarterly	Licensing and Police
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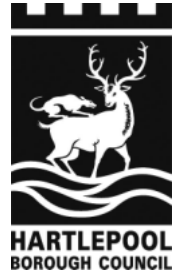
Other Comments/Updates:

The majority of the control actions are included in the Reducing Violence Sub Group action Plan

END OF ALCOHOL HARM REDUCTION ACTION PLAN

CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: HOUSING MARKET RENEWAL TRANSITION
FUNDING PLAN

SUMMARY

1. PURPOSE OF REPORT

To set out the project implementation proposals for the Carr/Hopps Street Regeneration Area and to seek approval from Cabinet to implement the proposals from April 2012.

2. SUMMARY OF CONTENTS

The report sets out the history and current position in relation to the Carr/Hopps Street regeneration area and sets out the proposals in relation to the implementation of the regeneration scheme. The report provides a detailed implementation plan for this scheme including roles and responsibilities, phasing, timescales, financial considerations and risk analysis.

3. RELEVANCE TO CABINET

Relevance to Housing and Transition and Regeneration Portfolios.

4. TYPE OF DECISION

Key Decision (test i applies) - Forward Plan reference Number RN4/12.

5. DECISION MAKING ROUTE

Cabinet on the 19th March 2012.

6. DECISION(S) REQUIRED

Cabinet is requested to:

- 1) Endorse consultation proposals set out in paragraph 4.12 and provide consent to consult with residents and owners from April 1st 2012.
- 2) Note the position in respect of HMR transition funding and the match funding requirement set out in the Medium Term Financial Strategy report of February 2012.
- 3) Agree contents of the report and agree to implement the scheme in line with the implementation plan in partnership with Endeavour Homes and Housing Hartlepool.
- 4) Determine which phasing plan should be implemented between Option 1 (Targeted Acquisition) set out in paragraph 4.10 and Option 2 (Block Acquisition) set out in paragraph 4.11.
- 5) Endorse the proposal to begin acquisition by agreement of properties within the Carr/Hopps Street regeneration area over a 3 year period.
- 6) Agree to the proposed compensation packages for tenants set out in section 4.14 and owners set out in paragraph 4.8.

Report of: Director of Regeneration and Neighbourhoods

Subject: HOUSING MARKET RENEWAL TRANSITION
FUNDING PLAN

1. PURPOSE OF REPORT

- 1.1 To set out the project implementation proposals for the Carr/Hopps Street Regeneration Area and to seek approval from Cabinet to implement the proposals from April 2012.

2. BACKGROUND

- 2.1 The Carr/Hopps Street housing regeneration area includes 189 residential properties (including 2 properties with a commercial element) in the streets of Rodney Street (numbers 17-73 odds and 24-80 evens) Richardson Street, Blake Street (numbers 2-18 evens) Carr Street, Jobson Street, Hopps Street and Hart Lane (numbers 31-57 odds). The site is 2.06 hectares in size.
- 2.2 Obsolete terraced properties and the associated issues have been prevalent in the central area of Hartlepool since the late 1990's. Problems such as anti social behaviour, abandonment and sharp decline in owner occupation led to a severe decline in some neighbourhoods and attracted large scale speculation in the property market with buy-to-let. In response to these issues Hartlepool Borough Council introduced a housing regeneration strategy and collaborated in the Tees Valley Partnership to implement a 15 year programme of Housing Market Renewal (HMR). The schemes have delivered multi-million pound investment and successfully attracted owner occupiers back to the central area of the town by creating mixed tenure developments, sustainable communities and enhancing localism through community regeneration.
- 2.3 The Carr/Hopps Street site was located within the New Deal for Communities (NDC) area and was identified for intervention through the NDC Community Housing Plan (CHP) as part of Hartlepool's HMR Programme. Following the end of the NDC programme Hartlepool Borough Council became responsible for the delivery of this scheme. The Carr/Hopps Street regeneration area is the last piece in the jigsaw of incremental housing regeneration and must be tackled to prevent the regeneration success reversing into a rapid spiral of decline, protect the

investment made in surrounding areas and to help people trapped in properties that are in the poorest physical stock conditions in the town.

- 2.4 Given that the Carr/Hopps Street area was part of the NDC community housing plan significant consultation has taken place over a number of years with residents. Investment took place in the streets by the NDC programme which supported and encouraged owner occupiers to take up grants and loans to relocate to the area. This was a choice and few took up the offer and the scheme failed to make any impact against the backdrop of decline in owner occupation and the rapid increase in property purchasing by speculators. Properties within the central block were identified for acquisition and clearance to create open space; acquisition of all the interests at that time could not be achieved. Further research and consultation was undertaken in 2007 (this included individual visits to all occupants) which highlighted that the area had not improved since the NDC intervention, the area had declined significantly and a more substantial area for intervention was identified. Resident consultation highlighted that 90% wanted more significant intervention with 76% overall supporting the boundary that is identified by this scheme.
- 2.5 The approach to HMR programme 2008-12 previously agreed by Cabinet has been to focus on three sites within the core HMR areas of west central and north central Hartlepool the delivery of which was considered to be achievable within the short to medium term, the Carr/Hopps street area was identified as one of these sites. In selecting these sites Cabinet was aware that, although there were not sufficient resources available within the 4 year programme to fully deliver the Carr/Hopps Street site, the HMR programme being a 15 year strategy to deal with obsolescence meant there were good prospects of further resources being made available in the period beyond March 2011 to allow these sites to be delivered.
- 2.6 The Comprehensive Spending Review of 2011 withdrew all funding and abolished the HMR programme. This was followed by significant pressure and lobbying from the areas affected and subsequently the Government made available a HMR transition fund to allow five of the most challenged pathfinders to complete an exit programme for regeneration schemes. Cabinet has received reports on the 1st August 2011 and the 24th January 2012 and approved a Hartlepool application to this fund, this has subsequently been successful.

3. **CURRENT POSITION**

- 3.1 Acquisition from owner occupiers on this site has been moving forward. To date Hartlepool Borough Council has purchased 73 properties and a further 20 properties are owned by partners Endeavour Housing Association, Housing Hartlepool and NDC Trust. There are 95

properties in private ownership of these 9 are owner occupiers, 32 are private rented vacant and 54 are private rented tenanted. As the Council has been purchasing from owner occupiers over a number of years very few remain on the site and of the 9 owner occupiers, 4 have agreed sale with the Council and are in the process of moving to alternative accommodation. Land Registry searches have been conducted to confirm the ownership of properties within the area. **Appendix 1** provides the current ownership plan for this scheme as of January 2012.

- 3.2 The scheme is currently being delivered in partnership with Housing Hartlepool and the Housing Hartlepool regeneration team assist residents to relocate and conduct twice weekly inspections of the site alongside the Council's Housing Standards Officers to report and resolve issues such as rubbish and exposed properties.
- 3.3 All properties acquired by the Council have been stripped internally, disconnected and secured awaiting demolition. As the figures above demonstrate a large proportion of the privately owned properties are vacant which results in a vacancy level of 64% across the site. Landlords are unable to let their properties due to poor condition, desirability, better housing offer elsewhere in Hartlepool, high levels of anti-social behaviour and abandonment. These remaining tenants living in the streets feel trapped and vulnerable. The area continues to have the lowest house prices within Hartlepool and; the continuation of a failed housing market is having a negative impact on the surrounding areas. The surrounding areas are suffering stress due to this failed area. This includes having a negative impact on house prices and desirability.
- 3.4 Transition Fund Bid Overview and Outcome
The purpose of the transition fund is to assist trapped households living in sites subject to housing regeneration, stalled by the cancellation of the HMR programme. The fund is designed to unlock the potential to re-house residents and to deliver a structured exit from the HMR programme. The bid put forward and approved was to utilise the funding to acquire properties by agreement and relocate residents without legal enforcement on the Carr/Hopps Street site. The Council has been successful in securing £2million grant funding through the transition fund which is un-ring fenced and does not require the Council to have an end use for the site. There is a requirement for the Council to match fund this grant by a minimum of 50% (another £2 million) and details of the financial plan were agreed by Council as part of the Council budget in February 2012. A detailed overview of the transition fund outcome was presented to the Housing and Transition Portfolio Holder on the 22nd February 2012 for information.

4. PROPOSALS

- 4.1 Following the approval of the financial and budget position in February 2012 set out in the medium term financial strategy report the scheme can now be taken forward and the information below sets out recommendations on how the scheme could be delivered over the 3 year period.
- 4.2 Delivery Arrangements and Responsibilities
Project Group - A project group has been established to oversee the delivery of the scheme. This includes representatives from the housing services team, estates, neighbourhood management, legal and finance, Endeavour Housing Association and Housing Hartlepool. The role of this group is to monitor the implementation of the scheme and provide a multi-agency mini-neighbourhood management approach to delivery.
- 4.3 Residents Group – A residents group will be established to seek the views of local residents throughout the implementation of the scheme and will be responsible for advising the project group. The group will consist of local ward councillors and residents from the Carr/Hopps Street area and surrounding area.
- 4.4 Project Management and Budget Management - Overall project including budget management will be taken forward by the Housing Services team with support from finance when required.
- 4.5 Valuation and Acquisition Management – The valuation process, negotiation and acquisition of properties will be managed by the Council's Estates and Asset management team with the conveyancing completed by the legal team.
- 4.6 On-the-ground Management – The delivery of the project on-the-ground will be managed by the Housing Hartlepool regeneration team with support from the Neighbourhood Manager and the Housing Standards Officers. The regeneration team will have two dedicated officers who have knowledge and experience within this area. This team will be responsible for liaison with residents of the area, re-housing, site inspections, site security and removals. Twice weekly site inspections will be carried out and once a week a Housing Standards Officer will accompany on the inspection visits. The property clearout and utility disconnection will be completed by the Council's Building Maintenance Team. The regeneration team will notify the Building Maintenance Team when a completion date is arranged and the works will be completed within 2 working days to ensure the safety and security of remaining residents over a 3 year period.
- 4.7 The scheme will be delivered through a partnership approach to share staff costs and responsibility. The partners have confirmed their

commitment to support delivery of this scheme. It is proposed that the work is delivered within the existing parameters of Council staff's job roles/ remit to reduce costs. This project therefore does not have any human resource implications.

4.8 Acquisition Process

The Council will be acquiring properties by agreement only and at market value. It is recommended that owners of properties will be provided with a compensation package equivalent to 7.5% of the agreed market value to assist in the acquisition process. In those cases in which the qualifying criteria are satisfied and the Council acquires by agreement it has a discretion to make payments equal to an amount it would be required to pay if the interest had been acquired compulsorily. At the present time it is proposed to acquire only by agreement and to exercise that discretion subject to the qualifying criteria. The Council's estates team will lead on the acquisition process and liaison with owners and valuations will be conducted by a RICS qualified surveyor. This work may be completed by existing staff or a procurement exercise will be conducted to appoint a surveyor to act on the Council's behalf. Once an offer is accepted the completion must take place within 6 months, any properties where completion has not taken place within 6 months must be re-valued to ensure the value reflects current market value. Reasonable legal fees to the value of £300 will be paid and reasonable agent fees to the value of £300 will also be considered. All fees must be approved and submitted by the owner of the property to the Council for consideration. The acquisition of owner occupiers will continue as previously approved.

4.9 Phasing Arrangements

The Council will purchase properties from owners by agreement in a phased approach as identified within the transition fund bid. Flexibility to acquire within other phases may be required if sales can be agreed with an owner and this would allow for a tenant to be relocated. There are two options for Cabinet to consider in terms of phasing.

4.10 **Option 1 – Targeted Acquisition** of properties which are occupied. This would allow for existing tenants to be re-housed more quickly if the owner was willing to sell their property by agreement to the Council. This would result in a pepper potting of ownership and make selective demolition more difficult. It may also encourage landlords to tenant their empty properties within this area. To mitigate this risk it would be possible to limit the acquisition of occupied properties to those occupied at the date of the decision. Please see **Appendix 2** for phasing plan option 1.

4.11 **Option 2 – Block Acquisition.** This phasing plan is based on acquiring blocks with the fewest occupants first. This phasing plan would allow for selective demolition of blocks if required and would prioritise the acquisition of more vulnerable tenanted properties, it

would however result in some existing tenants waiting longer for the opportunity to leave the area. The phasing would be as follows:

- Phase 1 – Central Block which is 9% occupied
- Phase 2 – Richardson Street Block which is 36% occupied
- Phase 3 – Jobson Street Block which is 38% occupied
- Phase 4 – Rodney Street Block which is 38% occupied
- Phase 5 – Hopps/Blake Street Block which is 47% occupied
- Phase 6 – Hart Lane Block which is 53% occupied

Please see **Appendix 3** for phasing plan option 2.

4.12 Consultation Arrangements

It is proposed that consultation with existing residents begins in April 2012 and will be in the form of:

- Letter drop to all residents – April 2012
- Drop in sessions at the Nursery Pub or alternative local venue to commence from April-May 2012
- Individual visits conducted by the Housing Hartlepool regeneration team – May onwards 2012
- Weekly street surgeries conducted to keep residents informed of progress and to answer any questions in relation to regeneration – Commencing May 2012
- Letter to surrounding households to address residents concerns about the future of the area – April 2012
- All non-resident owners will be contacted in writing in May 2012, followed by a detailed discussion on a phased approach.

4.13 Tenant Relocation

At the time of writing 54 properties on the site are occupied by privately renting tenants. Through the consultation process residents housing needs will be assessed and family profiles recorded for future housing requirements. Once a sale has been agreed with the owner the tenant of the property will then be given Band 1A priority on the social housing waiting list or assistance will be provided if the occupant wishes to remain in private rented accommodation. If the tenant wishes to move into social housing an application should be submitted to the Compass Choice Based Lettings system and bids made by the tenant. Housing advice officers will attend the fortnightly street surgeries to provide advice and assistance on re-housing. Advice will also be available from the Housing Options Centre.

- 4.14 Tenant relocation compensation (Home Loss Payment) to the value of £4,700 (statutory Home loss amount) has historically been made to tenants who have been in occupation of a property for 12 months or more and are being displaced from a dwelling as a consequence of compulsory acquisition of an interest in a dwelling. In this case there is no requirement for the Council to provide a home loss payment as

there is no compulsory acquisition, only acquisition by agreement. However in order to assist residents in the area the Council are offering the enhanced home loss service which includes rights on the waiting list and home loss in line with statutory amount. Tenants will be entitled to a home loss payment if they meet the criteria when the property they reside in is acquired by the Council. Disturbance allowance of up to £400 and a team on the ground to assist with removals and relocation is also provided.

4.15 Selective Licensing and Property Condition

The Carr/Hopps Street site is a designated selective licensing area. There are 55 occupied properties that require a license in total. 45 Properties are already licensed and 15 property inspections have been completed to date. Given the property acquisition programme is three years it is important to maintain property condition for tenants in the interim. To achieve this we will ensure that all properties that are required to be licensed under part 3 of the Housing Act 2004 are licensed and inspections will be undertaken to ensure that licence conditions are met and they are free from hazards where the Council can take legal action.

- 4.16 The Housing Standards Officers will continue to deal with all requests for service in relation to enforcement functions in accordance with Council's published enforcement policy. Any complaints regarding disrepair will be investigated and action taken where necessary. Weekly street inspections will take place and any issues dealt with through liaison with landlords and enforcement powers. Landlords are still obliged to ensure that empty properties are secure and do not give rise to statutory nuisances. Specific safety reports on gas and electrical checks will be produced and this area targeted to ensure all appropriate checks have been completed by landlords. The Fire Brigade will also be asked to target this area for free fire safety checks and installation of fire alarms.

4.17 Declaration of Interests

To ensure openness and transparency it is important that employees, elected members, and their close relatives declare any interest they may have in the scheme in advance through the appropriate mechanisms.

5. FINANCIAL CONSIDERATIONS

- 5.1 A report to Cabinet on 4th August 2011 advised Members of the latest position on the Carr/Hopps Street HMR scheme following the Government's withdrawal of HMR funding. The report advised Members that the Government have now recognised that the complete withdrawal of HMR funding has left a number of Councils with a difficult position to manage. In response the Government have provided some

transitional match funding to assist councils to manage the position in which Hartlepool was successful in securing £2m. The Council's own contribution needed to complete housing market renewals schemes is included in the MTFS approved in February.

- 5.2 Owing to the phasing over a period of three years, starting from April 2012, there is a risk that house prices may change before the project is complete. The position will be closely monitored and members will be updated as developments arise.

6. RISK IMPLICATIONS

- 6.1 Even in areas of high dwelling vacancy, taking forward acquisition proposals requires a sensitive and proactive management of the relocation process of local people living in these areas where acquisition is being progressed. Whilst this has been very successfully managed by HH and HBC in the past, detailed consideration needs to be given to the availability of suitable alternative accommodation options for residents and the scheme implemented on a phased basis over an appropriate period of time. Consideration also needs to be given to re housing taking place on other regeneration sites such as Raby Estate and potential competition between residents with regeneration priority on the waiting list. Given the nature of the area there is a risk of more tenants taking up tenancies within the area in order to secure a home loss payment, tenants will need to meet the criteria of occupation to be entitled.
- 6.2 Perhaps, most critically the fundamental risk to the project is the increase in property prices and the unwillingness of owners to sell. If owners do not wish to sell their property they must abide by licensing conditions and ensure their property is of a habitable standard if occupied. Selective licensing inspections will be conducted as programmed to ensure compliance. Some legal avenues will not be open to the Council as there is no end use identified for the land. The aim of the scheme is to purchase properties by agreement only.
- 6.3 Given funding arrangements envisaged it will be necessary to keep purchasing patterns under review as acquisitions progress.

7. RECOMMENDATIONS

Cabinet is requested to:

- 1) Endorse consultation proposals set out in paragraph 4.12 and provide consent to consult with residents and owners from April 1st 2012.

- 2) Note the position in respect of HMR transition funding and the match funding requirement set out in the Medium Term Financial Strategy report of February 2012.
- 3) Agree contents of the report and agree to implement the scheme in line with the implementation plan in partnership with Endeavour Homes and Housing Hartlepool.
- 4) Determine which phasing plan should be implemented between Option 1 (Targeted Acquisition) set out in paragraph 4.10 and Option 2 (Block Acquisition) set out in paragraph 4.11.
- 5) Endorse the proposal to begin acquisition by agreement of properties within the Carr/Hopps Street regeneration area over a 3 year period
- 6) Agree to the proposed compensation packages for tenants set out in section 4.14 and owners set out in paragraph 4.8.

8. BACKGROUND PAPERS

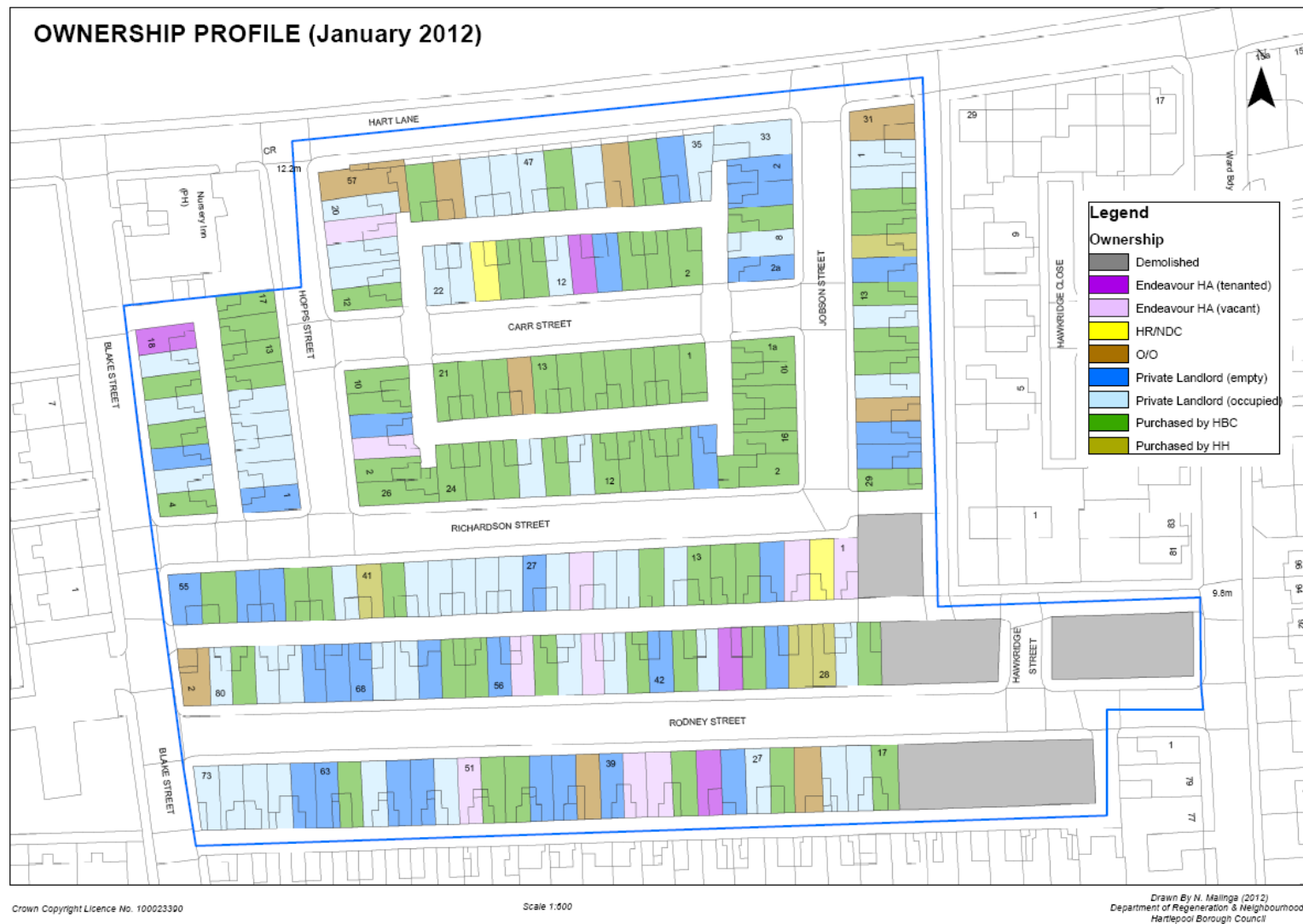
- 8.1 There are no background papers.

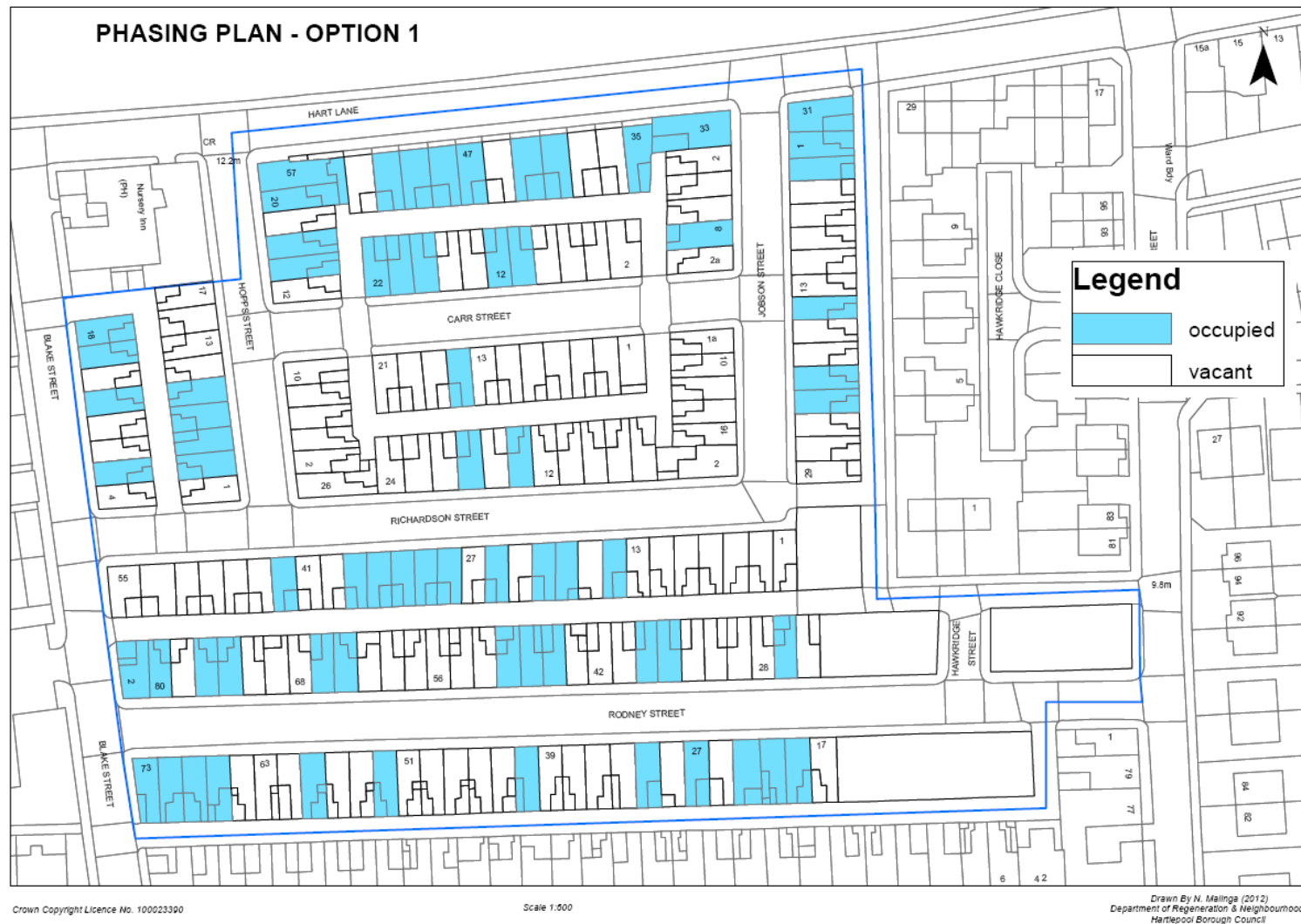
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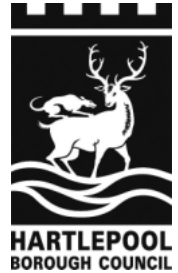






CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: LAYING THE FOUNDATIONS: A HOUSING STRATEGY FOR ENGLAND

SUMMARY

1. PURPOSE OF REPORT

Cabinet is asked to note the Government's new Housing Strategy for England published on 21 November 2011 and its significance to the Hartlepool Housing Strategy 2011-2015.

2. SUMMARY OF CONTENTS

This report provides an overview of the Government's housing strategy and a preliminary assessment of its implications for the recently agreed Housing Strategy for Hartlepool. The report contains background information and addresses how the Council might deliver its Housing Strategy in conjunction with Government priorities.

3. RELEVANCE TO CABINET

The Housing Strategy has strategic relevance across a range of Portfolios, including Housing and Transition; Regeneration and Economic Development and Skills; and Community Safety and Planning.

4. TYPE OF DECISION

Key Decision. Test (ii) applies. Forward Plan Reference Number RN 2/12.

5. DECISION MAKING ROUTE

Cabinet Meeting on 19th March 2012.

6. DECISION(S) REQUIRED

Cabinet is recommended to:-

- a) Note the Government's new Housing Strategy for England published on 21 November 2011
- b) Agree to receive future reports on the impacts of the strategy as they become more clear.
- c) Consider how the Housing Strategy for England will influence the Hartlepool Housing Strategy 2011-2015 in meeting current and future housing priorities for Hartlepool.

Report of: Director of Regeneration and Neighbourhoods

Subject: LAYING THE FOUNDATIONS: A HOUSING STRATEGY FOR ENGLAND

1. PURPOSE OF REPORT

- 1.1 Cabinet is asked to note the Government's new Housing Strategy for England published on 21 November 2011 and its significance to the Hartlepool Housing Strategy 2011 - 2015.

2. BACKGROUND

- 2.1 On the 21st November 2011, the Government published 'Laying the Foundations: A Housing Strategy for England'. The strategy presents the Government's intended direction of travel for housing, its role in the wider economy and its contribution to social mobility. Principles which are set out include: homeownership; increased building; overhaul of social housing and commitment to zero carbon new build.
- 2.2 The new Government housing strategy will impact on the Council's housing responsibilities as the strategic housing authority. It will also influence the delivery of Hartlepool's Housing Strategy 2011 – 2015 in meeting current and future housing priorities.
- 2.3 This report presents an overview of the strategy and its links to Hartlepool's Housing Strategy 2011 – 2015.

3. BUILDING ON EXISTING REFORMS

- 3.1 Many of the policies and initiatives in the strategy are already in place because of the Localism Act 2011 and budget announcements. The strategy does, however, explain the rationale behind these measures and sets them within the context of the Government's strategic housing aims.
- 3.2 The strategy presents existing policies and initiatives on:
- Increasing supply
 - Social housing reform
 - The private rented sector
 - Empty homes
 - Housing support
 - Quality, sustainability and design

- 3.3 Reforms already in place include the reform of social housing; new incentives for housing growth such as New Homes Bonus; simplification of the planning system and new powers to deliver Community Right to Build.
- 3.4 It also introduces new approaches and interventions, including:
- A mortgage indemnity scheme for purchase of new build property
 - Support for locally-led large scale development
 - Further efforts on public sector land release
 - Provision of development finance for stalled sites
 - Further support for custom-build (self-build) housing
 - The next steps for council housing finance reform
 - Clearer intentions around reinvigorating the Right to Buy
 - Clarity on guidance around allocation of social housing
 - Support for investment in new private rented sector homes
 - Additional financial support to tackle empty homes
 - Consideration of ways to improve housing options for older people
- 3.5 A summary of the new policies and initiatives that are detailed within **Appendix 1**.

4. NEXT STEPS

- 4.1 The Government's national housing strategy for England will impact on the Council's strategic housing and enabling role. Many of the policies and initiatives are, however, already in place as a result of the Localism Act 2011 and budget announcements. Others will be subject to further development through consultation papers to be issued by Department of Communities and Local Government.
- 4.2 The strategy will invariably influence the further development of the council's housing policies and will mean that certain existing policies will need review, such as the Tees Valley Common Allocations Policy. Therefore reference to the national strategy will be made in many of the future housing reports which are to be considered by Cabinet and Council.

5. RISK IMPLICATIONS

- 5.1 The Council has housing responsibilities that provide opportunities to improve the town and our resident's lives and there are risks associated if the Council does not manage housing strategically. Funding and regulatory changes have reinforced the need to have a robust local Housing Strategy that is responsive to Government priorities.

- 5.2 Risks in respect of the specific policies and initiatives within the national housing strategy will be addressed in individual future housing reports that are presented to Cabinet.

6. FINANCIAL CONSIDERATIONS

- 6.1 There are no direct financial implications to the Council arising from the national housing strategy.

7. LEGAL CONSIDERATIONS

- 7.1 There are no direct legal implications.

8. RECOMMENDATIONS

- 8.1 Cabinet is recommended to:-
- a) Note the Government's new Housing Strategy for England published on 21 November 2011
 - b) Agree to receive future reports on the impacts of the strategy as they become more clear.
 - c) Consider how the Housing Strategy for England will influence the Hartlepool Housing Strategy 2011-2015 in meeting current and future housing priorities for Hartlepool.

9. REASONS FOR RECOMMENDATIONS

- 9.1 The recommendations ensure that consideration is made about how Hartlepool's recently adopted Housing Strategy 2011 – 2015 is delivered in line with its identified priority outcomes and vision and in accordance with the priorities identified by Government, as set out in the national housing strategy, 'Laying the Foundations: A Housing Strategy for England'.

10. BACKGROUND PAPERS

Laying the Foundations: A Housing Strategy for England, 21.11.11
www.communities.gov.uk

11. CONTACT OFFICER

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APPENDIX 1**1. HOUSING: THE NEED FOR A NEW APPROACH**

- 1.1 The Government believes that housing provides the secure foundation for people's lives. The right home in the right place is necessary to support families and sustain employment.
- 1.2 The new strategy identifies four main types of household: **aspiring homeowners** (mostly living in the private rented sector); younger **recent homeowners** who are finding it hard to 'trade up' as their families grow; older **established homeowners** and **lifelong renters** (especially in the social sector).
- 1.3 Housing is recognised as having an important role in the economy through underpinning mobility in the jobs market and housing construction being a key component of economic growth.
- 1.4 The 'new approach' is set out in their policies and initiatives centred around communities making their own decisions about the housing that is needed; working with the grain of the market and challenging the way that social housing is used.

2. INCREASING SUPPLY: MORE HOMES, STABLE GROWTH

- 2.1 This chapter sets out the Government's ambition to increase housing supply and the actions that are required to get the housing market moving with long-term strategic changes to the way that housing is planned.

- 2.1.1 **New Build Indemnity Scheme:** This scheme is led by the Home Builders Federation and Council of Mortgage Lenders and aims to improve access to up to 95% mortgages. It is due to start in 2012 and aims to support 100,000 eligible first time buyers and home movers. House-builders will deposit 3.5% of the sale price in the indemnity fund for each home sold through the scheme. The government will act as a guarantor and provide security for the loan. The first loans through the scheme will be available from spring 2012.

Implications and relevance: It is expected that house-builders who operate in Hartlepool will consider participating in the scheme. The reduced need for a deposit will be an incentive and enable some households to access a mortgage.

- 2.1.2 **£400m Get Britain Building Investment Fund:** This fund is intended to support firms in need of development finance with the aim of starting stalled sites which have planning permission. A prospectus was issued in December 2011 inviting bids.

APPENDIX 1

Implications and relevance: Keepmoat has submitted a bid for the Perth Street site, this has been accepted and is currently at ‘due diligence’ stage.

- 2.1.3 **Reconsideration of Section 106 Agreements:** Government has issued consultation on a proposal to allow developers to require local authorities to reconsider s106 agreements that date from before April 2010 if they are delaying schemes.

Implications and relevance: It is anticipated that there will be minimal impact. Given the viability of schemes and market conditions the requirements for affordable housing at the time of application were low.

- 2.1.4 **Support for locally planned large scale development:** This will not be a prescriptive approach. Government will run a competition to promote the development of larger-scale projects where there is clear local support and private sector appetite.

Implications and relevance: Government will publish results in 2012 which will focus on streamlined and collaborative planning and infrastructure support and prioritisation.

- 2.1.5 **Custom Home Building:** Otherwise known as self-build housing, the Government’s aspiration is to create 100,000 additional new homes through funding for this. The Government will consult with local authorities on options and publish plans early 2012.

Implications and relevance: The Council will be asked to assess demand for custom-build and take “positive steps” to facilitate it. This data is not currently collected and it will be necessary to gather this in the future through planning.

3. SOCIAL AND AFFORDABLE HOUSING REFORM

- 3.1 This chapter sets out the Government’s proposals for reforming social housing and “reinvigorating” the Right to Buy.

- 3.1.1 **National Affordable Homes Programme:** It has been made clear that only new properties at affordable rents will be supported from the National Affordable Homes Programme (NAHP) going forward.

Implications and relevance: In future registered providers will not be able to build new properties for social rent through the NAHP. Any future provision will only be made through their own funding streams or in partnership with the local authority.

- 3.1.2 **Reform to make better use of social housing:** A range of measures contained in the Localism Act 2011 make changes to the way people

APPENDIX 1

access social housing (including flexible/shorter tenancies; changes to homelessness; ending of 'open' waiting lists). In addition HomeSwap Direct mutual exchange (announced October 2011) will make it easier for social tenants to move. Following the current consultation on Allocation of Accommodation (that ends on 31st March 2012), guidance on allocations will be issued to local authorities to make it clear that social homes are not "to be allocated to people who don't need them" while those "in genuine need should be prioritised".

Implications and relevance: The Tees Valley Common Allocations Policy will need to be reviewed following the current consultation and a report will be presented to Cabinet towards the end of 2012 once local consultation and a policy review has been completed.

- 3.1.3 **Right to Buy:** Reinvigoration of the right to buy was announced in October 2011 with increased right to buy discounts, any balance being available for new investment and commitment to ensure every home sold is replaced by a new home for 'affordable rent'. Consultation was issued in December 2011 about the appropriate levels of discount, caps, the best way to ensure delivery of the replacement homes and measures to eliminate abuse.

Implications and relevance: Following two successful bids to the Homes and Communities Agency (HCA) for Social Housing Grant to build new "Council Housing" the Council has developed and own 82 units of social housing which is managed under contract with Housing Hartlepool. Under this consultation clarity is required as the Council received HCA grant of approximately 48% to develop the properties and the other funding was provided by the Council undertaking prudential borrowing. Should any of these properties be sold under this "reinvigorated Right to Buy", with a discount of up to 50%, the Council would need all of this funding to pay off debt currently outstanding from prudential borrowing. No grant would be able to be repaid to the HCA and to re provide the same property we would need a similar level of grant funding almost 50%. These properties were built on Council owned land which came at nil cost to the scheme. As the land owned by the Council has now become very limited any re provision would have to factor in potentially land costs. It is difficult to see how a one for one replacement could be achieved in these circumstances.

Increased discounts may also result in properties with "preserved right to buy" (following stock transfer in 2004) potentially being sold. Whilst the sold properties will be replaced by a new rented dwelling this will be at an affordable rather than a social housing rent. However, the delivery mechanism for the replacement housing has yet to be determined. There is the possibility that this could be through a national programme to "secure wider efficiencies".

APPENDIX 1

- 3.1.4 **'Pay to Stay'**: The Government will be consulting on introducing new powers to increase the rent paid by households in the social housing sector earning more than £100,000 annually

Implications and relevance: It is unlikely that this will have any implications for the Council.

4. A THRIVING PRIVATE RENTED SECTOR

- 4.1 This chapter restates the Government's commitment to developing the private rented sector. The Government recognises the role the private rented sector plays – it accounts for 16% of housing stock in England and is the fastest growing sector. The Government wants to respond to high demand levels and encourage institutional investment. An independent review of the drivers for, and the barriers to, investment in private homes to rent will be undertaken.
- 4.2 **Build to Rent:** The HCA will pilot the marketing of sites to include homes for rent to investigate their potential. The pilots will be run in partnership with local authorities and the HCA will provide land. Sites will be announced in April 2012.
- 4.3 **Implications and relevance:** Unknown at this stage.

5. OUR STRATEGY FOR EMPTY HOMES

- 5.1 This chapter presents measures to reduce the number of empty homes and restates the existing commitments.
- 5.2 **£50m to bring empty homes back into use in low demand areas:** This will be provided to tackle concentrations of poor quality homes in areas of low demand. Government will seek match funding to deliver total investment of £100m. Funding plans and guidance are expected to be announced in March 2012.
- 5.3 **Implications and relevance:** It is expected that the Council will submit a bid for this funding for areas adjacent to Housing Market Renewal areas.
- 5.4 **Changes to Empty Dwelling Management Orders (EDMO's):** The Government has proposed to make changes to limit the use of EDMO's from properties that have been empty for over 6 months to empty for over 2 years and have also been deemed to have caused a nuisance to the community. The changes will be introduced in spring 2012.
- 5.5 **Implications and relevance:** It is considered that in the short-term the changes will have limited impact. The Council's Empty Homes

APPENDIX 1

Strategy is focussed on taking action on properties that are long-term empty. However, in the longer-term this approach may reduce the number of enforcement options available to the Council.

6 QUALITY OF HOUSING EXPERIENCE AND SUPPORT

- 6.1 This chapter restates the Government's commitment to give choice and opportunity to vulnerable and older people through stable homes with appropriate support where needed. Most of the proposals support existing policy and commitments such as homelessness prevention, personal budgets, welfare reform and Universal Credit.

- 6.1.1 **'New Deal' for older people's housing:** This introduces the concept of 'new deal' for older people's housing with the intention to enable people to make informed choices about their housing and care in later life. It will be delivered through joint work and co-ordination with different sectors. In addition, investment of £1.5m will be made into 'First Stop'. This is a free, independent service for older people and their families / carers to enable them to make informed choices.

Implications and relevance: Lifetime homes will be encouraged, rather than enforced. The Government will publish a toolkit during 2012 and this should enable the Council and providers' capacity to deliver accessibly built housing.

- 6.1.2 **'Additional preference' for service personnel:** the Government will consult on legislative change to ensure service personnel with urgent housing needs receive an 'additional preference' in local authority allocation schemes

Implications and relevance: The proposed changes may necessitate amendments to the Tees Valley Common Allocations Policy.

7 QUALITY, SUSTAINABILITY AND DESIGN

- 7.1 This chapter outlines measures to encourage the provision of high quality energy efficient homes. It restates initiatives such as Green Deal and the commitment to make all new homes Zero Carbon by 2016.

- 7.1.1 **Nationwide network of neighbourhood designers:** The Government wants built environment professionals to offer design support for communities to help them influence design locally. A summit will be held to determine how best to support the development of this network.

Implications and relevance: Unknown at this stage.

CABINET REPORT

19th MARCH 2012



Report of: Director of Child and Adult Services

Subject: PROVISION OF SUPPORTED HOUSING FOR CARE LEAVERS AND HOMELESS 16 – 25 YEAR OLDS

SUMMARY

1. PURPOSE OF REPORT

To set out a proposal for the development of a Supported Housing Project at Blakelock Gardens, Hartlepool.

2. SUMMARY OF CONTENTS

This report will provide background information relating to statutory responsibilities on the local authority to support young people looked after, leaving care and those in need due to being homeless and how the Council meets these requirements. The report goes on to outline a proposal to develop supported housing provision within the town for this group of young people.

3. RELEVANCE TO CABINET

Cabinet as a 'corporate parent' for looked after children and care leavers has a statutory duty to ensure appropriate accommodation, support and services are provided to young people leaving care and homeless children in need.

4. TYPE OF DECISION

Key decision (Tests 1 and 2 apply) Forward Plan Reference CAS 118/12.

5. DECISION MAKING ROUTE

Cabinet 19th March 2012

6. DECISION(S) REQUIRED

For Cabinet to approve the proposal to tender for a provider to operate and manage a supported accommodation provision for care leavers and homeless young people from Blakelock Gardens.

Report of: Director of Child and Adult Services

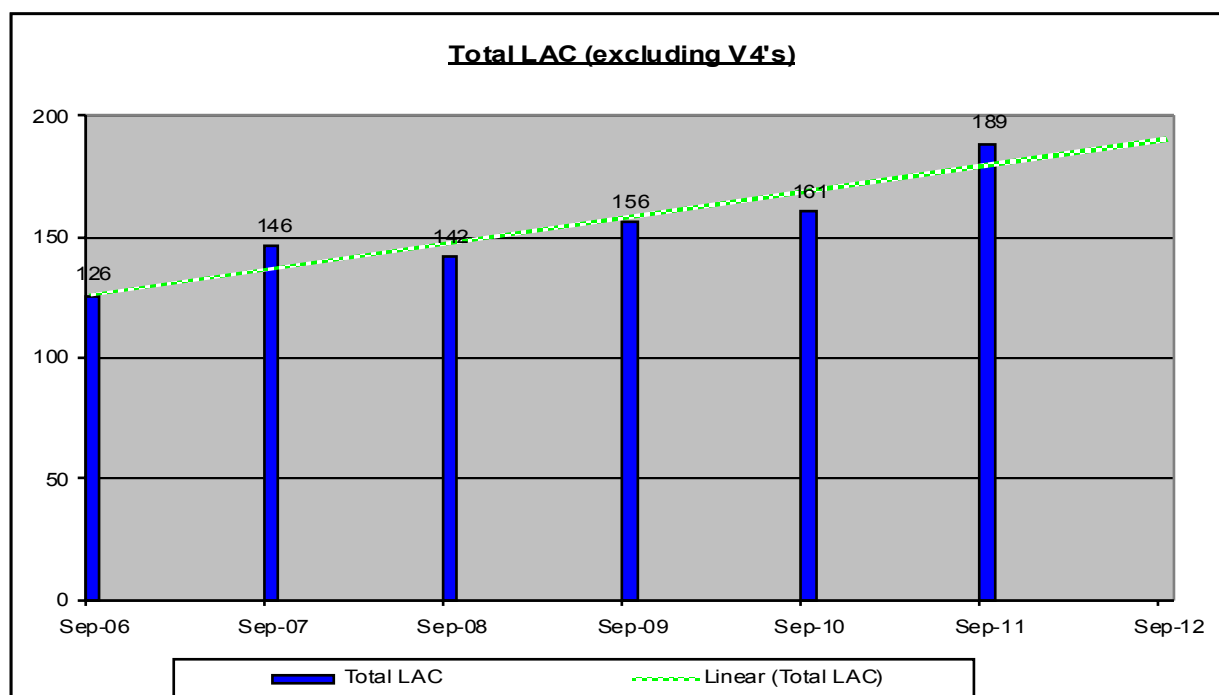
Subject: PROVISION OF SUPPORTED HOUSING FOR CARE LEAVERS AND HOMELESS 16 – 25 YEAR OLDS

1. PURPOSE OF REPORT

- 1.1 To set out a proposal for the development of a Supported Housing Project at Blakelock Gardens, Hartlepool.

2. BACKGROUND

- 2.1 The Children Act 1989, Children (Leaving Care) Act 2000 and associated guidance and regulations relating to Planning the Transition to Adulthood for Care Leavers 2010, provide the statutory framework for local authorities to ensure young people in and leaving care are provided with support and services to facilitate a successful transition to adulthood. In addition the House of Lords ruled in the case of G v London Borough of Southwark that Local Authorities should presume that any lone, homeless child (under 18 years of age) should be provided with accommodation under Section 20 of the Children Act 1989, (becoming looked after) unless the child is not, in the judgement of the Local Authority, a child “in need” and that such circumstances would be extremely rare. This ruling clarifies that the primary responsibility for homeless young people lies clearly with Children’s Services and that Local Housing Authorities and Children’s Services have a legal duty to work jointly to assess the needs of homeless 16 and 17 year olds and multi agency joint working is essential to meet the needs of all young people facing homelessness
- 2.2 Local Authorities have a duty to assess and plan young people’s transition to adulthood. The regulations and guidance aims to ensure young people remain looked after until they are prepared and ready to leave care and for those who are moving from foster care or residential care the accommodation is suitable and appropriate support and services are in place.
- 2.3 The graph below show the increase in the numbers of looked after children and young people from 2006 to 2012. This trend in Hartlepool reflects a national increase in the numbers of children in care over recent years.

Numbers of looked after children and young people (2006 – 2012)

- 2.4 Hartlepool's Children Looked After Strategy sets out the authority's ambitions in relation to children and young people in and leaving care. The vision is to ensure every looked after child or young person in Hartlepool experiences high quality and stable relationships, achieve their aspirations and grow up with a sense of belonging. The aim of the strategy is to ensure children in care will 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 decision politically and operationally in the town.
- 2.5 In relation to young people's transition to adulthood, the vision is to support young people who have experienced care to move towards independence at a time that reflects the individual needs of the young person in relation to their emotional maturity and coping skills, not be driven by age. Care leavers have the same aspirations as their peers; however because of their experiences they are at greater risk of homelessness, unemployment, offending and social exclusion. The key factors in improving outcomes for care leavers are a stable settled placement whilst looked after, and a positive transition to adulthood and independence that is dictated by a young person's 'readiness' to move on as opposed to resources and procedures. Child and Adult Services is aspirational in its commitment to support young people through their transition to adulthood and committed to ensuring that young people are provided with suitable, fit for purpose good quality accommodation which will support their transitions and promote positive outcomes.

- 2.6 In 2008/09, Children's Services Scrutiny Forum completed an investigation into 'Appropriate Accommodation for Homeless Young People for Whatever Reason' and produced its final report and action plan in July 2009 with the recommendation:

"Discussion to take place as part of the Business Transformation Programme to explore the viability of converting existing Council owned property into appropriate supported accommodation for young people".

- 2.7 The Business Transformation Programme has resulted in a range of Council buildings becoming available and they have been considered for the feasibility for conversion. A property in Blakelock Gardens has recently been identified as suitable. The building is Council owned but had been leased to Endeavour Housing up until July 2011. Endeavour had used the property to provide supported housing to homeless adults and families, however, following a reduction in Supporting People funding and a subsequent service review the decision was made by Endeavour Housing to close the service and surrender the lease.
- 2.8 Officers from Child and Adults services have viewed the accommodation and consider that the building is well situated and developed to be suitable for delivering supported accommodation for young people. The property is an established and long standing supported housing project which means work required to convert the building is not necessary although some refurbishment will be necessary and its reopening should not prove to be a major barrier as the property will be occupied and returning to its former use.
- 2.9 The Children's Scrutiny Report identified a need for additional emergency beds or 'crash pad' in addition to those provided at Gainford House. Since this investigation was completed, two additional 'crash pads' have been developed at Glamis Walk which is a facility managed and supported by Connected Care. It is envisaged that a further crash pad could be provided within the Blakelock Gardens redevelopment.
- 2.10 Child and Adult Services department currently commission a supported housing project from Tees Valley Housing Group at St Paul's Road Hostel which has provided supported accommodation for young people since 1984. The accommodation comprises five private rooms with shared kitchen, bathroom and communal areas. The scheme offers 24 hours support. The building has been maintained well but the accommodation does not facilitate opportunities for young people to experience all aspects of independent living whilst having the benefit of 24 hour support.
- 2.11 In March 2011, a Research and Development Officer undertook a review of Supported Accommodation with young people. A key finding from this review was that the vast majority of young people wanted their own front door with en-suite facilities, a communal area and a good standard of decoration. A further consultation meeting was held with six care leavers to ascertain their views on the appropriateness of developing Blakelock Gardens as a

supported housing project for Care Leavers. They were asked whether they would choose to live in the location and prefer more self-contained accommodation. Some of the young people had some knowledge of Blakelock Gardens through its previous function and all were familiar with the location. All those consulted expressed positive views about the property and its facilities as well as the location and felt it would provide the very best platform from which to embark on independence and adult life.

- 2.12 Hartlepool homeless strategy identifies that the highest percentage of homeless applications are from young people, indeed homelessness amongst older people is not shown to be an issue in Hartlepool. The Homeless Strategy highlights:

“Although there has been an increase in the numbers of supported accommodation since the Homelessness Strategy was published there is still insufficient available to meet the demand. In particular there is an urgent need for supported tenancies for young people, especially those aged 16 to 17 who often need support to gain the necessary skills needed to sustain a successful tenancy and prevent them from becoming homeless again.”

- 2.13 The property at Blakelock Gardens will provide an opportunity to improve and expand the current provision. Blakelock Gardens has seven self contained flats including a crash pad. Within the accommodation there are two flats with two bedrooms where young people could share, so increasing potential occupancy. This option will only be undertaken following a thorough assessment and matching of young people and with their agreement.
- 2.14 This redevelopment will provide the Council with an excellent opportunity to provide quality accommodation and support to young people. As well as developing the building, the service intends to work in partnership with the housing provider and young people to ensure the provision that is commissioned and any other opportunities within the local area are maximized and targeted to improve the long term outcomes for young people looked after and care leavers.

3. FINANCIAL CONSIDERATIONS

- 3.1 Child and Adult Services currently commission support for five young people from Tees Valley Housing at St Paul's Road. The proposal is to decommission that service and use the existing funding to provide 24 hour support at Blakelock Gardens. A structural survey has been undertaken which found the building is in good condition, there is a need for some electrical works, estimated at £14,000 and external/internal repairs and improvements estimated at £7,950, in total it is estimated that it will cost approximately £22,000 to bring the building up to a minimum required standard. Having inspected the building it has been noted that there may be additional cost if a thorough refurbishment were to be completed. If the

Council were to progress the refurbishment, it is proposed that the project will provide work experience and training opportunities for young people to help refurbish what may be their own homes. This will support a feeling of ownership and commitment to Blakelock Gardens, promote positive relationships with the staff and neighbours and offer extended opportunities to increase employability and independent living skills. Provision has been made within a budget reserve to meet the costs of the refurbishment should this be required.

4. ASSET MANAGEMENT CONSIDERATIONS

- 4.1 The attention of Cabinet is drawn to the Asset Management element of the Business Transformation Programme. The decision by Cabinet of January 2009 requires a commercial, proactive approach to be taken on asset management issues.
- 4.2 The decision to adopt a commercial approach to asset management requires the Council to realise full value of any properties or property rights that it disposes of.
- 4.3 In this case there is opportunity for the Council to gain benefit from the property in respect of much needed supported accommodation.
- 4.4 It is suggested that to ensure the Council also benefits from the property asset options are included in the procurement of the service for providers to either lease or purchase the property. The tender evaluation will include consideration of the relative merits of all bids in relation to service provision and property options.

5. BACKGROUND DOCUMENTS

Hartlepool Borough Council Children Looked After Strategy

Children's Services Scrutiny Report 'Appropriate Accommodation for homeless young people for whatever reason' July 2009

Hartlepool Borough Council Homeless Strategy 2010-15

6. RECOMMENDATIONS

- 5.1 That Cabinet approve the redevelopment of Blakelock Gardens to provide self contained supported accommodation for care leavers and homeless young people up to 25 years of age. It is envisaged that priority will be given to homeless 16/17 year olds.

- 5.2 Cabinet approves the procurement of the service based on the following options:

Option One: The Council lease the property to a Housing Provider, who will be responsible for the tenancy management and the Council commissions the direct support services to young people.

Option Two: The provider purchases the property from the Council and the Council commissions the support services direct to the young people.

It is the intention, with Cabinet approval, to offer both options within the procurement process to providers with a view to assessing the level of interest and best value option for the Council prior to making a decision.

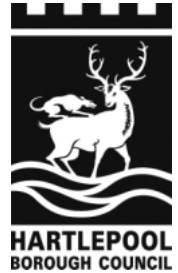
6. CONTACT OFFICERS

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CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: MILL HOUSE SITE MASTERPLAN AND
POTENTIAL DISPOSAL OF LAND AT
VICTORIA PARK

SUMMARY

1. PURPOSE OF REPORT

To Inform Cabinet of the progress in the development of a Masterplan for the Mill House area, including appointment of a preferred bidder and to seek Cabinet's approval to make recommendations to Council for a decision on the disposal of the freehold of Victoria Park to Hartlepool United Football Club (the Club) as the first step in the process to implement the Masterplan.

2. SUMMARY OF CONTENTS

The report details continued work undertaken by Council officers working with a potential developer and the Club to develop a masterplan proposal for the Mill House area. The report also highlights some of the key findings contained within the Economic Impact Assessment report on the value of the football club to the town and a proposal for the disposal of the land currently leased to the Club by the Council.

3. RELEVANCE TO CABINET

The potential disposal of an important property asset and the development of a Masterplan for the Mill House area have significant financial, regeneration and community implications.

4. TYPE OF DECISION

Key Decision (Test i and ii applies) Forward Plan Reference No: RN90 / 11

5. DECISION MAKING ROUTE

Cabinet 19th March 2012 and Council 12th April 2012.

6. DECISION(S) REQUIRED

Cabinet is asked to:

- i) Note the development of a Masterplan for the Mill House area.
- ii) Approve Gus Robinson Developments as the preferred bidder for the development of the Masterplan
- iii) Make recommendations to Council on the potential sale of land at Victoria Park to Hartlepool United Football Club as the first step in the process to implement the Masterplan.

Report of: Director of Regeneration and Neighbourhoods

Subject: MILL HOUSE SITE MASTERPLAN AND
POTENTIAL DISPOSAL OF LAND AT
VICTORIA PARK

1. PURPOSE OF REPORT

- 1.1 To Inform Cabinet of the progress in the development of a Masterplan for the Mill House area, including appointment of a preferred bidder and to seek Cabinet's approval to make recommendations to Council for a decision on the disposal of the freehold of Victoria Park to Hartlepool United Football Club (the Club) as the first step in the process to implement the Masterplan

2. BACKGROUND

- 2.1 The Club currently occupies the ground under a 70 year lease dated 19th June 1997. The Council owns the freehold of the land and the former "Clock Garage" with the Club owning other structures.
- 2.2 The Club currently pay an annual rent to the Council. This was set on 18th June 2002 and is currently subject of a 5 year review which has been pending discussions on the potential sale.
- 2.3 For Members information records show the land was originally sold to the Football Club in 1949 for £3,000. The land was subsequently sold back to the Council for £10,000 in 1961.
- 2.4 In 2005 an offer from the Club for the ground and the land to the north was received and rejected pending future developments for the Mill House Site and the H20 Centre.
- 2.5 In July 2010 an offer from the Club to purchase the ground and land to the north was received.
- 2.6 At this time the Council considered the investment value of the Council's interest (subject to the implementation of the rent review) in the football ground if sold on the open market would be substantially higher.
- 2.7 This offer was considered by the Hartlepool United Football Club Executive Committee on 2nd September 2010 and rejected on the basis that the Club's valuation of the ground and land to the north was less than a tenth of the estimated value of the Council's interest in the

ground. It was also confirmed that the Committee did not accept the Club's assertion that the land to the north should be included in any sale.

- 2.8 The Committee's decision was considered and supported by Council at its meeting on 16th September 2010.
- 2.9 Although the Club's offer was rejected the Committee confirmed to the Club that the Council remained open to negotiation.
- 2.10 Financial detail in relation to rent, valuations and previous offers are included in the Confidential **Appendix 6. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

3. CURRENT POSITION

- 3.1 The Mill House site encompasses a 6ha area close to the town centre north of Morrisons supermarket between Clarence Road and Raby Road. (See **Appendix 1**).
- 3.2 The area includes the Council owned leisure centre, indoor bowls club, car parks, the freehold of land at Victoria Park and land to the North of the Club. Also included in the area is the privately owned Mill House Pub, Rium Terrace, the former Clock Garage site, the former Odeon Cinema and the neighbouring Young Street land on Raby Road. (See **Appendix 2**).
- 3.3 The footprint of the Council's freehold ownership of Victoria Park is detailed in **Appendix 3**.
- 3.4 The Council is now reconsidering plans to develop this wider Mill House area with a Masterplan that will cover not only the original area but also the key sites of the Odeon and land at the corner Young Street. The potential for addressing these problem sites adds a significant factor to the regeneration of the area.
- 3.5 As a result of the Masterplanning considerations negotiations were reopened with the Club.
- 3.6 Discussions have been held with the Club regarding their expansion plans for the north stand and their desire to buy the land that they currently lease from the Council and how they might work with the Council on the wider masterplan. The Club have stated that they would want to own the ground outright before committing to any

investment and this would also ensure that the owners, Increased Oil Recovery (IOR) remain in ownership of the club.

3.7 The objectives of the Masterplanning exercise are to:-

- Consider a comprehensive re-development of the area
- Derive value out of the site
- To explore links with the Club on leisure and other development options.
- To encourage expressions of interest from developers (in a similar way to the Council's recent success at Seaton Carew)

3.8 In considering the Masterplan it was agreed that an Economic Impact Assessment of the Club's value to the town would be essential, particularly in relation to any potential sale of land.

4. RESULTS OF ECONOMIC IMPACT ASSESSMENT

4.1 The study was commissioned and funded jointly by the Club and the Council and was undertaken by BiGGAR Economics from Edinburgh following a tendering exercise.

4.2 The Assessment was required to inform the consideration of the value of the Club in financial terms but also, significantly, in terms of its economic and social well being value. This proved to be useful support in further negotiations on the sale of the land.

4.3 The Summary and Conclusion of the Report (detailed in **Appendix 4**) report highlighted that the Club contributes to the local economy through supporting turnover and employment at the Club, purchasing of supplies, spending on wages and the spending of home and away fans attending home matches. The following paragraphs are highlights from the report.

4.4 The income of the Club for 2011/12 was £3 million. The Club currently does not generate enough revenue to cover its expenditure and is supported by a subsidy of roughly £1million per year (upto 25% of its income) from its owners IOR. The investment by IOR since 1997 has been over £13 million.

4.5 The Club's expenditure for 2011/12 was £4 million with wages accounting for 75% of total expenditure.

4.6 The Club has increased its season ticket holders to 5,882 through its nationally recognised pricing policy. This equates to 6.4% of the total population of Hartlepool.

4.7 The Club has an active policy of supporting local businesses with an estimated 33% of all goods and services coming from Hartlepool. The

club lists 23 companies as their main suppliers of which 15 are based in Hartlepool.

- 4.8 There is currently 310 staff employed by the Club of which 271 live in the town.
- 4.9 Taking into account the wider impact of the club on local businesses and services i.e. food and drink, accommodation and travel, Hartlepool as a town gained £5 million in Gross Value Added and 185 full time equivalent employees from the operations of the Club in 2011/12.
- 4.10 However the contribution is more than economic with the Club involved in delivering job training to local residents, physical and mental health programmes, educational programmes for local children, after school and holiday clubs, youth development and supporting local charities as well as marketing and tourism of the town on a national scale.
- 4.11 There is also the contribution to the wider social sustainability of the town through community groups and the activities of the Hartlepool United Community Sports Foundation. This includes working with schools, involvement with disability groups, Duke of Edinburgh awards as well as help to local charities.
- 4.12 The report recognised the Club as being an integral part of the Hartlepool economy and community, supporting jobs and economic output, raising skills and educational attainment, raising awareness of Hartlepool nationally and contributing to the social sustainability of the town.

5. EXPRESSIONS OF INTEREST FROM DEVELOPERS

- 5.1 Concurrent to the Economic Impact Assessment an exercise was undertaken to seek expressions of interest from possible developers for suitable development options for the Mill House area that would also reflect the expansion aspirations of the Club.
- 5.2 Expressions of interest were invited from 30 developers from across the UK in November 2011 to submit proposals for the development of the Mill House area.
- 5.3 Only one submission was received back and that was from local company Gus Robinson Developments that proposed an outline vision for the area. Further discussions have taken place between Gus Robinson Developments, the football club and other interested parties from the private sector who are keen to invest in the site to determine what might be achievable on the site from a land use viability perspective. The document attached at **Appendix 5** gives a

flavour for the types of uses being considered for the site. These uses will form the basis of further discussions to inform the final masterplan for the area.

- 5.4 The proposal includes potential for:-
- Sports / Leisure village
 - Housing
 - Business Units
 - Option for retail or other uses.
- 5.5 The development proposals do present the Council with another significant benefit in that it does give an opportunity to consider potential for a Compulsory Purchase Order to be issued on the Odeon site on the basis the Council has firm development plans for the property as part of the Masterplan.
- 5.6 The proposals will require substantial work in relation to planning and land use and liaison with other partners on the site including Camerons Brewery, the Indoor Bowls Club, the Football Club and other potential partners.
- 5.7 A preliminary meeting has indicated the proposals are worth further investigation and development and it is suggested that Cabinet authorise officers to negotiate further with Gus Robinson Developments as the preferred bidder for the site development.

6. PROPOSALS

- 6.1 Further discussions have subsequently taken place with the Club on their expansion plans in the context of the wider regeneration of the Mill House area and in particular the sale of the land that they currently lease from the Council.
- 6.2 The Economic Impact Assessment highlighted the net worth of the Club to the town currently and also the potential increase in GVA and jobs if the proposed expansion was to go ahead.
- 6.3 A key element of the Masterplan for the site is the involvement of the Club and they have indicated that if they were in ownership of the land they would be a strong and willing partner in the development proposals.
- 6.4 It is the Club's assertion that the land should be transferred to them at nil consideration taking into account the results of the Economic Impact Assessment and their view on the current market value and limited commercial interest the Council has on Victoria Park. Having the land ownership would then enable the Club to invest further in the ground with confidence to realise their expansion plans as well as satisfying the Owner's wishes thereby securing future support.

- 6.5 It is suggested that Cabinet consider the potential transfer of the land at nil consideration on the basis of paragraph 6.4 and seek consent of Council at its meeting on 12th April 2012.
- 6.6 The sale of the land to the Club would allow them to undertake the long overdue expansion but at the same time would 'kick start' the regeneration of the wider Mill House area. It is envisaged that the Masterplan would identify a phased development approach taking into account funding opportunities and lifespan of current uses e.g. Mill House Leisure Centre, Indoor Bowls Club.
- 6.7 The initial development proposals submitted by Gus Robinson Developments have subsequently been discussed with a number of interested parties from the private sector to assess the viability of proposals.
- 6.8 This included consultation with Hartlepool College of Further Education to look at a variety of projects such as Community Learning and enhanced sports facilities linking in with the Club.
- 6.9 Wider discussions have also been held with both the Hartlepool College of Further Education and the Cleveland College of Art & Design to explore the possibility of developing suitable affordable accommodation for students as part of the overall regeneration plan.
- 6.10 The Council also needs to consider the future of the Mill House Leisure Centre which has an estimated limited 10 year life left and the possible development of new facilities in partnership with the private sector or other appropriate vehicles.
- 6.11 Subsequent consultation and discussions are also required with the Indoor Bowls Club, Cameron's Brewery, the owners of the Odeon Cinema, private landlords and local residents who may be affected by the Masterplan.
- 6.12 Taking all the above into consideration there is an identified need to develop a detailed long term regeneration Masterplan for the Mill House area that looks at a variety of end uses including:
- Expansion and Development of the football ground and its offering to the Community
 - business and community facilities/accommodation
 - Further sports, leisure and recreational facilities
 - Educational facilities
 - Student accommodation
 - Other residential accommodation

7. FINANCIAL, LEGAL AND RISK CONSIDERATIONS

- 7.1 The Council currently receives an annual rental income from Hartlepool United Football Club. To offset the loss of this income and avoid an unbudgeted revenue budget pressure the Council would need to receive a capital receipt to repay debt. The resulting saving in annual interest and loan repayments would then offset the loss of rental income and therefore avoid a revenue budget pressure. The Chief Finance Officer advises that a figure of 9% should be used for calculating loan repayment savings (i.e. a capital receipt of £100k equals a £9k saving)
- 7.2 In the event that the capital receipt is less than that required there will be a lower annual interest and loan repayment saving to offset the loss of rental income and this shortfall will need to be recognised as a commitment against the headroom included in the 2013/14 budget forecasts for budget pressures.
- 7.3 Any pressure from the loss of the rental income needs to be considered in the context of the non financial benefits of this proposal detailed elsewhere in the report.
- 7.4 For Members information records show that the land was originally sold to the Football Club in 1949 for £3,000. The land was subsequently sold back to the Council for £10,000 in 1961. The Club do have a long term lease on the land which provides security to the Council in terms of income particularly as IOR are a strong covenant. From an investment perspective the income would be considered relatively safe and as such this would be reflected in the value of the ground if was sold subject to the lease. It is considered that the value would be in the region of £625,000.
- 7.5 The Club have previously made offers for the freehold of the ground and land to the north which have been rejected by the Council.
- 7.6 If the land was transferred to the club restrictive covenants would be imposed to restrict the use of the site to a football ground and ancilliary uses.. However in planning terms the site is considered edge of town centre and would therefore be suitable for a range of alternate uses including retail, commercial and residential. As such additional safeguards would be introduced including buyback arrangements and overage clauses to ensure that the Council capture any latent value.
- 7.7 Buyback arrangements could provide for the Council to have the “first option” if the Club were to sell the ground.
- 7.8 A restriction could also be placed on the title to prevent the Club selling the site unless the Council have confirmed all requirements have been met. A deed of covenant could also be put in place to

secure the use for potential future users if they purchase the site as an ongoing football club. The restriction would prevent the Club selling the land until they entered into a deed of covenant.

- 7.9 Any potential sale at less than best consideration needs to be considered against the requirement of the Local Government Act 1972 Section 123 and the Local Government Act 1972: General Disposal Consent (England) 2003. The General Disposal Consent allow for disposal at less than best consideration as long as the undervalue is less than £2 million and the disposal contributes to the economic, environmental and social well being of the community. Should a disposal not be found to comply with the 'wellbeing' provision detailed above, Secretary of State consent would be required.
- 7.10 The Economic Impact Assessment provides substantial evidence of compliance with the well-being provisions and presents the Council with an opportunity to consider the transfer of the land at nil consideration. In accepting that there may be no need to place value on the land the Club sits on we can explore wider values to be achieved on the rest of the land around the Club as part of the Masterplan. The Club would be then able to use the land transferred for the further development of the Club and the additional benefits that this will bring to the town.
- 7.11 The Club have highlighted the value of additional facilities they have added to the ground over time and whilst the site has a high underlying value it is difficult to imagine maximising the value of the site with leisure or residential development alone, a mixed development incorporating some higher value use would be necessary.
- 7.12 Any transfer or sale would include a restrictive covenant provision to retain the existing use and any other explicit uses the Council might specify and overage clauses in the event of any future development which may unlock the latent value of the site. It must be noted that historically covenants have been challenged and over-turned and this does present a risk in that the continued use of the land as a football ground cannot be guaranteed.
- 7.13 In addition to safeguard the Council's interest a reversion clause in the transfer agreement will be included to provide for the Council to the "first option" if the Club were to sell the ground, relocate the Club etc. This would be at the original purchase price ie. Nil consideration.
- 7.14 Financial detail in relation to rent, valuations and previous offers are included in the Confidential **Appendix 6. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, para 3. Information relating to the**

financial or business affairs of any particular person (including the authority holding that information).

8. ASSET MANAGEMENT CONSIDERATIONS

- 8.1 The attention of Cabinet is drawn to the Asset Management element of the Business Transformation Programme. The decision by Cabinet of January 2009 requires a commercial, proactive approach to be taken on asset management issues.
- 8.2 The decision to adopt a commercial approach to asset management requires the Council to realise full value of any properties or property rights that it disposes of.
- 8.3 Whilst the proposals may not produce capital receipts to assist in the Medium Term Financial Strategy there are significant potential regeneration benefits.

9. CONCLUSIONS

- 9.1 The Council is now in a position to consider the regeneration of the wider Mill House area that includes particularly the Football Club and the Odeon premises (a key Council priority to address in terms of a vacant derelict building).
- 9.2 A developer has come forward with proposals which subject to negotiations can be worked up with site partners to produce a significant regeneration scheme. Appointment of the developer as preferred bidder for further negotiations is suggested.
- 9.3 The Economic Impact Assessment of the Club indicates a significant contribution in many respects and to such an extent that a potential sale of the footprint of Victoria Park to the Football Club could be considered.
- 9.4 The Football Club have emphasised their requirement to own the land in order to work with the Council on the development of the Masterplan and to fulfil their own expansion and development plans.

10. BACKGROUND PAPERS

- 10.1 The full Economic Impact Assessment document is available in the Members Room Library.

11. RECOMMENDATIONS

11.1 Cabinet is asked to:

- i) Note the development of a Masterplan for the Mill House area.
- ii) Approve Gus Robinson Developments as the preferred bidder for the development of the Masterplan
- iii) Make recommendations to Council on the potential sale of land at Victoria Park to Hartlepool United Football Club as the first step in the process to implement the Masterplan.

12. CONTACT OFFICER

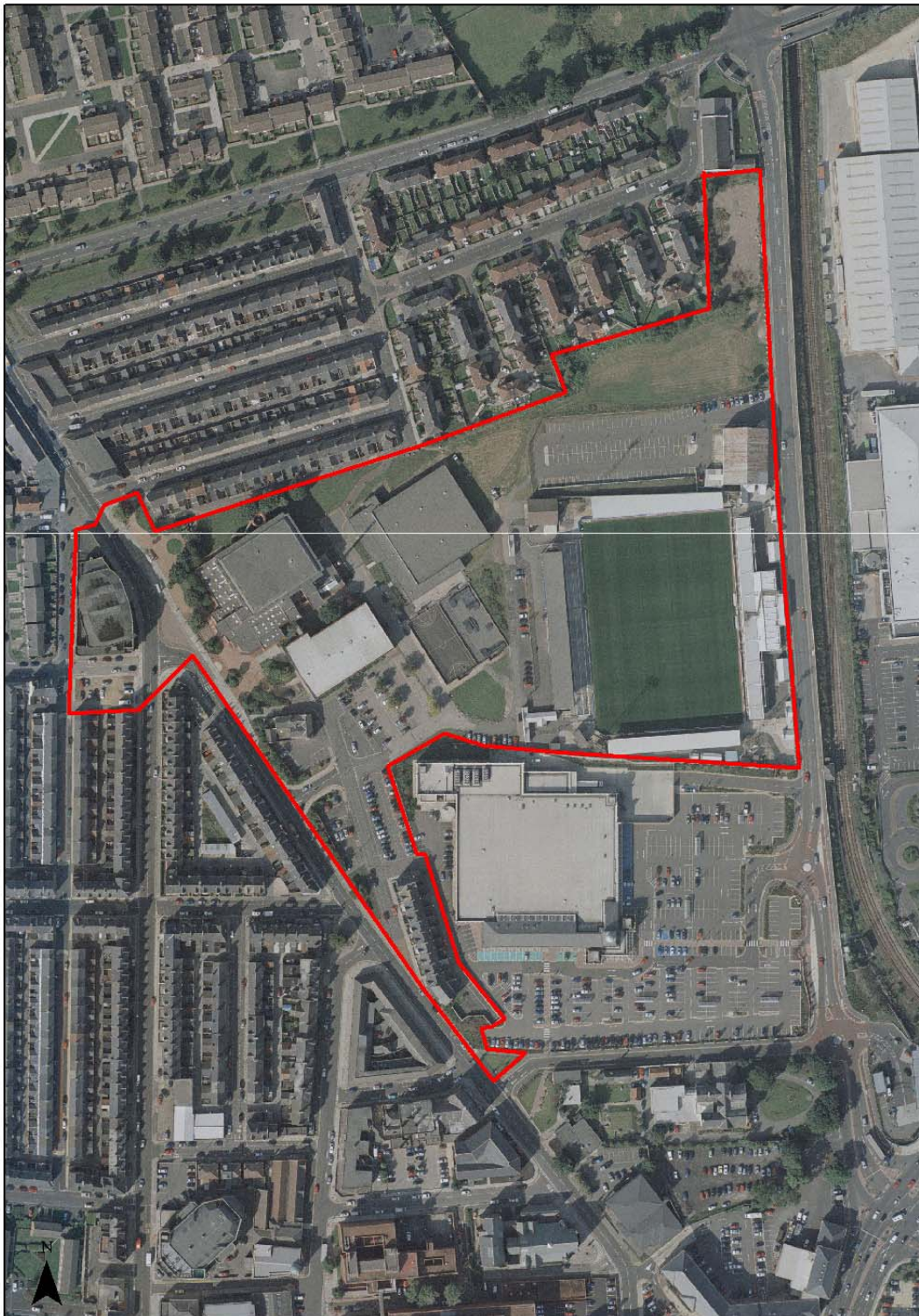
Dave Stubbs
Director of Regeneration and Neighbourhoods
Civic Centre
Victoria Road
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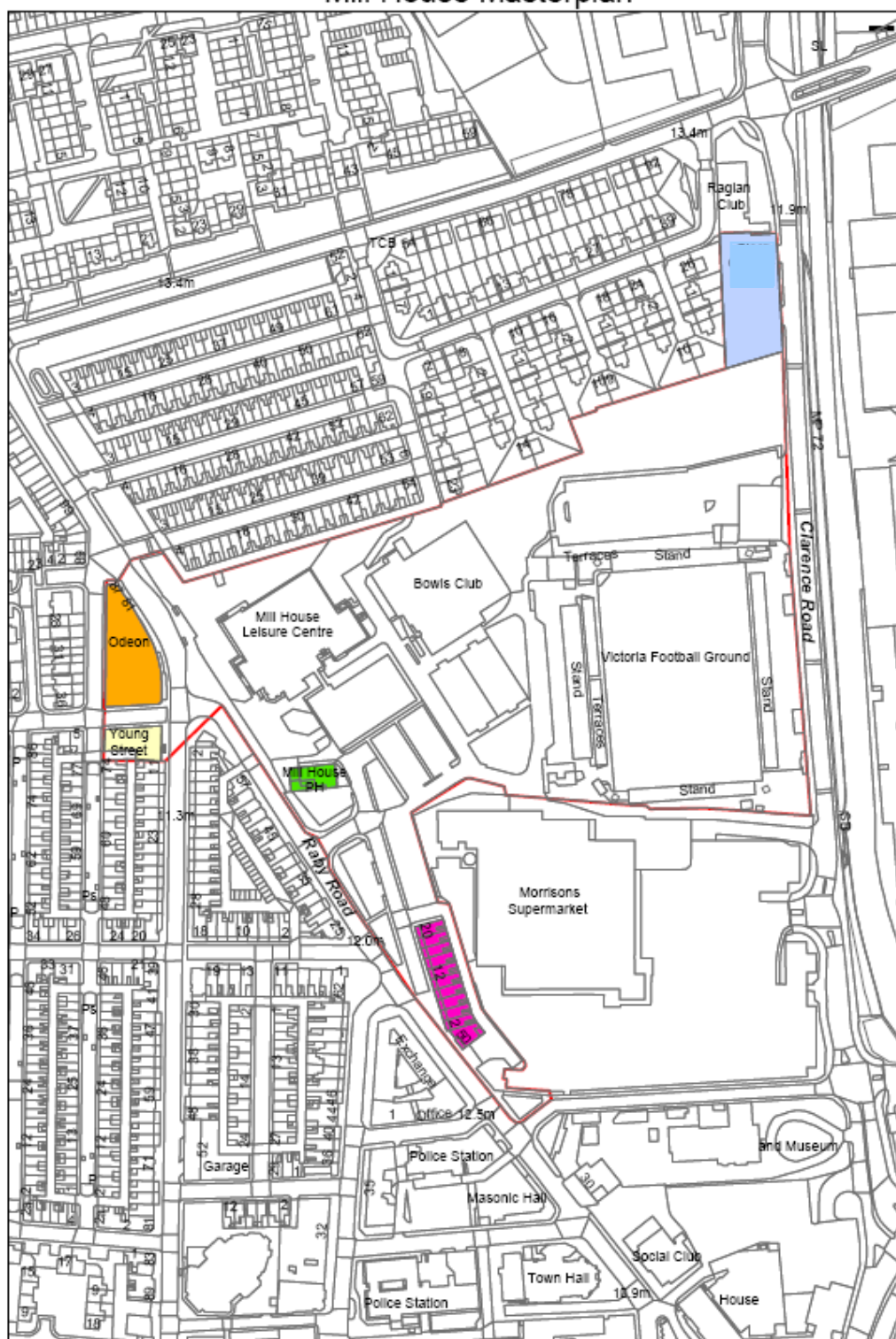
APPENDIX 1

Aerial Photograph of the Mill House Site area



APPENDIX 2

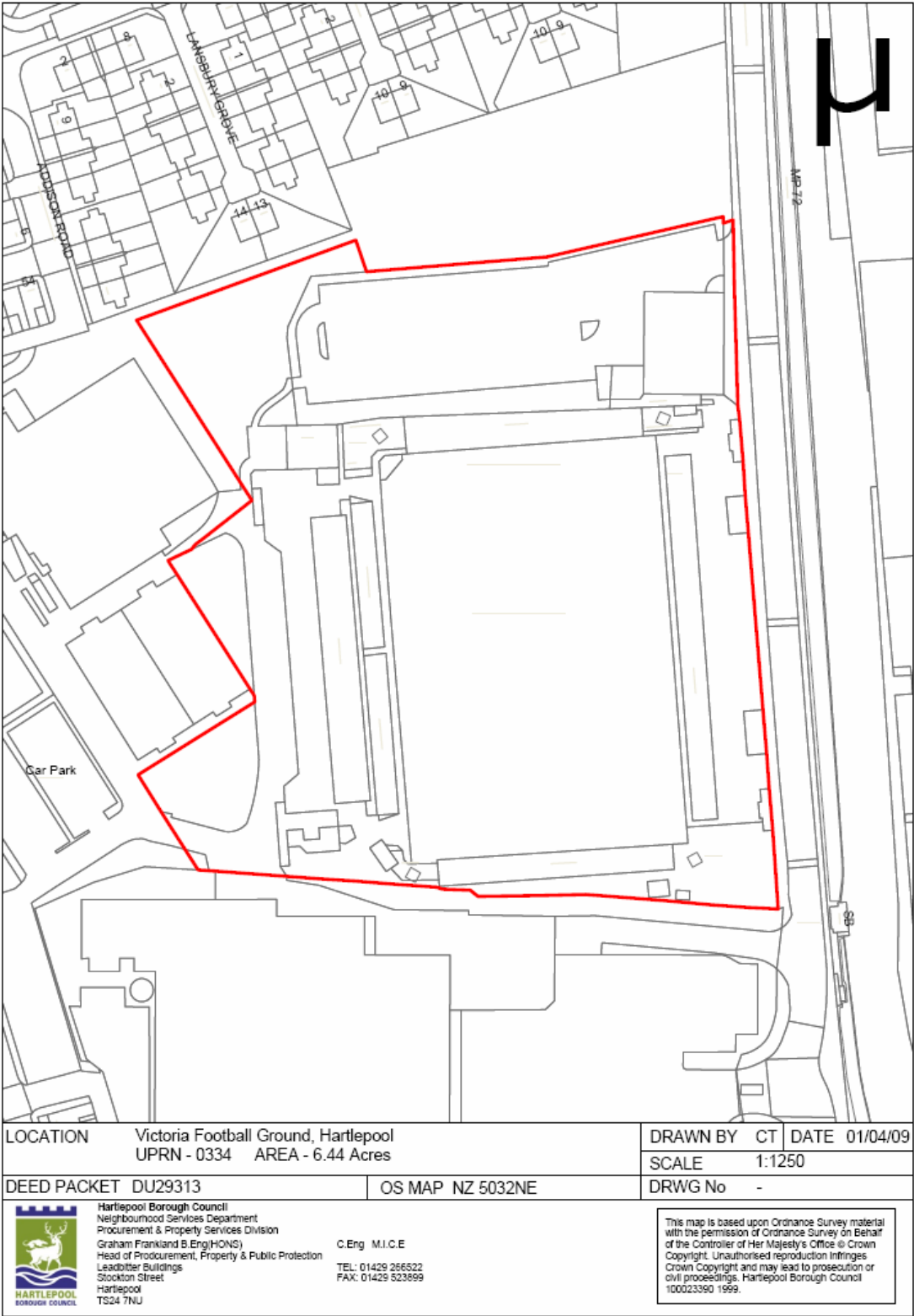
Mill House Masterplan



Scale 1:2 500

* The sites within private ownership are highlighted.

APPENDIX 3



APPENDIX 4**8 SUMMARY AND CONCLUSIONS****8.1 Context**

Hartlepool faces a number of socio-economic challenges. These include:

- high levels of unemployment and reversal of past gains made in the last decade regarding employment;
- significantly high number of benefit claimants and high levels of deprivation; and
- low levels of educational qualifications.

8.2 The Club

Key statistics for HUFC in 2011/12 include:

- 25% of the HUFC's income comes directly from the owners Increased Oil Recovery Ltd;
- the total projected expenditure for 2011/12 is £3,937,000;
- 76% of income is spent on wages;
- there are 310 individuals employed by Hartlepool United Football Club, equivalent to 112 ftes;
- 87% of the jobs are filled with people from Hartlepool and all employees live in the North East;
- 33% of non-wage expenditure is spent in Hartlepool and 51% spent in the North East as a whole;
- 5,882 season ticket holders equivalent to 6.4% of Hartlepool's population;
- average attendance in the 2011/12 season up to 31/01/2012 is 4,855 an increase of 72% compared to the average in 2010/12; and
- the total attendance for this season is estimated to be 124,079.

HUFC runs a range of education and training initiatives. Through HUCSF the Club provides a range of activities for young people in particular clubs and coaching. HUCSF has a disabled officer. There are a number of community groups associated with HUFC, including the HUFC Supporters Association and the Hartlepool United Disabled Supporters Association. HUFC provides a service to local communities by hosting events and providing conference facilities.

8.3 Economic Impact

HUFC contributes to the local economy through supporting turnover and employment at the Club, purchasing of supplies, spending on wages and the spending of home and away fans attending home matches. The total impacts on the GVA of the local economies of these impacts have been estimated as follows for 2011/12;

- Hartlepool gains £5.01 million in GVA and 185 ftes from HUFC;
- Country Durham (including Hartlepool) gains £5.43 million in GVA and 197 ftes from HUFC;

APPENDIX 4

- Tees Valley (including Hartlepool) gains £5.39 million in GVA and 196 ftes from HUFC; and
- the North East (including Hartlepool) gains £6.06 million in GVA and 215 ftes from HUFC.

HUFC also contributes to economic impact in wider ways including supporting:

- skills & educational attainment;
- physical & mental health;
- capital spending;
- brand & recognition; and
- tourism.

8.4 Social Impact

The value of HUFC to Hartlepool is more than what it contributes to the generation and retaining of jobs and GVA. Economic activity cannot be sustained unless there is a strong social and environmental foundation. A sustainable place needs to be a place that promotes and allows well-being to thrive and encourages social capital to be built. HUFC contributes to the social sustainability of Hartlepool by contributing to the following building blocks of social sustainability:

- social and community infrastructure;
- safe places;
- community assets;
- supports for social interaction;
- collective services;
- neighbourhood networks;
- community groups;
- local identity;
- community news and infrastructure; and
- flexible infrastructure and flexible masterplanning.

8.5 Scenario Analysis

The economic impact of HUFC could be increased if the Club achieved promotion from League One to the Championship. However, the economic opportunity of promotion would only be fully realised if HUFC invested in the development of its ground, to increase capacity, on match days and non-match days. The Club could not be expected to invest in the ground unless it secured ownership.

Promotion could increase HUFC's impact in Hartlepool by 131% to £11.55 million in GVA (i.e. more than double the current economic impact) and by 53% to 282 fte employees. Conversely, relegation could decrease GVA by 35% and employment by 17%.

MILL HOUSE HARTLEPOOL

A Public Private Partnership
delivering regeneration in
the heart of Hartlepool



Hartlepool Borough Council have been seeking Development Partners to assist them in the regeneration of the Mill House Area of Central Hartlepool. The Borough Council have wet and dry leisure facilities in the area which were built in 1972 and now are approaching the end of their working life. Hartlepool Borough Council would welcome a Partnership that would deliver these leisure services in a more up to date and cost effective manner for the benefit of local people.

Hartlepool Football Club are committed to delivering outreach training and employment opportunities focussed around the Club and to do this, wish to invest in their Ground, providing new facilities and turning the Ground into a 7-day-a-week Football Club operation.

Hartlepool College of Art and Design wish to expand their Higher Education Courses to create two to three hundred full time residential students in Hartlepool Borough. To do this they hope to Partner with local organisations to deliver high quality student housing for this growing student population.

Hartlepool College are wanting to expand their educational delivery. They also seek Partners to support community learning and getting people back into education. Support Courses in particular are of interest to them as is the theme of health and well-being. The potential for delivering construction training and apprenticeships is also of great interest.

Gus Robinson Organisation finds common cause with all organisations and seeks to bring them together as Stakeholders and Partners together with subsequent contributors from the community to deliver a coordinated Masterplan that will drive forward the regeneration of the Mill House area around the delivery of nationalised and enhanced community facilities. These new buildings will draw the organisations into an effective and helpful Partnership; a symbiosis that will provide economies in the running and maintenance of the buildings, enhanced footfall and improved revenue and income.

The potential for providing training, enterprise and community investment will be one of the key criteria in steering the Masterplan forward.

An early project that will form an effective “pointer for change” will be put forward in the short-term to build confidence in the Masterplan process as well as focus positive local opinion behind the delivery of the Masterplan.

The Masterplan itself will be robust yet flexible. Robust in that it will deliver training, enterprise, and social investment – flexible in that it will respond to commercial investment and Grant type opportunities during the short, medium and long term of the Masterplan programme.

Open land adjacent to
football ground

Existing football
ground

Existing leisure facilities
approaching end of
useful lifespan



Proposed opportunity area

Old theatre site and adjacent
open site

A dynamic partnership drawing together local stakeholders and partners to deliver regeneration, affordable housing, training and employment opportunities in Hartlepool Town Centre.

What is the aim?

1. Eco-friendly living

Let's find a new way of living that helps the planet and us

2. Special Identity

Let's celebrate Hartlepool's unique local identity

3. Innovate and prosper

Let's explore the best ideas the world has to offer and find local opportunities

4. Connected community

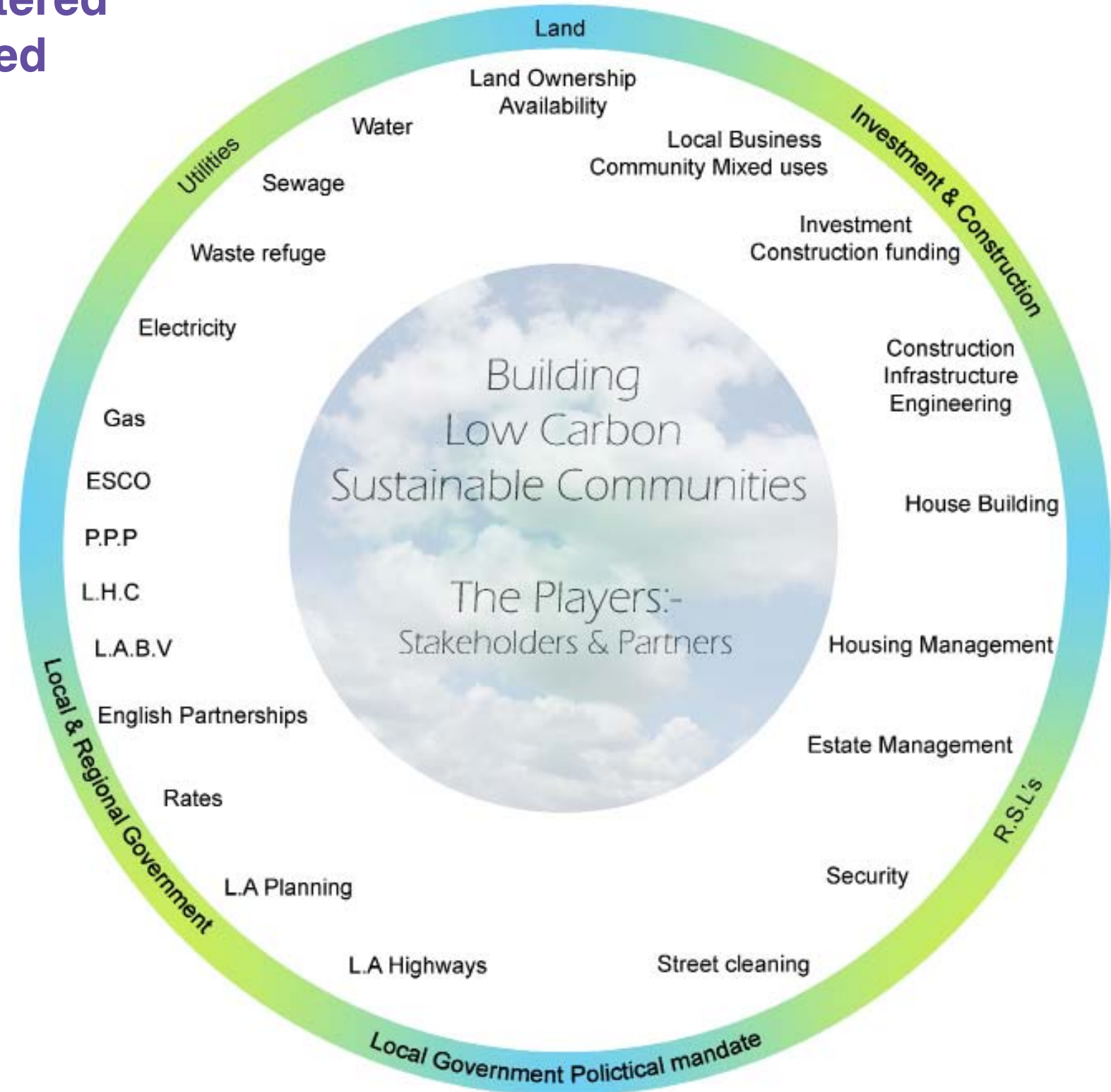
Let's connect locally, regionally and globally using every sustainable method

5. Delight and play

Let's have fun, exercise, play and find delight in our environment



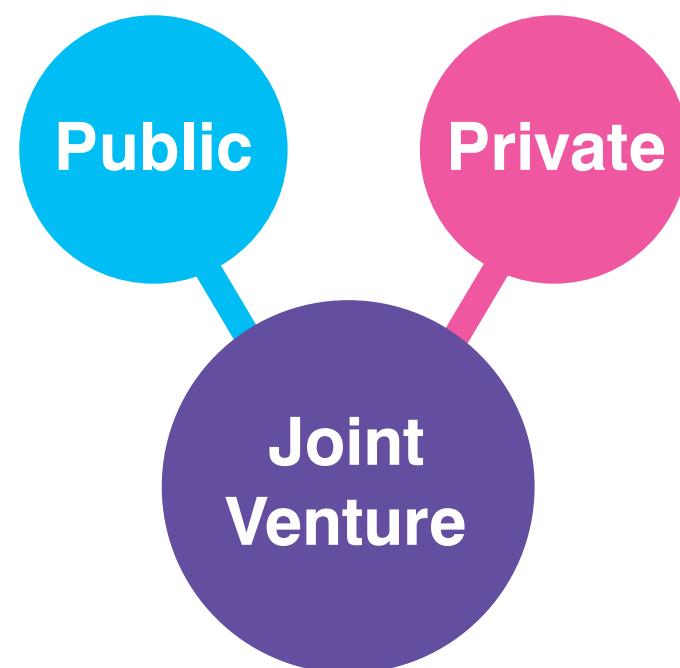
Public Private Sector Partnership (PPSP) enables the private sector to procure elements of the delivery package unfettered by the timescale and expense associated with OJEU procedures.



- PPSP enables all parties and stakeholders to be involved in the evolution of a regeneration masterplan for the area.
- Within a fast-track timescale
- Efficient consultation processes
- Delivered in accordance with an agreed timescale

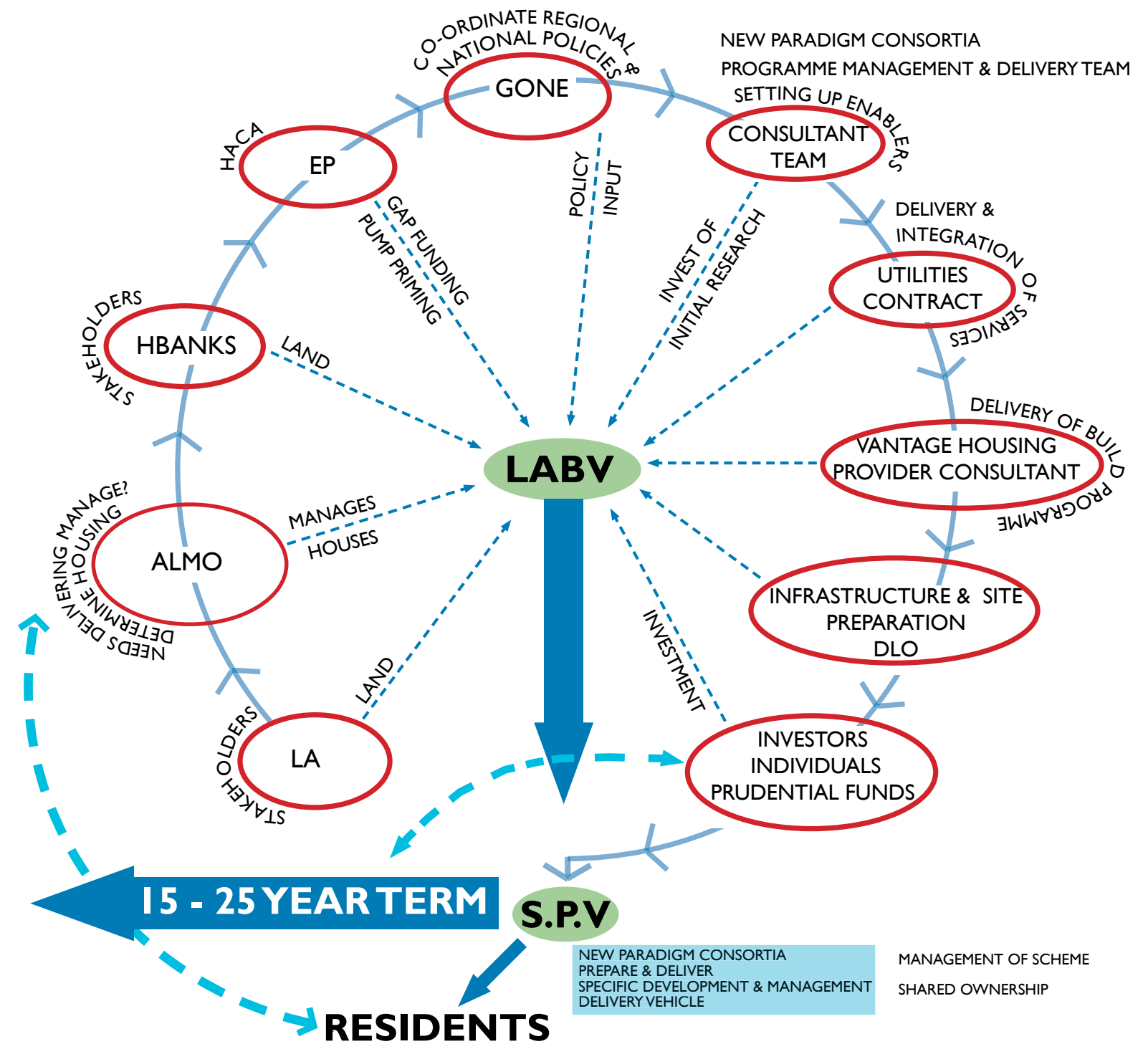


- Stakeholders represent those bodies making a contribution of land, funding or work in kind.
- Partners are all those parties who will be affected by the regeneration programme, and will benefit from its hard and/soft outputs (buildings and spaces delivered/training and employment places offered)



3 months

or



- The Mill House area represents a regeneration challenge
- To reconnect the area with the town centre
- To improve the setting of the football ground
- To replace facilities that have gone past their effective working life

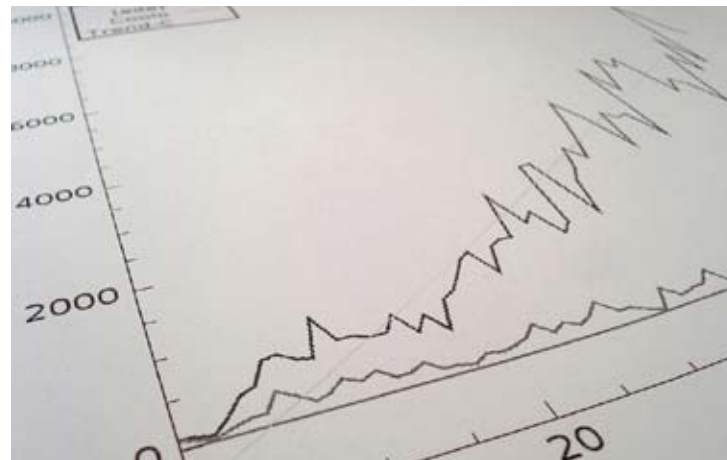
UNIFY LINK
STRENGTHEN
JOIN
CONSOLIDATE

- The masterplan for the area needs to create a 'critical mass' of development
- The most valuable and realisable/ re-use of the site that can be delivered within the current economic cycle



- Funding will need to come from a cocktail of funding opportunities
- All partners and stakeholders will be expected to use their best endeavours to make grant applications, raise funds and contribute to the overall funding package in a number of ways:

- Capital Funding
- Revenue Funding
- Works in kind

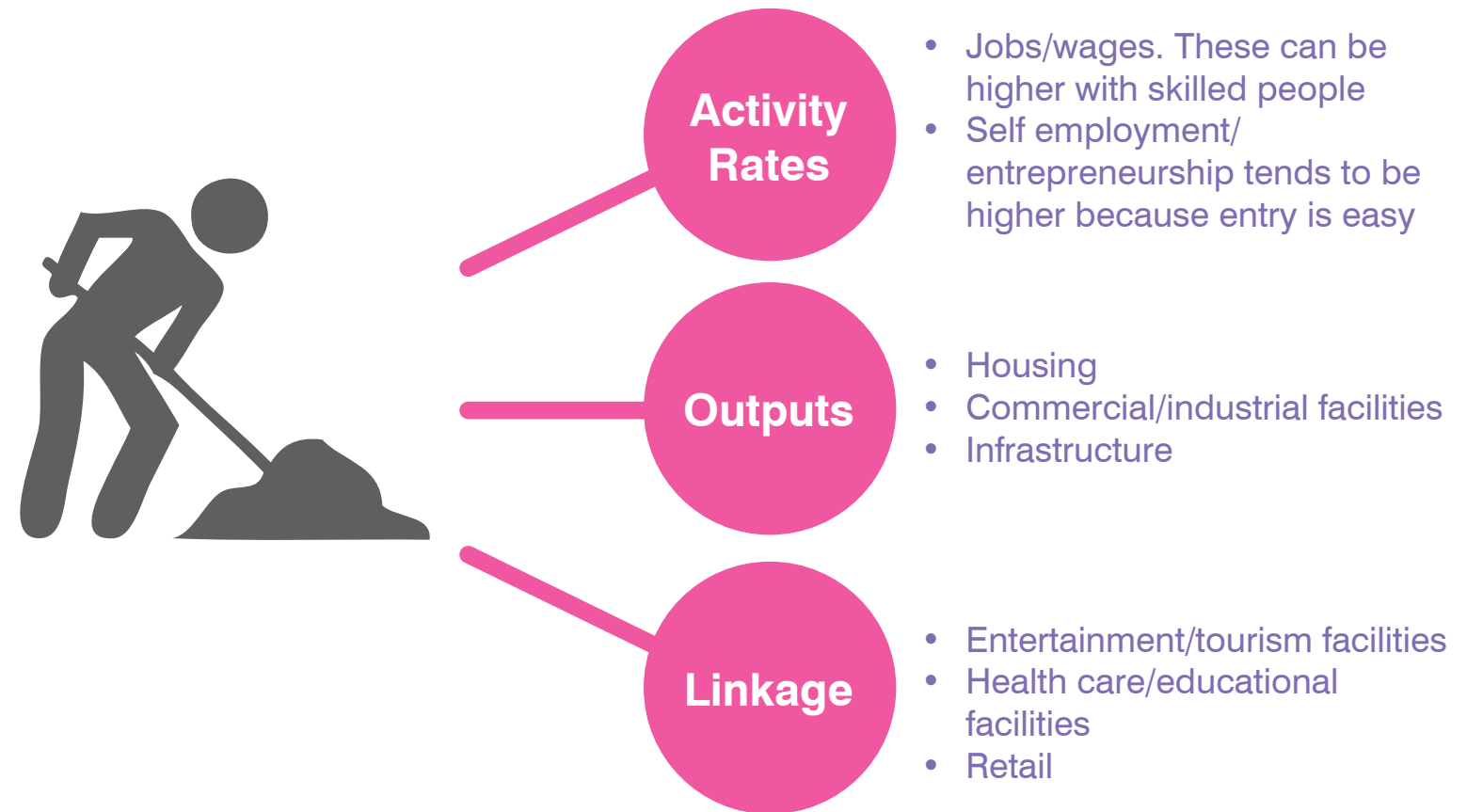


Similarly this development cell format will allow the masterplan to respond to opportunities and threats which may manifest themselves during the delivery programme.

FUNDING PIPELINE
POLICY CHANGES
CHANGE IN POLITICAL OBJECTIVES
GROUND COMPLICATIONS
FRESH DIRECTION FROM STAKEHOLDERS

- There is a pressing need to kick-start investment and regeneration within Hartlepool
- The potential for a mixed use masterplan must be thoroughly investigated. Any mixed use elements will therefore be allocated within the medium and long term phasing
- There is an existing need for affordable housing in the town centre
- A flexible and responsive masterplan will logically use this demand to satisfy the very important 'First Phase – Scene Setting'.

The importance of local construction

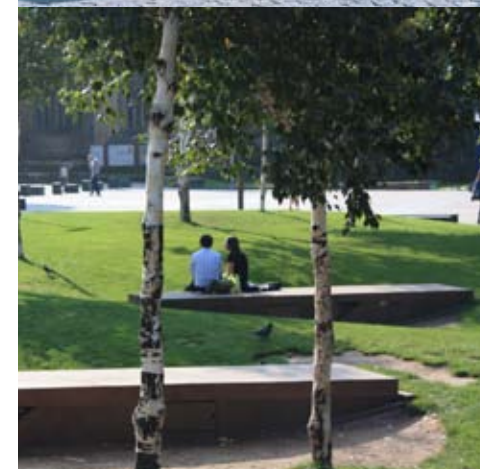


- It is important to establish an early ‘pointers for change’ project within the site
- New high quality affordable housing in the Mill House area will meet pent-up local demand
- It will be a powerful ‘pointer for change’
- Local employment will be created helping to re-inflate the local economy
- Training and apprenticeships will be created on the basis of the 1st Phase Works
- To create confidence in the delivery process
- To attract investment and local commitment
- To galvanise local people around the masterplan delivery process

- Enhanced away stand to football club
- Enhanced arrival route to the ground
- Consolidated sports and leisure facilities including 'wet' and 'dry' areas
- Learning and training centre



- Creates green route through the site.
- Play along the way concept
- Provides buffer between uses
- Cements new, positive image of the area
- Biodiversity opportunity



- Majority affordable housing
- Uses Plan B optimised approach
- Highly efficient and low running costs
- Simple construction allows for apprenticeships
- Student housing opportunity supports colleges.



- Gus Robinson organisation will bring its team of consultants and advisors to co-ordinate, consult, and drive the project forward
- Gus Robinson have procured a team of experts to deliver the project who are experienced at all levels of delivery of major mixed use, inner-city regeneration projects
- Plan B will deliver a 'One Stop Shop' in Design, Development, Co-ordination and Programming to drive the project forward



- The first phase of development features the construction of a number of HCA compliant Code 3 houses
- These new houses will offer affordable family housing of the highest quality



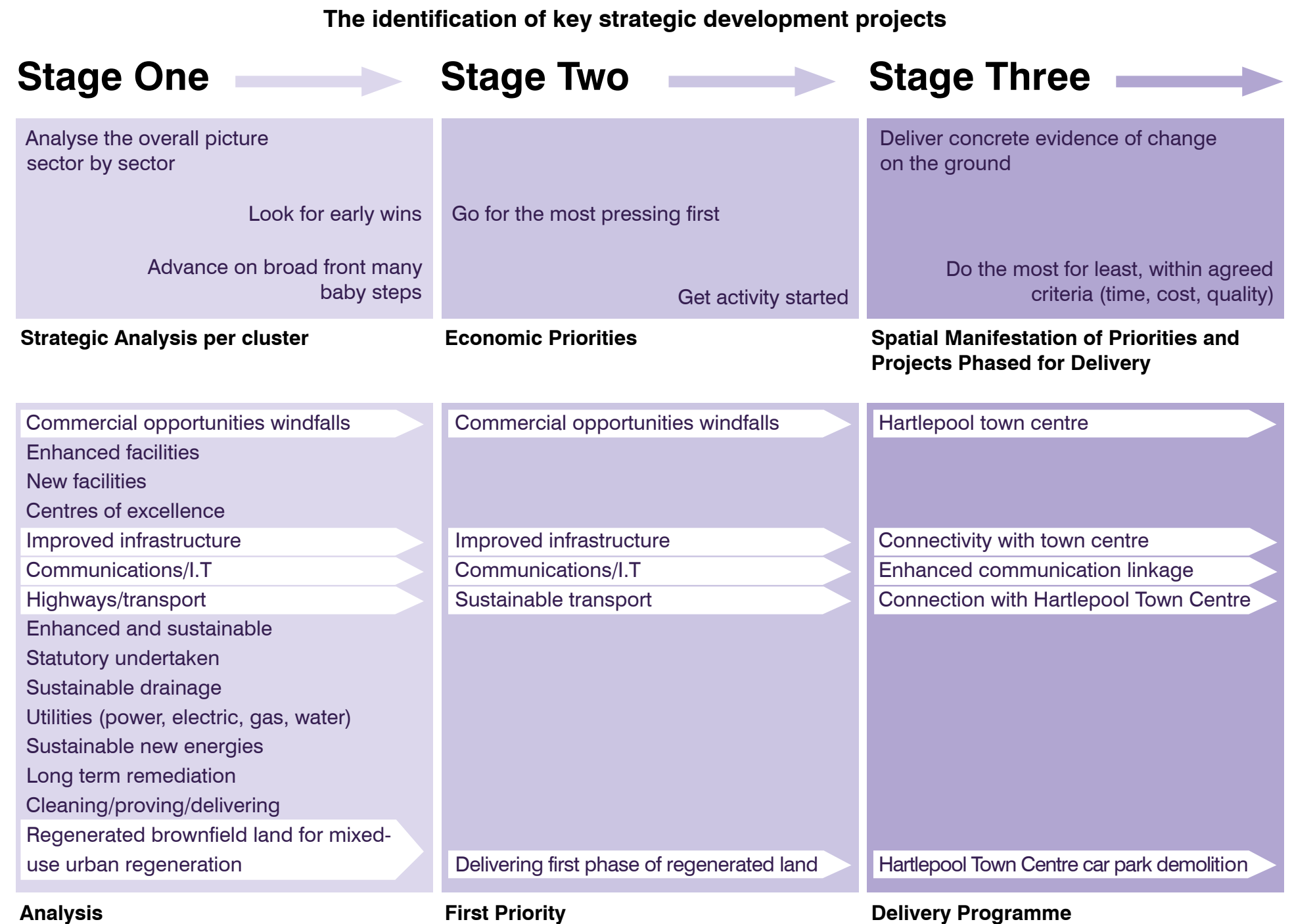
- These spacious and well made houses are some of the first Plan B products available in the North East Region
- Plan B offers the highest quality product for the lowest possible price
- It's innovative design makes it extremely economic to run (heating and lighting for £1.00 per day)
- Off-site fabrication ensures a well engineered and durable product



- The unique Plan B design ethos, which value engineers all elements within the house creates a simplified, quality assured product
- This rationalisation and simplification process lends itself to:
 - Training Opportunities
 - Apprenticeships
- Plan B responds to the Gus Robinson training and apprenticeships tradition



- The masterplan process is envisaged to involve short, medium and long term programmes (3, 6, and 9 years)
- Flexibility is the key quality in a successful masterplan
- Getting the first step taken is a crucial point in the delivery of regeneration in the 3rd year of the recession



- Times are tough, and it is quite clear that central government cannot/and will not intervene to deliver regeneration and employment over the next 4 years
- We must therefore 'pull ourselves up by our own bootstraps'
- Delivering the first phase of this bold regeneration vision will be dramatic – and 'scene setting' first step
- On the back of this kick start to the regeneration process, we shall draw together all partners and stakeholders, and in an inclusive consensus, we shall start to re-build Hartlepool



This bid fully endorses the principle of true partnership and collaboration with Hartlepool MBC and recognises that the success of this joint venture regeneration project must exhibit these characteristics.

The bidder recognises the importance of Hartlepool MBC of being able to demonstrate that it achieves value for money for the site and can exercise control over the outputs. Often these objectives are secured through a formal Joint Venture Company being created. The scale of this project however does not justify or warrant this relatively elaborate arrangement. Equally the bidder is unable to commit to the significant Master Planning role without security of the site in order to protect its financial risk.

What is proposed is that the land is transferred to Robinson's for £1 in order to protect early investment and that Hartlepool exercise control and influence through the conditions of land transfer. It is proposed that the conditions of sale require a Strategic Management Board be created and that the principle members are representatives of LA, Robinsons and Plan B, The principle function of the board will be to agree the strategic outputs of each phase of development and to 'sign off' all planning application, This mechanism will ensure that there is true collaboration in defining the strategy and provide adequate influence and control for Hartlepool.

Due to the current market conditions there is limited demand for further commercial/retail in the area; however this may change through the life of the project. The initial outline assumes a predominately housing use but this will evolve over the life of the project and defined by the Strategic Management Board.

The current working assumption is that the Board will not wish to commit to any phase of construction unless there is an end user identified and committed to fund the development thereby sheltering the partners from any speculative risk.

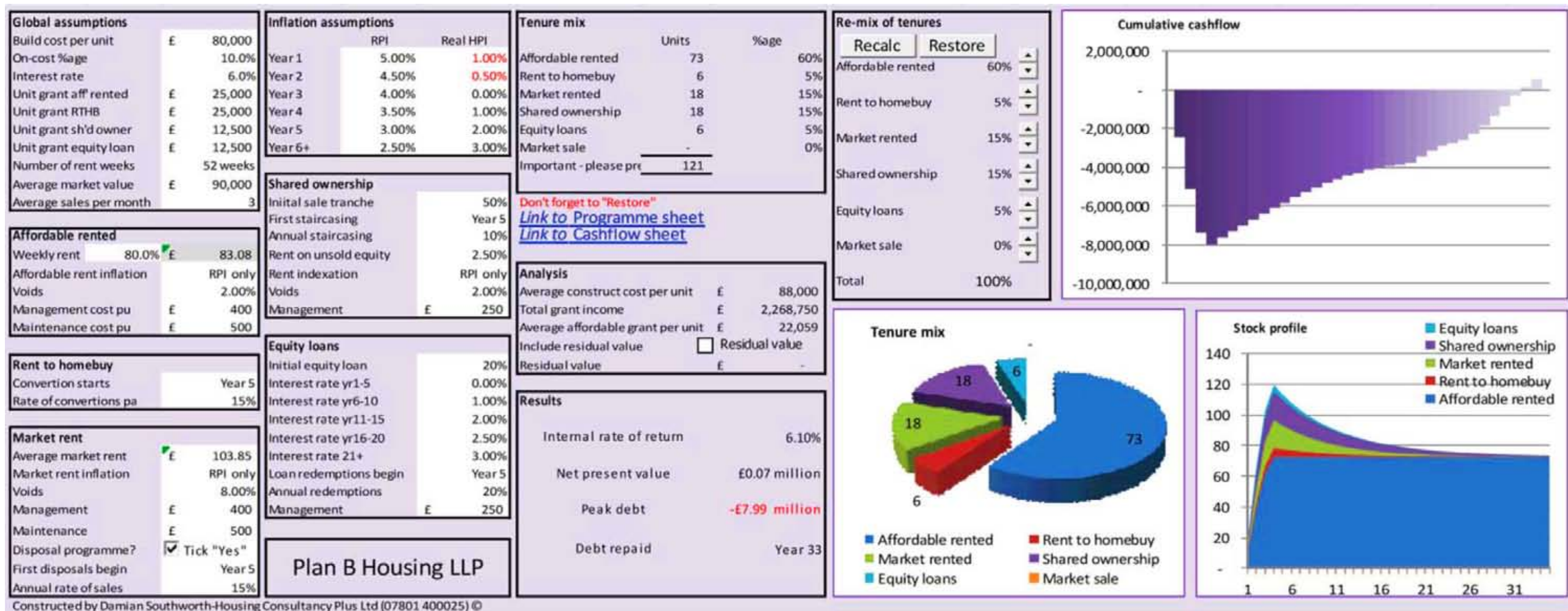
As Master Planning and delivery consultants Plan B will provide a financial model for the project as a whole and financial appraisals for each individual phase of development.

By the nature of the site there will be significant abnormal costs associated with the demolition

and remediation of the site. Without the benefit of a detailed survey it is not possible to measure accurately the scale of these costs. Based on experience elsewhere it would be prudent to assume these could cost as high as £1/2m.

It may be the case that these costs could ultimately be recovered through increase in land value over time, however the programme may require further subsidy from as yet undefined external funding sources, or indeed from Hartlepool to identify additional sites to bring to the project which could be developed out to create further cross-subsidy.

In the event of a positive land value being created, and to serve as a commercial incentive to the bidder and Hartlepool, it is proposed that an overage clause be introduced within the purchase contract which allows Hartlepool to receive 50% of the added land value.



CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: THE ALLOCATION OF COMMUNITY POOL
GRANT 2012 / 2013

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to inform Cabinet of the outcome of recent procurement projects undertaken by Hartlepool Borough Council. These projects pertain to the proposed allocation of funding from the 2012 / 2013 Community Pool Grant.

Cabinet are being asked to note the outcome of the evaluations and authorise the funding of the projects in line with the recommendations of this report.

The report also seeks Cabinet approval for the outlined proposal for the eligibility and criteria process for Categories 4 and 5 of the Community Pool, and agree the proposed funding allocation against each of these criteria for 2012 / 13.

2. SUMMARY OF CONTENTS

This report provides Cabinet with the details of recent procurement processes undertaken to allocate the Community Pool Grant 2012/13 and outlines the eligibility and criteria for Categories 4 and 5, together with the proposed funding allocations for each criteria.

3. RELEVANCE TO CABINET

On 21 November 2011 Cabinet authorised the formation of five categories of the 2012 / 13 Community Pool Grant. Cabinet also mandated that a competitive procurement process be undertaken in allocating the aforementioned grant. This report provides feedback on

the procurement processes and seeks Cabinet approval on the allocation of this funding.

4. TYPE OF DECISION

Key Decision (test i) Forward Plan Reference Number 96/11.

5. DECISION MAKING ROUTE

Cabinet 21st November 2011
Cabinet 6th February 2012
Cabinet 20th February 2012
Cabinet 19th March 2012.

6. DECISION(S) REQUIRED

Cabinet are asked to:

- i. Note the outcome of the recent procurement projects and authorise the funding of these projects in line with the recommendations of this report.
- ii. Approve the eligibility and criteria process for Categories 4 and 5 of the Community Pool.
- iii. Determine the funding breakdown for Categories 4 and 5.
- iv. Agree the minimum and maximum grant rates available for Categories 4 and 5.
- v. Agree that Category 5 be sub divided within the application process.
- vi. Agree that Category 4 funding is made available to more than one provider.
- vii. Agree that Category 5 is available throughout the financial year or until it is fully allocated.
- viii. Authorise the level of funding to the winning bidders for Categories One, Two and Three as specified in confidential **Appendix 1; This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- ix. Authorise that the remaining balance from the 2012/13 Community Pool Grant be used to fund Categories Four and Five;

Report of: Director of Regeneration and Neighbourhoods

Subject: ALLOCATION OF COMMUNITY POOL GRANT
2012 / 2013

1. PURPOSE OF REPORT

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Cabinet are being asked to note the outcome of the evaluations and authorise the funding of the projects in line with the recommendations of this report.

The report also seeks Cabinet approval for the outlined proposal for the eligibility and criteria process for Categories 4 and 5 of the Community Pool, and agree the proposed funding allocation against each of these criteria for 2012 / 13.

2. BACKGROUND

- 2.1 On 21 November 2011, Cabinet agreed that the overall value of the Community Pool Grant Fund 2012 / 2013 would be £403,000. Cabinet also agreed that this funding would be allocated via the following five categories:

- Category One – The provision of universal welfare benefits and advice;
- Category Two – The provision of universal credit union support;
- Category Three – Capacity and Resource Building in the Voluntary and Community Sector;
- Category Four – The provision of universal specialist support; and
- Category Five – The provision of development / investment support grants.

- 2.2 At its meeting of the 21st November, 2011 Cabinet approved that Categories 1, 2, 3 and 4 would follow a commissioning process and that further work to ascertain the criteria and eligibility for Category 5 would commence.

- 2.3 Following a closer look at Category 4 officers requested that this category be excluded from the tendering process and proposed that this should form part of the Grants Committee process along with Category 5. This amendment to the original proposal was presented

and agreed by Cabinet on 6th February, 2012. It was agreed that grants given to both Categories 4 and 5 will continue to be awarded via the Grants Committee.

3. PROPOSALS – CATEGORIES 1, 2 AND 3

- 3.1 Following the competitive procurement processes undertaken in February 2012 it is now proposed that the funding of the Community Pool Grant 2012 / 2013 is allocated as detailed in the table detailed in confidential **Appendix 1**. **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 3.2 The total proposed expenditure for Categories One, Two and Three is £251,203. This can be met in full by the Community Pool Grant allocation of £403,000. It is proposed that the remaining balance of £151,797 be used to fund Category Four and Category Five.
- 3.3 The proposed recipients of funding for Categories One Two and Three have all been through an open procurement process. This process was transparent and available to all. No pre-qualifying stage was used. All bids were evaluated on the basis of 70% quality and 30% price ensuring that all recipients of funding can deliver a high quality services that also proffer value for money.

4. CATEGORY 4 – ELIGIBILITY AND CRITERIA

- 4.1 **Category 4 (Universal town wide specialist support organisations)** – *This category is maintained as a proposed series of specific core funding support grants direct to specialist groups who provide a service which can be described as universal in offer, subject to need without alienation on the grounds of age, gender or disability, accepting that not all services will be appropriate or required by the population at large at any particular pre-determined point in their lives. These services have the ability to provide personal support to individuals at times of crisis or as part of the social and economic well being of the town.*
- 4.2 Following Cabinet's decision on 6th February to change the commissioning process for Category 4 to form part of the Grants Committee process, eligibility criteria has been developed. A full list of the suggested eligibility and the Community Pool Application Guidance is attached as **Appendix 2**. Information on Category 4 is on page 3 of this document, this outlines the criteria, eligibility, grant levels and timescales for the application process. As this Category is

specifically for core costs in the form of one year revenue support a set application process with clear deadlines will be adhered to.

- 4.3 Cabinet are asked to agree a minimum grant of £2,000 for Category 4 as anything below this amount should be directed through the Civic Lottery grants.

5. CATEGORY 5 – ELIGIBILITY & CRITERIA

- 5.1 **Category 5 (Development/Investment Support Grants – ‘Challenge Funding’)** – *Bids should be allocation for ‘development’ grants, ‘investment’ grants and emergency contributions to organizations in temporary difficulty. Grants in this category are recommended to be capped at a maximum of £8,000, with a minimum threshold of £2,000 which is the ceiling for Civic Lottery grants. Grants would be assessed against a set of criteria which would seek to demonstrate and justify that any group applying was doing as much as practically possible to self help. Pro-active and imaginative organizations would stand to benefit the most; this in turn would reward the stronger and most sustainable voluntary sector organisations within the town. Within Category 5, funds will be allocated for groups to access to acquire relevant accreditation that they may need to have in place when tendering for services e.g. Matrix (Quality Standard for Information, Advice and Guidance services)*
- 5.2 It is proposed that Category 5 be divided into sub categories to allow for a clearer process for application submissions as follows:
- 5a Development/Investment Support Grants
 - 5b Emergency Contributions Grants
- 5.3 Cabinet previously agreed (21st November 2011) to the proposal that grants in this Category be capped at a maximum of £8,000 with a minimum threshold of £2,000 which again is the ceiling of the Civic Lottery Grant. It is proposed that this forms the Grant levels for Category 5a.
- 5.4 Cabinet are asked to approve Category 5b, Emergency Contributions Grant be open to every voluntary organisation in the borough, with no minimum but there is a suggested maximum grant level of £8,000 to minimize the possibility of the funding for this category being fully allocated in the first financial quarter. The proposed application form ensures that groups applying for Category 5b clearly provide information which outlines why the funding is required, and whether they have required similar emergency funding in the past.
- 5.5 It is proposed that grants for category 5a and 5b are made available throughout the financial year or until the funding has been fully allocated. This is to assist voluntary organisations who find

themselves in temporary financial difficulty, or require support to undertake training or development opportunities throughout the year.

- 5.6 The above descriptions have therefore determined the proposal for the eligibility and criteria for Categories 4 and 5 which are outlined in the draft Community Pool 'Application Guidance and Information Pack' (Attached as **Appendix 2**). The 3 application forms for Categories 4, 5a and 5b are available for Members if required. The application forms have been developed to reflect the specific criteria and eligibility requirements for each of the categories.
- 5.7 Allocation of remaining Community Pool should be split 50/50 across Categories 4 and 5.

4. RECOMMENDATIONS

- 4.1 Cabinet are asked to:
- i. Note the outcome of the recent procurement projects and authorise the funding of these projects in line with the recommendations of this report.
 - ii. Approve the eligibility and criteria process for Categories 4 and 5 of the Community Pool.
 - iii. Determine the funding breakdown for Categories 4 and 5.
 - iv. Agree the minimum and maximum grant rates available for Categories 4 and 5.
 - v. Agree that Category 5 be sub divided within the application process.
 - vi. Agree that Category 4 funding is made available to more than one provider.
 - vii. Agree that Category 5 is available throughout the financial year or until it is fully allocated.
 - viii. Authorise the level of funding to the winning bidders for Categories One, Two and Three as specified in confidential **Appendix 1; This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
 - ix. Authorise that the remaining balance from the 2012/13 Community Pool Grant be used to fund Categories Four and Five;

5. REASONS FOR RECOMMENDATIONS

- 5.1 Cabinet has previously voiced support in developing increased commissioning activities in the allocation of grant funding available to voluntary and community sector organisations and others. (21 November 2011). This report summarises the work that has been put in place to begin to make this happen. The recommendations contained in Section Four of this report are the result of an open and transparent procurement process ensuring that the Council can be satisfied that these services will be provided by vetted companies at a competitive market rate.
- 5.2 Cabinet approved the review of the Voluntary and Community Sector Strategy and Community Pool on the 21st November 2011. This report outlines progress in relation to the consultation process for the VCS Strategy. Furthermore, in line with previous decision in relation to the Community Pool the report seeks approval on criteria and eligibility for Categories 4 and 5 which presents a robust and transparent format for submissions, with clear guidance for applicants seeking funding through the Community Pool.

6. BACKGROUND PAPERS

- (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.

7. CONTACT OFFICER

Dave Stubbs
Director of Regeneration and Neighbourhoods
Civic Centre
Victoria Road
Hartlepool
TS24 8AY

Telephone: 01429 523301

Email: dave.stubbs@hartlepool.gov.uk

COMMUNITY POOL

APPLICATION GUIDANCE AND INFORMATION PACK



2012-2013



OVERVIEW

The Community Pool will provide £403,000 to voluntary and community sector (VCS) organisations to deliver services within Hartlepool and help VCS organisations in Hartlepool to invest and develop in themselves so that they are better placed to tender to deliver services and apply for external funding in the future.

The Community Pool is divided into 5 Categories, these are:

Category 1 - Universal Welfare & Benefits Advice Support

Category 2 - Universal Credit Union Support

Category 3 - Capacity/Resource Building

Category 4 - Town-wide Specialist & Support Services

Category 5 - Development & Investment Grants and Emergency Contributions Fund

Categories 1, 2 and 3 have been tendered through a procurement process undertaken by the Councils Corporate Procurement Team.

Categories 4 and 5 are being commissioned through a grant process, further details including grant criteria are outlined in this document.

The key aims of the Community Pool is to support the VCS to undertake activities and projects that clearly reflect the aspirations, aims, objectives and priorities of the Council's Community Strategy, Child Poverty Strategy, Voluntary and Community Sector Strategy as well as the work of the Financial Inclusion Partnership.

Further information on all of these strategies can be found on the Council's website, www.hartlepool.gov.uk/vcs.

CRITERIA: CATEGORY 4 - TOWN-WIDE SPECIALIST & SUPPORT SERVICES

This category of the Community Pool is an opportunity for Voluntary and Community Organisations and Groups to apply for core funding towards the delivery of specialist and support services.

These are services that provide personal support to individuals, particularly at times of crisis.

Examples of these services include:

- Counselling and support services.
- Increasing independence and accessibility for disabled people.
- Support people with health related issues and their families.
- Support to the lesbian, bisexual, gay and transgender community.
- Young people experiencing emotional distress.
- Community resource centres.

Eligibility

- Core costs only are eligible.
- The service must be accessible to all that require it on a town wide basis.
- The applicant must be constituted, allowing the delivery of services, for example a registered charity, community interest company etc.
- The applicant must be non- profit distributing.
- The service has not been commissioned by Hartlepool Borough Council through another channel.
- The project has not received funding from another category of the Community Pool.
- The service must be delivered in Hartlepool Borough.
- The application must be from a group that has been in existence for more than 12 months.

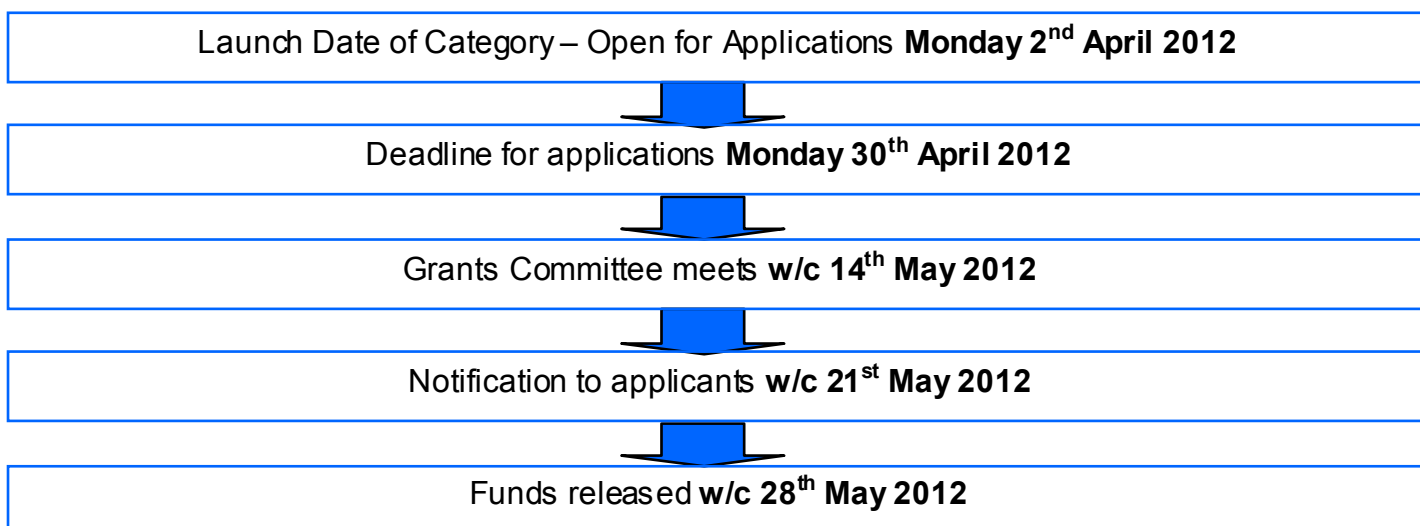
Core Costs - These are the general, central costs involved in running an organisation, such as rent, heating, lighting, administration and staffing costs.

Grant Rates & Payments

- Minimum grant available is £2,000.
- This grant is for one year revenue support.
- The grant will be paid in instalments, this is usually 2 however this will increased if required.

Application Process

Please note that this outlines the process however the dates are subject to change.



CRITERIA: CATEGORY 5 - DEVELOPMENT & INVESTMENT GRANTS AND EMERGENCY CONTRIBUTIONS FUND

There are two elements of Category 5;

- A) Development & Investment Grants
- B) Emergency Contributions Fund

A) DEVELOPMENT & INVESTMENT GRANTS

The aim of these grants is to provide support to groups that want to invest and develop in themselves to enable the group to strengthen in the future, putting the group in a stronger position for income generation opportunities and commissioning to deliver services.

To be considered for this funding, the organisations needs to demonstrate that they are pro-active, imaginative and forward thinking and have taken full advantage of self help opportunities that will strengthen the future sustainability of the group.

Examples of eligible projects include:

- Acquire relevant accreditation e.g. Matrix (Quality Standard for Information, Advice and Guidance Services) and PQASSO (Quality Standard for VCS organisations) that may be required for the group to have in place when tendering for services.
- Staff and volunteer training for relevant qualifications / skills, business planning and fundraising.
- Specialist equipment required by group to develop e.g. ICT equipment

Eligibility

- The project must be an investment in or development of the VCS organisation.
- The applicant must be constituted, allowing the delivery of services, for example a registered charity, community interest company etc.
- The applicant must be non- profit distributing.
- The organisation must deliver services in Hartlepool Borough.
- The organisation must have been in existence for more than 12 months.

Grant Rates

- Maximum grant available £8,000.
- Minimum grant available is £2,000.
- Match funding is required for the project (minimum of 5%).

B) EMERGENCY CONTRIBUTIONS FUND

This grant is available for organisations that find themselves in temporary difficult financial situations, this grant is designed as an emergency assistance in the following situations:

- To fill a funding gap in the interim where funding has been secured but not yet administered.
- To allow groups who are awaiting funding decisions to continue running a project until the outcome of a decision is known.
- To allow groups who have been unsuccessful in securing funding time to look for alternative funding options.

This not an inclusive list, all applications will be considered on the information provided.

This is not a long term funding solution and applications must clearly outline what has been done and how they are planning to secure additional funding.

This is **one off grant support** any organisation receiving such support would be ineligible for reconsideration in the future.

Eligibility

- Available to all voluntary and community organisations.
- The applicant must be constituted, allowing the delivery of services, for example a registered charity, community interest company etc.
- The applicant must be non- profit distributing.
- The organisation must deliver services in Hartlepool Borough.
- The organisation must have been in existence for more than 12 months.
- Need to be able to evidence that the short term investment is viable.
- Applicants must have been actively applying for alternative funding to continue their project / service (*this must be evidenced in the application*).

Grant Rates

- Maximum grant available £8,000.

Application Process

There is no deadline for the funding in this category. Applications can be made at any time.

Applications to the Emergency Contributions Fund will be processed as quickly as possible.

All applications are considered by the Grants Committee, applicants will be informed of the expected decision timescale on submission of an application.

Support

Organisations applying for this grant will be provided with additional support as required, provided by the infrastructure organisation (commissioned through Category 3) and HBC Officers.

GENERAL TERMS & CONDITIONS

All grant aid is managed through a funding agreement, which will reflect the following terms and conditions:

- The project must reflect the aspirations of the Council's Community Strategy, Child Poverty Strategy, Voluntary and Community Sector Strategy as well as the work of the Financial Inclusion Partnership.
- Grants will only be available to applications that meet the necessary criterion and will be considered in light of the information provided and the availability of funds.
- All applications must be submitted on the form provided and are required to include:
 - Signed copy of the organisations most recent audited accounts
 - Copy of the constitution including the governance arrangements
 - Have a proven track record of delivering services
 - Demonstrate management expertise through clear organisational structures
 - Provide a copy of the groups aims and objectives / mission statement
 - A list of directors / trustees / management committee members
 - Minutes from last 3 board meetings and minutes from last AGM
 - Latest annual report
 - List of match funding
 - Statement of organisations reserves
 - Copies of job descriptions relating to the positions funded
- The application process will take approximately 4-6 weeks. Every effort will be made to ensure that applications are processed as quickly as possible. To ensure that applications can be processed efficiently applicants must include all information required when submitted.
- Applications to the Emergency Contributions Fund will be processed as a priority.
- The grant is not available as an 'as of rights basis' and the Grants Committee reserves the right to refuse any application it deems unsuitable.
- The applicant will be responsible for any costs incurred as a result of withdrawing from a contract.
- All grants will be subject to monitoring and evaluation. Requirements will be set out if the grant is approved with the applicant.
- Successful applicants must give Hartlepool Borough Council early notice of significant changes in circumstances and any concerns about delivery.

APPEALS PROCEDURE

Groups applying to the Community Pool will be given the opportunity to appeal against a decision made by the Grants Committee in respect of their application for funding. An appeal must be made in writing, stating the basis of the appeal within 7 days of receiving the funding decision. This must be sent to:

Denise Ogden
Assistant Director (Neighbourhood Services)
Level 3
Civic Centre
Victoria Road
Hartlepool
TS24 8AY
Tel: 01429 523201
Email: denise.ogden@hartlepool.gov.uk

The appeal will be presented to the Grants Committee for their consideration, you will receive a response within 14 days of the Grants Committee meeting.

The draft Voluntary and Community Sector Strategy is currently being consulted on, once in place there will be a steering group that will oversee the implementation of the strategy, there will also be a mechanism to look at disputes and instances of non-compliance with the undertakings of the strategy. All VCS organisations are encouraged to familiarise themselves with the document, the strategy is available at www.hartlepool.gov.uk/vcs.

MONITORING

All grants will be monitored to ensure that the project has been delivered as expected, this will include recording outputs, benefits, spend etc. A copy of the monitoring framework outlining the criteria will be sent to successful applicants with the offer letter.

If it is found that grant aid has not been spent appropriately or outputs/benefits not achieved, then measures may be taken to reclaim the grant.

REPAYMENT OF GRANT

Hartlepool Borough Council is entitled to reclaim grant payments if the applicant is failing to meet the terms and conditions outlined in the grant offer letter. This includes monitoring responsibilities.

APPLICATION FORMS & CONTACT

Application forms for Category 4 and 5 can be downloaded from www.hartlepool.gov.uk/vcs.

If you require any assistance in completing an application or would like further information about Categories 4 and 5 of the Community Pool please contact:

Fiona Stanforth
Regeneration Officer
01429 523278 or email fiona.stanforth@hartlepool.gov.uk.

CABINET

19 March 2012



Report of: Director of Child and Adult Services

Subject: HEUGH GUN BATTERY MUSEUM

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to seek consideration for crisis funding for the Heugh Gun Battery Museum for the current financial year.

2. SUMMARY OF CONTENTS

The Community Pool budget for the 2011/2012 financial year has been set at £457,024. However, the roll forward of the balance of the 2010/2011 Community Pool budget was approved by Grants Committee on 1st March 2011 making the total available to commit during the 2011/2012 financial year £516,034.

In rounds 1, 2, 3, 4 and 5 awards have been approved totalling £472,093. With the balance of the Directed Lettings allocation being added back to the budget and an under-spend of an award for 2010/2011 which has been deducted from the groups award for the current year, also added back there is now a balance of £46,245 available for commitment.

The Heugh Gun Battery Museum has applied to the Community Pool for crisis funding of up to £5,600. The funding will contribute to the core costs of the project including the salary costs of a Manager, an Outreach Worker and a Kitchen Assistant and utility and other running costs.

The application has been made by the Heugh Gun Battery Museum because the Museum has a shortfall in income for the current financial year despite raised visitor numbers due to a reduction in income from fundraising and increasing expenditure.

An award to the Heugh Gun Battery Museum would leave balance of £40,645 which will be available should any other groups find themselves in a financial crisis before the end of the financial year.

3. RELEVANCE TO CABINET

Cabinet is responsible for determining the level of grant awards from the Community Pool to the voluntary sector.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Cabinet to determine awards at meeting, 13th March 2012.

6. DECISION(S) REQUIRED

Members are requested to consider/approve:-

- (i) The request from the Heugh Gun Battery Museum for crisis funding of up to £5,600 as a contribution towards the core costs of the project including salary and utility and other running costs.
- (ii) Any allocation of grant aid to groups known to be experiencing financial difficulties to be released in monthly/quarterly instalments, as appropriate, in order to safeguard the Council's investment and minimise risk.

Report of: Director of Child and Adult Services

Subject: Heugh Gun Battery Museum

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek consideration for crisis funding for the Heugh Gun Battery Museum for the current financial year.

2. BACKGROUND

- 2.1 The Community Pool budget for the 2011/2012 financial year has been set at £457,024. However, the roll forward of the balance of the 2010/2011 Community Pool budget was approved by Grants Committee on 1st March 2011 making the total available to commit during the 2011/2012 financial year £516,034.
- 2.2 In rounds 1, 2, 3, 4 and 5 awards have been approved totalling £472,093. With the balance of the Directed Lettings allocation being added back to the budget and an under-spend of an award for 2010/2011 which has been deducted from the groups award for the current year, also added back there is now a balance of £46,245 to be committed.
- 2.3 The criteria of the Community Pool are attached as **Appendix 1**.

3. HEUGH GUN BATTERY MUSEUM

- 3.1 The Heugh Gun Battery Museum Trust seeks to preserve and record military history for the people of Hartlepool and the Nation. The museum demonstrates the impact and human experiences of war at home and abroad. The battery also offers a place for the local community to meet and interact with exhibits and the sites panoramic views; it also aims to educate future generations about war and its consequences through its schools outreach program.
- 3.2 The museum's mission is:
- To preserve the historical collections and buildings for current and future generations through conservation, interpretation and public access.
 - To constantly improve knowledge and understanding of the collection through education and research.
 - To present the themes and stories of wartime experiences including the bombardment of Hartlepool and to broadcast to the audience in an engaging, enjoyable and stimulating context.
 - To provide a high level of service to customers to provide an experience which exceeds their expectations and creates a memorable experience that they wish to repeat.

- To maximise income from operations and fundraising in order to reduce reliance on subsidies and to underpin future development of the museum.
- 3.3 HBC's Cultural Services Section has recently contributed £2,000 of Renaissance funding to the Heugh Gun Battery Museum to contribute towards the costs of the educational programme that the Museum delivers for the benefit of the community as a whole. This is the only direct financial support awarded in 2011/2012. Renaissance Museum Funding will cease on 31st March, 2012.
- 3.4 The Heugh Gun Battery Museum has applied to the Community Pool for crisis funding of up to £5,600 to contribute to the core costs of the organisation including the salary costs of a Manager's post, an Outreach Worker's post and a Kitchen Assistant's post and utility and other running costs for the current financial year.
- 3.5 The application has been made because the Heugh Gun Battery Museum has a shortfall in its core fund for the current financial year. This has come about because although the Museum has had rising visitor numbers the earned income from the gate, café, gift shop and events is not sufficient to cover the rising cost of utilities, insurance and other expenditure. The Trust has already arranged an overdraft with the bank and doesn't have any reserves to fall back on.
- 3.6 If a grant is approved it will safeguard the future of the museum in the short term. This will allow the Trust to look toward a sustainable future with increased income and reduced costs. Applications to other funders will be made to improve the Museum site to encourage more visitors and therefore increase earned income.
- 3.7 The Trust has produced a 3 year business plan designed to set out the museums objectives which are underpinned by the themes of the managing Trust. The programmes which allow the museum to achieve these objectives are outlined. The programmes are categorised as short-term and long term and are SMART. The plan joins the objectives into one document ensuring milestones are set and the plan is coherent across all areas of the museum. In light of the current economic climate the programmes within the plan are rated depending on financial review. Information relating to income and expenditure is provided and visitor figures. Details of the key strategic objectives are also provided relating to the main aims of the museum including: preservation and interpretation, education and research, engagement and stimulation and organisational capability. An account of the key external impacts has also been included in the plan to demonstrate that the Trust has adopted a balanced outlook and planning process for the museum.

- 3.8 If funding is approved by Cabinet the Heugh Gun Battery Museum will deliver the following outputs during the period February to March 2012:
- The provision of a valuable historic resource for the community and the wider public audience. The attraction will be sustained for the benefit of the community as a whole.
 - A further 8 schools will benefit from visiting the Heugh Battery Museum. The visit relates directly to the national curriculum.
 - Increased visitor figures for the site including educational visits, school and group visits.
 - The employment of 3 people will be sustained.
- 3.9 Furthermore the funding will enable the Trust to continue into the beginning of the visitor income earning period which, although includes Easter in April 2012, does not really get established until the May Bank Holiday onwards plus additional educational visits which are maximised in June 2012.
- 3.10 If this application is not approved then the staff at the Museum would have to be put on reduced hours and then eventually they would have to be made redundant. This would have a significant impact upon the Trust's ability to sustain the work they do going into an important period in time for the organisation including the work they will be doing relating to World War 1 and the Centenary Anniversary and the increased interest in the Museum and the work it does.

4. CONCLUSION

- 4.1 The Heugh Gun Battery Museum has applied to the Community Pool for crisis funding of up to £5,600. If approved, the grant will contribute to the core costs of the Museum including the salary costs of a Manager, an Outreach Worker and a Kitchen Assistant and utility and other running costs. The grant would cover a shortfall in income for the current financial year. The Trust has already arranged an overdraft and does not have any reserves.
- 4.2 Any grant approved will enable the Museum to go into the new financial year in a better position, to enable them to secure funding from other sources to sustain the services they provide for the community as a whole.
- 4.3 The application for funding is a one off request as Heugh Gun Battery Museum are confident that the project will be able to sustain its self going forward into the new financial year 2012/2013. Applications to other funders will be made in due course for both capital costs and revenue costs.

- 4.4 If the award to the Heugh Gun Battery Museum is approved the balance of the Community Pool will be £40,645 which will be available should any other groups find themselves in financial crisis before the end of the financial year.

5. RECOMMENDATIONS

Members are requested to consider/approve:-

- (i) The request from the Heugh Gun Battery Museum for grant aid of up to £5,600 as a contribution towards the core costs of the project including salary and utility and other running costs.
- (ii) Any allocation of grant aid to groups known to be experiencing financial difficulties to be released in monthly/quarterly instalments, as appropriate, in order to safeguard the Council's investment and minimise risk.

6. CONTACT OFFICER

John Mennear, Assistant Director (Child AND Adult Services)

7. BACKGROUND PAPERS

Application to the Community Pool 2011/2012: Heugh Gun Battery Museum



HARTLEPOOL BOROUGH COUNCIL

COMMUNITY POOL 2011/2012

CRITERIA AND GUIDANCE NOTES FOR APPLICANTS

The main aim of the Community Pool is to support those aspects of the activities of the voluntary/ community/not for profit sector that clearly reflect the aspirations of the Council's Community Strategy and Neighbourhood Renewal Strategy.

HARTLEPOOL AMBITION

COMMUNITY STRATEGY AND NEIGHBOURHOOD RENEWAL STRATEGY 2008-2020

Within the main strategic document, there are 8 aims and themes, which are clearly set out as priorities:-

- Jobs and the Economy
- Life Long Learning and Skills
- Health Care
- Community Safety
- Environment
- Housing
- Culture and Leisure
- Strengthening the Communities

CORPORATE STRATEGY

The Council has identified within the Community Strategy's aims and themes a number of corporate strategy priorities. The main objective of the Community Pool is to support the activity of strengthening communities.

Community Pool resources are targeted to vulnerable sectors of the community and to those organisations delivering effective and appropriate services that complement the Authority's strategic aims, "to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives".

Within the Strengthening Communities theme are a number of objectives which groups funded from the Community Pool can collaborate with the Council to achieve its corporate objectives:-

- To empower local people to take a greater role in the planning and delivery of services and strategies that affect their individual lives, their local neighbourhood and the wider community.
- To increase opportunities for everyone to participate in consultation, especially "hard to reach" groups and those communities affected.
- To improve the accessibility of services and information ensuring that providers address the varied needs and requirements of the whole community.
- To fully value the voluntary and community sector and to support them to secure their long-term future through contracted service delivery, promoting volunteering and the agreement of longer term funding settlements.
- To ensure Hartlepool is a cohesive community where there is a sense of belonging for all and where people of different backgrounds, circumstances and generations are able to get along free from discrimination and harassment.

In order to identify the most disadvantaged communities for the purposes of assessing applications to the Community Pool, the rankings found in the Index of Multiple Deprivation 2004 will be used to ascertain the nature of deprivation in Hartlepool.

The following ward is in the top **1%** of deprived wards nationally: **Stranton**.

The following wards are in the top **5%** of deprived wards nationally: **Owton, Dyke House, Brus, St Hilda**.

The following wards are in the top 10% of deprived wards nationally: **Grange, Rift House**.

Groups targeting areas of greatest disadvantage in the town will receive a higher priority for funding.

Weightings will be applied to grant applications depending on the location of the applicant organisation and the area they serve.

FUNDING CATEGORIES

The Community Pool funding categories are as follows:-

(i) PROVIDERS OF SERVICES THAT ARE OF STRATEGIC IMPORTANCE. This includes:-

Those groups/organisations that provide services to support disadvantaged individuals. Groups may require specialist expertise, e.g. Legal advice, debt counselling, and self-improvement opportunities.

Applications from those groups providing services that directly complement the services provided by the local authority and are considered strategically important will receive priority particularly those who provide:-

- Legal advice and guidance.
- Income generation, credit union support and debt counselling.
- Voluntary sector infrastructure support: accreditation, management, fundraising.
- Counselling services.

(ii) COMMUNITY DEVELOPMENT/CAPACITY BUILDING INITIATIVES. This includes:-

those groups which support the development of community capacity, including the formation of tenants and residents groups, and seek to improve interaction between local residents and statutory service providers, including local partnerships and networks and groups working proactively to facilitate the engagement of disadvantaged sectors, to encourage them on to the first step and then signpost them onto provision elsewhere, if necessary, providing support and training to encourage self help.

Applications from local community groups, particularly those who actively provide:-

- Advocacy in relation to issues affecting the voluntary sector.
- Support to strengthen voluntary sector infrastructure; accreditation, management.
- Support with fundraising.
- Support to volunteers.
- Development of capacity building projects/activities.

(iii) ESTABLISHED GROUPS WHO HAVE NOT PREVIOUSLY BEEN SUPPORTED FROM THE COMMUNITY POOL

Groups who are considered to be established i.e. who have been fully constituted for in excess of 2 years, who have not been awarded grant aid from the Community Pool previously can apply for financial support if they are meeting the aims and objectives of the Community Pool.

(iv) OTHER ORGANISATIONS/GROUPS. This includes:-

All applications, which do not fall into the other 3 categories, but provide valuable services with measurable outcomes for the benefit of Hartlepool residents living in the most disadvantaged wards, can be considered for funding.

ALLOCATION OF FUNDING FROM THE COMMUNITY POOL

Funding is offered on a two-tier system.

➤ 3 YEAR REVENUE TAPERED GRANT

Groups can apply for a 3 year tapered funding agreement in principle subject to budgetary availability. In the second and third years of the agreement, grant recipients will be afforded, in principle, 75% and then 50% of the award made in Year 1. Under this scheme, groups cannot apply for funding from the Community Pool in year 4.

➤ 1 YEAR REVENUE TAPERED GRANT

1 year funding with applications being processed alongside all others in subsequent years.

Grant aid will only be approved for revenue funding to support organisational running costs. A funding formula will be applied with the main priority being the staffing costs of a group. Key posts within an organisation, as identified by the Community Resources Manager, can be supported with a percentage of salary costs.

Applicants should note that:-

Capital works will not be supported, i.e.

New applications for initiatives in areas currently benefiting from regeneration initiative funding will receive a lower priority.

Play initiatives will receive a lower priority because of the alternative funding sources e.g. Play Opportunities Pool.

There is no upper limit in relation to the amount applied for from the Community Pool, but applications for less than £5,000 will not be considered from the Community Pool but will be signposted to other funders.

MONITORING OF GRANT AID

All grant aid is managed through a funding agreement, which includes the terms and conditions, under which grant aid has been awarded.

The spend and the outputs/benefits relating to the grant will be monitored and if it is found that grant aid has not been spent appropriately or outputs/benefits not achieved then measures may be taken to reclaim the grant.

APPEALS PROCEDURE

Groups applying to the Community Pool will be given the opportunity to appeal against a decision made by the Grants Committee in respect of their application for funding. An appeal must be made in writing, as it will be presented to the Grants Committee for their consideration.

CABINET

19th March 2012



Report of: Director of Child and Adult Services

Subject: CIVIC LOTTERY FUND
GRANT APPLICATIONS 2011/2012

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to advise and seek approval for the third round of Civic Lottery Fund Grant applications in the 2011/2012 financial year.

2. SUMMARY OF CONTENTS

The report asks Cabinet to consider 10 applications from local organisations, 6 of which have not previously been supported with funding from the Civic Lottery.

3. RELEVANCE TO CABINET

Cabinet has taken responsibility for determining the level of grant awards from the Civic Lottery.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Cabinet to determine awards at meeting 19th March 2012.

6. DECISION(S) REQUIRED

The report asks members to approve/note:-

1. Grant aid to those organisations as recommended and detailed in **Appendix 2**.

Report of: Director of Child and Adult Services

Subject: CIVIC LOTTERY FUND
GRANT APPLICATIONS 2011/2012

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to advise and seek approval for the third round of Civic Lottery Fund Grant applications in the 2011/2012 financial year.

2. BACKGROUND

- 2.1 In accordance with the procedure previously approved by the Grants Committee, the annual amount available for distribution of lottery grants is based upon the real rate of interest earned by the capital investment during the previous financial year. The amount is calculated on an apportionment of the Authority's interest balances to reserves; therefore, the total funding available for distribution in 2011/2012 is £ 8,500.
- 2.2 At a previous meeting of the Grants Committee Members agreed that £1,500 should be made available for Senior Citizens' summer outings and Christmas Parties. Therefore the balance available for distribution for the remainder of the year is £7,000.
- 2.3 **Appendix 1:** Civic Lottery Fund Grant Application Guidelines includes the Civic Lottery criteria and provides information for applicants relating to what can be funded, including funding for specific activities; Senior Citizens outings and Christmas parties and team activities.
- 2.4 The current criteria for eligibility and distribution from the Civic Lottery Grant Fund require the Grants Committee to consider applications three times a year, in order that an overall view of applications can be obtained. In previous years, one third of the balance available has been distributed at each of the three meetings. As Members agreed that this approach should be maintained in this financial year, the amount available for distribution at this meeting will be £2,333 plus the balance remaining from the previous funding round of £12 making the total available for distribution at this meeting £2,345.
- 2.5 Before making recommendations in relation to the applications to the Civic Lottery, Officers consider each application on its own merits and ascertain which elements of the application could be supported from the Lottery to provide meaningful financial support to the group, to enable the project to go ahead. Also, the numbers of beneficiaries from the project are taken into consideration and whether or not the group has been supported from the Lottery previously. The criteria states that team activities and groups of teams can only be awarded grants of up to £200 per team and up to a maximum of £300 per group. This criteria is taken into consideration when a

group applies for funding for a team activity regardless of the amount the group applies for.

- 2.6 In order to assist the Cabinet with the allocation of Civic Lottery funding Officers have considered each application to the fund and have made recommendations in relation to the allocation of funding, details of which can be found as **Appendix 2**.

- 2.6 The total sum sought in Round 3 is £6,060.

2.7 Applications for consideration where no previous grants have been awarded

Copies of the application forms are available in the Members' Library.

App. No.	Organisation	Reason for Application	Total Cost	Sum Sought
3500	Aquaforce Swimming Academy	Assistance with hiring of hall for indoor training	£1,000	£300
3504	Throston Hotspur FC under 18's	Assistance with league and pitch fees	£547	£500
3505	St. Francis Under 18'2 FC	Assistance with transport costs and the purchase of first aid kits	£962	£200
3507	The Peppermint Girl Band	Assistance with the costs of attending grand final of 'Open Mic' competition	£2,120.75	£750
3511	The Elwick Millennium Association	Assistance with the costs of Queens Diamond Jubilee Celebrations - June 2012	£415.00	£100
3512	Burn Valley Ladies Bowling Club	Assistance with costs of Queens Diamond Jubilee Celebrations	£270	£160

2.8 Applications for consideration – second and subsequent requests

Copies of the application forms are available in the Members' Library.

App. No.	Organisation	Reason for Application	Total Cost	Sum Sought
3498	Seaton Carew Bowling Club (ladies)	Assistance with consortium fees and transport to away matches	£800	£300

App. No.	Organisation	Reason for Application	Total Cost	Sum Sought
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Previous Grants:-

1 previous approved 22/9/10 for £300

3506	Hartlepool Hospice	To contribute towards cost of Complimentary Therapy Services	£7,900	£1,500
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Previous Grants:-

8 previous grants last one approved 22/9/10 for £400

3509	Hartlepool Headland Amateur Boxing Club	Assistance with the costs of staging a boxing tournament in Hartlepool	£2,900	£2,000
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Previous Grants:-

7 previous grants last one approved 22/9/2010 for £350

3510	Lynton Court Residents Group	Assistance with cost of Queens Diamond Jubilee Party – June 2012	£250	£250
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Previous Grants:-

2 previous grants last one approved 20/4/11 for £100. If this request is not considered at this meeting there is not likely to be another Civic Lottery report presented to Grants Committee before the celebrations in June.

3. RECOMMENDATIONS

The report asks members to approve/note:-

- Grant aid to those organisations as recommended and detailed in **Appendix 2.**

4. CONTACT OFFICER

John Mennear, Assistant Director (Child & Adult Services)

5. BACKGROUND PAPERS

Applications to the Civic Lottery 2011/2012



HARTLEPOOL BOROUGH COUNCIL

COMMUNITY POOL 2011/2012

CRITERIA AND GUIDANCE NOTES FOR APPLICANTS

The main aim of the Community Pool is to support those aspects of the activities of the voluntary/ community/not for profit sector that clearly reflect the aspirations of the Council's Community Strategy and Neighbourhood Renewal Strategy.

HARTLEPOOL AMBITION

COMMUNITY STRATEGY AND NEIGHBOURHOOD RENEWAL STRATEGY 2008-2020

Within the main strategic document, there are 8 aims and themes, which are clearly set out as priorities:-

- Jobs and the Economy
- Life Long Learning and Skills
- Health Care
- Community Safety
- Environment
- Housing
- Culture and Leisure
- Strengthening the Communities

CORPORATE STRATEGY

The Council has identified within the Community Strategy's aims and themes a number of corporate strategy priorities. The main objective of the Community Pool is to support the activity of strengthening communities.

Community Pool resources are targeted to vulnerable sectors of the community and to those organisations delivering effective and appropriate services that complement the Authority's strategic aims, "to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives".

Within the Strengthening Communities theme are a number of objectives which groups funded from the Community Pool can collaborate with the Council to achieve its corporate objectives:-

- To empower local people to take a greater role in the planning and delivery of services and strategies that affect their individual lives, their local neighbourhood and the wider community.
- To increase opportunities for everyone to participate in consultation, especially "hard to reach" groups and those communities affected.
- To improve the accessibility of services and information ensuring that providers address the varied needs and requirements of the whole community.
- To fully value the voluntary and community sector and to support them to secure their long-term future through contracted service delivery, promoting volunteering and the agreement of longer term funding settlements.
- To ensure Hartlepool is a cohesive community where there is a sense of belonging for all and where people of different backgrounds, circumstances and generations are able to get along free from discrimination and harassment.

In order to identify the most disadvantaged communities for the purposes of assessing applications to the Community Pool, the rankings found in the Index of Multiple Deprivation 2004 will be used to ascertain the nature of deprivation in Hartlepool.

The following ward is in the top **1%** of deprived wards nationally: **Stranton**.

The following wards are in the top **5%** of deprived wards nationally: **Owton, Dyke House, Brus, St Hilda**.

The following wards are in the top 10% of deprived wards nationally: **Grange, Rift House**.

Groups targeting areas of greatest disadvantage in the town will receive a higher priority for funding.

Weightings will be applied to grant applications depending on the location of the applicant organisation and the area they serve.

FUNDING CATEGORIES

The Community Pool funding categories are as follows:-

(i) PROVIDERS OF SERVICES THAT ARE OF STRATEGIC IMPORTANCE. This includes:-

Those groups/organisations that provide services to support disadvantaged individuals. Groups may require specialist expertise, e.g. Legal advice, debt counselling, and self-improvement opportunities.

Applications from those groups providing services that directly complement the services provided by the local authority and are considered strategically important will receive priority particularly those who provide:-

- Legal advice and guidance.
- Income generation, credit union support and debt counselling.
- Voluntary sector infrastructure support: accreditation, management, fundraising.
- Counselling services.

(ii) COMMUNITY DEVELOPMENT/CAPACITY BUILDING INITIATIVES. This includes:-

those groups which support the development of community capacity, including the formation of tenants and residents groups, and seek to improve interaction between local residents and statutory service providers, including local partnerships and networks and groups working proactively to facilitate the engagement of disadvantaged sectors, to encourage them on to the first step and then signpost them onto provision elsewhere, if necessary, providing support and training to encourage self help.

Applications from local community groups, particularly those who actively provide:-

- Advocacy in relation to issues affecting the voluntary sector.
- Support to strengthen voluntary sector infrastructure; accreditation, management.
- Support with fundraising.
- Support to volunteers.
- Development of capacity building projects/activities.

(iii) ESTABLISHED GROUPS WHO HAVE NOT PREVIOUSLY BEEN SUPPORTED FROM THE COMMUNITY POOL

Groups who are considered to be established i.e. who have been fully constituted for in excess of 2 years, who have not been awarded grant aid from the Community Pool previously can apply for financial support if they are meeting the aims and objectives of the Community Pool.

(iv) OTHER ORGANISATIONS/GROUPS. This includes:-

All applications, which do not fall into the other 3 categories, but provide valuable services with measurable outcomes for the benefit of Hartlepool residents living in the most disadvantaged wards, can be considered for funding.

ALLOCATION OF FUNDING FROM THE COMMUNITY POOL

Funding is offered on a two-tier system.

➤ 3 YEAR REVENUE TAPERED GRANT

Groups can apply for a 3 year tapered funding agreement in principle subject to budgetary availability. In the second and third years of the agreement, grant recipients will be afforded, in principle, 75% and then 50% of the award made in Year 1. Under this scheme, groups cannot apply for funding from the Community Pool in year 4.

➤ 1 YEAR REVENUE TAPERED GRANT

1 year funding with applications being processed alongside all others in subsequent years.

Grant aid will only be approved for revenue funding to support organisational running costs. A funding formula will be applied with the main priority being the staffing costs of a group. Key posts within an organisation, as identified by the Community Resources Manager, can be supported with a percentage of salary costs.

Applicants should note that:-

Capital works will not be supported, i.e.

New applications for initiatives in areas currently benefiting from regeneration initiative funding will receive a lower priority.

Play initiatives will receive a lower priority because of the alternative funding sources e.g. Play Opportunities Pool.

There is no upper limit in relation to the amount applied for from the Community Pool, but applications for less than £5,000 will not be considered from the Community Pool but will be signposted to other funders.

MONITORING OF GRANT AID

All grant aid is managed through a funding agreement, which includes the terms and conditions, under which grant aid has been awarded.

The spend and the outputs/benefits relating to the grant will be monitored and if it is found that grant aid has not been spent appropriately or outputs/benefits not achieved then measures may be taken to reclaim the grant.

APPEALS PROCEDURE

Groups applying to the Community Pool will be given the opportunity to appeal against a decision made by the Grants Committee in respect of their application for funding. An appeal must be made in writing, as it will be presented to the Grants Committee for their consideration.

Recommendations for Civic Lottery 3rd Round 2011/2012

6.2 Appendix 2

Number	Group	Reason	Previous grants	Total Cost	Requested	Recommend
3498	Seaton Carew Bowling Club (ladies)	Assistance with transport costs to away matches. A contribution to the transport costs of each away match is being recommended.	Yes	£800	£300	£240 towards transport costs for away matches
3500	Aquaforce Swimming Academy	To provide assistance with hire of hall for indoor training during the winter. To contribute to the cost of hall hire at Dyke House School.	No	£1,000	£300	£240 towards hire of hall
3504	Throston Hotspur FC	Assistance with league and pitch fees – maximum that groups can apply for is £300 - see criteria.	No	£547	£500 (max £300)	£273 towards pitch and league fees
3505	St Francis Under 18's	Assistance with transport and first aid kits – new team – Fund does not support new teams therefore the application is rejected as it does not meet the criteria.	No	£962	£200 (max £300)	Application rejected.
3506	Hartlepool Hospice	Assistance with Complimentary Therapy services. To date £6,000 has been raised to contribute towards the costs of the Complimentary Therapy services – several applications for funding are still outstanding.	Yes	£7,940	£1,500	£550 towards the cost of Complementary Therapies
3507	The Peppemints Girl Band	Assistance with the costs of attending the grand final of the 'Open Mic' competition in London. Train travel costs for 5 young people recommended.	No	£2,120.75	£750	£290 towards cost of train travel for young people
3509	Hartlepool Headland Amateur Boxing Club	Assistance with costs of Boxing Tournament held in Hartlepool to raise funds for club.	Yes	£2,900	£2,000	£497 towards costs of trophies, and printing of tickets etc.
3510	Lynton Court Residents Group	Assistance with costs of Queens Diamond Jubilee party.	Yes	£250	£250	£125 to purchase bunting and entertainment costs

3511	The Elwick Millennium Association	Assistance with costs of Queens Diamond Jubilee party.	No	£415	£100	£50 to purchase bunting, paper cups, plates
3512	Burn Valley Ladies Bowling Club	Assistance with costs of Queens Diamond Jubilee party	No	£270	£160	£80 to purchase bunting, posters and refreshments

CABINET REPORT

19th March 2012



Report of: Director of Child and Adult Services

Subject: YOUTH JUSTICE STRATEGIC PLAN 2012-2013

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to set out proposals for the strategic planning of Youth Justice priorities and actions for 2012-2013.

2. SUMMARY OF CONTENTS

- 2.1 The report provides an overview of the broader national context within which the planning of local Youth Justice priorities and actions are taking place. The report summarises the activities that will inform the development of the local Youth Justice Plan by highlighting priorities and actions for 2012/13 before laying out proposals for the scrutiny and approval of the draft Plan within the Council's scrutiny and decision making processes.

3. RELEVANCE TO CABINET

- 3.1 The Youth Justice Strategic Plan for 2012/13 remains a statutory requirement and therefore part of the Local Authority's Budget and Policy Framework. The plan will determine how Hartlepool Borough Council and partners can make the most effective use of available funding to produce better outcomes for local children, young people and their families who are at risk of involvement or further involvement in offending behaviour.

4. TYPE OF DECISION

- 4.1 Non Key.

5. DECISION MAKING ROUTE

- 5.1 Issues report presented to Cabinet on 19th March 2012

- 5.2 First draft of Plan and issues report to be presented to Scrutiny Coordinating Committee on 13th April 2012.
- 5.3 Cabinet will receive the final draft of the Youth Justice Strategic Plan and recommendations from the Scrutiny Coordinating Committee in May/June 2012.
- 5.4 The final Strategic Plan will be presented to the first available full Council meeting following Cabinet for final approval.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is requested to approve the proposed planning framework for the development of the Youth Justice Plan for 2012/13.

Report of: Director of Child and Adult Services

Subject: YOUTH JUSTICE STRATEGIC PLAN 2012-2013

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to set out proposals for the strategic planning of Youth Justice priorities and actions for 2012-2013.

2. BACKGROUND

- 2.1 The national Youth Justice Performance Improvement Framework is the Youth Justice Board's primary tool for monitoring and securing performance improvement across Youth Offending Services in England and Wales. The Framework includes a range of elements that work together to improve practice and performance. The framework builds upon the statutory responsibilities for Youth Offending Services established under the Crime and Disorder Act 1998 through a requirement for all Youth Offending Services to annually prepare, as part of the local business planning cycle, a local Youth Justice Plan for submission to the Youth Justice Board.
- 2.2 Following the decision of the coalition government in 2011 to discontinue the plan to abolish the Youth Justice Board, local youth offending services continue to be monitored and guided by the Youth Justice Board and are required to submit the annual Youth Justice Strategic Plan for consideration. To this end, planning has commenced to review the current plan (2011-2012) and prepare the local Youth Justice Plan in line with existing guidance for 2012-2013.

3. PLANNING FRAMEWORK

- 3.1 Whilst the local Youth Offending Service partnership can develop its own structure and content of the Youth Justice Plan, national guidance suggests the Plan should address four key areas and it is these areas that will be refreshed to reflect the position for the service going forward.
- **Resourcing and value for money** - The sufficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

- **Structure and Governance** - The Plan will set out the structures and governance necessary to ensure the effective delivery of local youth justice services. The leadership composition and role of the multi agency YOS Management Board are critical to this.
 - **Partnership Arrangements** - To demonstrate that effective partnership arrangements are in place between the Youth Offending Service, statutory partners and other local partners that have a stake in delivering youth justice services and that these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.
 - **Risks to Future Delivery** - To ensure the Youth Offending Service has the capacity and capability to deliver effective youth justice services, identifying risks to future delivery and the Youth Offending Service's partnership plans to address these risks.
- 3.2 The 2011- 2012 Youth Justice Plan was comprehensive and it is envisaged at this stage that the key strategic objectives, previously established for the Youth Offending Service, will be rolled over into 2012/13 with only minor modifications.
- 3.3 Local planning will have full cognisance of any areas for improvement or priorities identified by the local Youth Justice Board Partnership Manager, the local Youth Offending Service Strategic Board, feedback from staff and service users and will acknowledge the role of the service in the recently developed Early Intervention Strategy.
- 3.4 The local planning framework incorporates input from Scrutiny Coordinating Committee, alongside further opportunity for Cabinet to comment on the plan as part of the decision-making process.
- 3.5 The local Youth Justice Strategic Plan will summarise each of the key service priorities and actions for 2012 – 2013 and establish responsibility within the service for taking each improvement activity forward within agreed timescales.

4. LEGAL CONSIDERATIONS

- 4.1 A number of services currently delivered by the Youth Offending Service fulfil a series of statutory duties relating to children and young people and the Youth Justice Strategic Plan will give full regard to these duties to ensure that the local authority continues to fulfil its legal obligations in relation to the delivery and reporting of Youth Offending Services.

5. RECOMMENDATIONS

- 5.1 Cabinet is requested to approve the proposed planning framework for the Youth Justice Plan for 2012/13.

5. BACKGROUND PAPERS

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

The Youth Justice Board: Youth Justice Performance Improvement Framework (Guidance for Youth Justice Board English Regions available at: <http://www.justice.gov.uk>)

6. CONTACT OFFICERS

Sally Robinson, Assistant Director (Safeguarding and Specialist Services), Child and Adult Services, Hartlepool Borough Council, Level 4, Civic Centre, TS24 8AY. Tel 01429 523405. E-mail sally.robinson@hartlepool.gov.uk

Mark Smith, Head of Integrated Youth Support Services, Child and Adult Services, Hartlepool Borough Council, level 4, Civic Centre, TS24 8AY. Tel 01429 523405. E-mail mark.smith@hartlepool.gov.uk

CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: FALCON ROAD TRAFFIC MANAGEMENT OPTIONS

SUMMARY

1 PURPOSE OF REPORT

To outline the different options for dealing with the requested closure of Falcon Road.

2. SUMMARY OF CONTENTS

The report outlines the background to this long running issue, measures taken to date, comparative traffic survey data, and options for consideration.

3. RELEVANCE TO CABINET

The decision may affect the primary road network.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Cabinet – 19 March 2012.

6. DECISION REQUIRED

Cabinet's decision requested.

Report of: Director of Regeneration and Neighbourhoods

Subject: FALCON ROAD TRAFFIC MANAGEMENT OPTIONS

1. PURPOSE OF REPORT

- 1.1 To outline the different options for dealing with the requested closure of Falcon Road.

2. BACKGROUND

- 2.1 As Members will be aware, the issue of whether to close Falcon Road to through traffic has been ongoing for some time. In an attempt to bring the issue to a conclusion, a further consultation exercise was undertaken in the summer of 2011, which gave results of 52 people in favour of a road closure of some description, with 475 people against a closure.
- 2.2 At the Cabinet meeting of 19 September 2011, the decision was taken to close the road at its junction with Throston Grange Lane. A Prohibition of Driving Order was subsequently advertised in October, which attracted 218 objections to the closure.
- 2.3 In November 2011 a 1662 name petition was received, against the closure of Falcon Road. This was reported to full Council in December, who referred the issue back to Cabinet for further consideration. Cabinet members have since held a site visit to see again the current situation, and this report aims to bring about a conclusion to the issue.
- 2.4 It should be noted that the Prohibition of Driving Order advertised in October 2011 (closure at Throston Grange Lane) can **not** be confirmed at this meeting. In order for this to take place the objections referred to in 2.2 would need to be formally considered, and those objectors advised that this was taking place.
- 2.5 A closure at a different location(s) to the one already advertised (Throston Grange Lane), or a one way system, would also need a new traffic regulation order to be advertised.
- 2.6 Since the closure of Falcon Road was first requested in 2006, a number of measures have been introduced to try and reduce the volume of traffic:-

- An HGV ban has been introduced on Falcon Road.
- A restriction has been placed on all Council vehicles using the road, other than those accessing the road for operational reasons.
- The temporary speed humps on Merlin Way at the northern end of the estate have been removed, to make access more attractive at this point.
- Additional traffic calming on Falcon Road, Moorhen Road and Lapwing Road has been installed.
- Speed cushions have been introduced on Merlin Way to reduce vehicle speeds, and also discourage through traffic to and from Falcon Road.

3. CONSIDERATION OF ISSUES

- 3.1 Surveys have been carried out several times since this issue arose to determine the number of vehicles passing through the road, with the results shown below:-

	Total Vehicles	Thru Vehicles	%age Thru
11/1/07 (7.30-9.30am)	308	254	82%
14/10/08 (7.30-9.30am)	414	347	84%
14/10/08 (3.30-5.30pm)	517	318	61%
11/3/09 (7.30-9.30am)	420	350	83%
11/3/09 (3.30-5.30pm)	500	318	64%
20/1/10 (7.30-9.30am)	446	368	82%
20/1/10 (3.30-5.30pm)	538	345	64%
23/3/11 (7.30-9.30am)	390	339	87%
23/3/11	538	368	68%

(3.30-5.30pm)

PM peak hour figures shaded for ease of reference.

- 3.2 These results show a slight increase in the volume of traffic using Falcon Road over the years during the pm peak, but a slight reduction in the am peak.

4. OPTIONS

- 4.1 A range of options have been considered, whilst trying to balance the volume of traffic using Falcon Road with the anticipated effect of displacing traffic onto alternative routes.
- 4.2 **OPTION 1 - Keep the road open** – This would be agreeable to the vast majority of people who responded to the various consultation exercises, but would obviously not be favoured by Falcon Road residents.
- 4.3 **OPTION 2 – Road closure at Throston Grange Lane (Appendix 1)** – Would increase traffic on Hart Lane with residents travelling to and from the town centre area, and restricts the whole of the Bishop Cuthbert/ Middle Warren estate to two access points. Estimated cost £6,000. Would also require the 218 objections to the legal advertising notice to be formally considered at a further meeting.
- 4.4 **OPTION 3 – Road closures at Falcon Road/ Moorhen Road, and Merlin Way/ Lapwing Road junctions (Appendix 2)** – Would also increase traffic on Hart Lane, but allows some residents direct access towards the town centre. Does give a longer route to some residents when heading for the A19 via Hart village though. Estimated cost £12,000.
- 4.5 **OPTION 4 – Road closures at junctions of Merlin Way/ Lapwing Rd, Merlin Way/ Moorhen Rd and Merlin Way/ Goshawk Rd (Appendix 3)** – Allows more residents direct access towards the town centre without having to use Hart Lane, and keeps the whole of the estate to the east of Merlin Way accessed from Falcon Road, without permitting access to ‘through’ traffic. Would, however, displace ‘through’ traffic onto Hart Lane. Should a closure be agreed with, this would be the best option in traffic management terms, as it would give a more even distribution of traffic across the three estate accesses. Approximately 275 properties would be accessed from Falcon Road, but the remainder of the estate would be prevented from using the road, as would through traffic. Estimated cost £18,000. Both Option 4 and 5 would potentially create an area of ‘dead’ carriageway on Moorhen Road, between Falcon Road and Merlin Way. Ideally, this area would be grassed over, with the closure taking place just to the west of the

Moorhen Rd/ Falcon Rd junction, but this would have significant cost implications.

- 4.6 **OPTION 5 – As Option 4, but with Goshawk Road remaining open (Appendix 4)** – Would have similar impact to Option 4, but would still allow a route through for people wishing to use it, although not as direct as Falcon Road.
This is likely to still prove to be an attractive route for residents from other parts of the estate, but not so much to people cutting through the whole estate. Estimated cost £12,000.

5. OTHER OPTIONS

- 5.1 **New Estate Access from Easington Road (Appendix 5)** - A new junction opening up the road past Hartfields would distribute traffic much more evenly across the estate, and reduce traffic volumes on Falcon Road. However, updated cost estimates range from £600,000 - £750,000, depending on the type of junction used.

- 5.2 **One Way Systems** - There are a number of variations on this which have been looked at previously, all of which increase traffic on adjacent streets.

a) Falcon Rd/ Moorhen Rd one direction - Lapwing Rd in the other direction - Would still leave the bottom section of Falcon Road open to two way traffic, and divert significant additional vehicles onto Lapwing Road.

b) Falcon Rd/ Moorhen Rd one direction - Moorhen Rd cycleway link in the other direction - Would divert traffic onto a quiet footpath/ cycleway, past people's homes, with inevitable objections. Would also cost approximately £200,000 to convert into a one way carriageway.

c) Falcon Road only - One way in either direction - Traffic tends to be higher in one direction in the morning peak, and the other direction in the evening peak, so would still leave a similar volume of traffic in one direction at times. Would also still be likely to receive a similarly high number of objections, without making Falcon Road residents happy.

- 5.3 **Trial Closure** – Should a closure be approved, this could be implemented on a trial basis, so the effect on alternative routes can be ascertained. Before and after surveys could be carried out, to give a direct comparison.

6. FINANCIAL IMPLICATIONS

- 6.1 Should a closure of some description ultimately be implemented, this would need to be funded from the Council's Local Transport Plan. There would need to be an alternative LTP project identified which would then be postponed, in order to fund the Falcon Road works.

7. BACKGROUND PAPERS

- 7.1 There are no background papers.

8. RECOMMENDATION

- 8.1 Cabinet's decision requested.

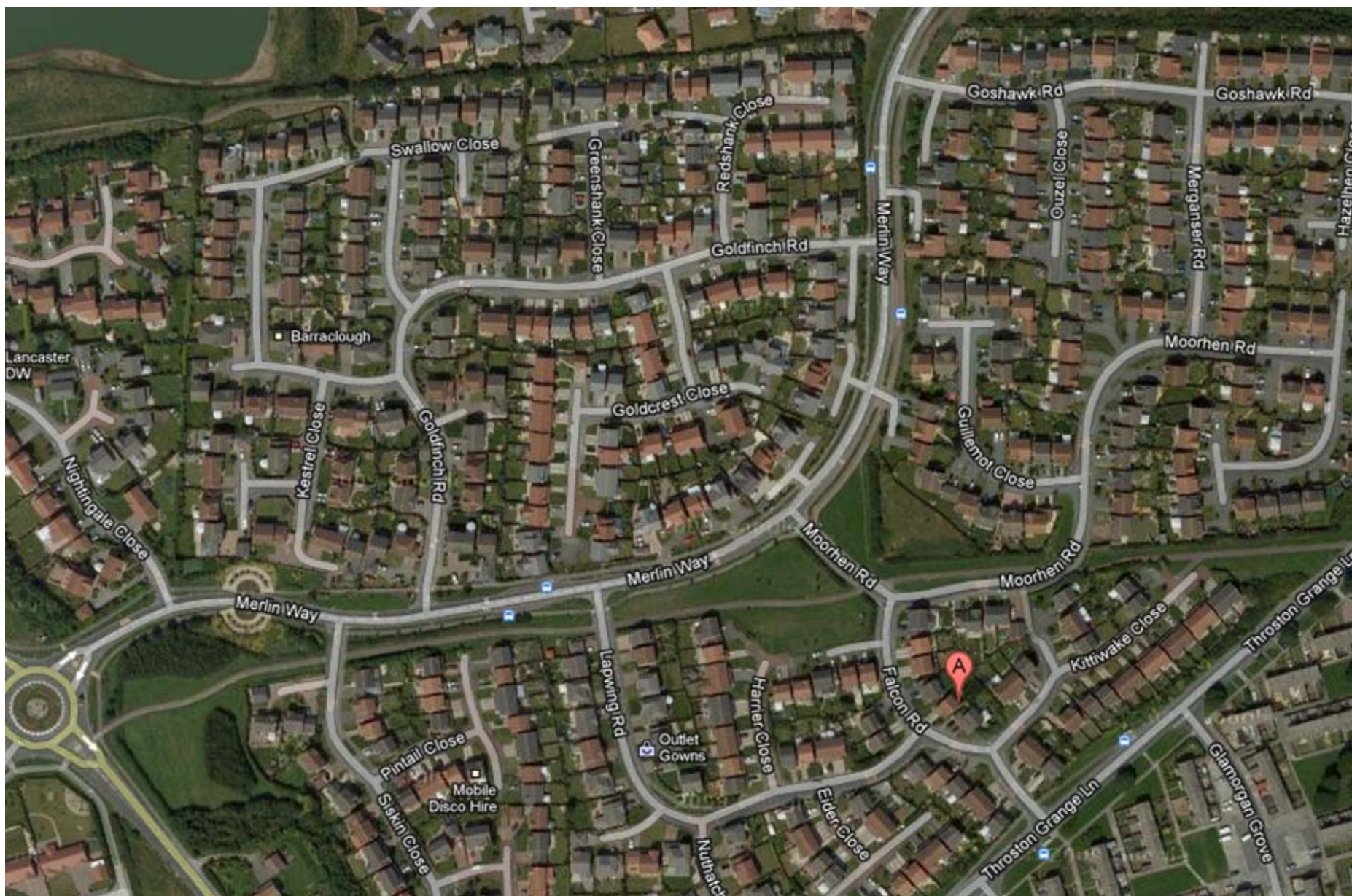
9. CONTACT OFFICER

Dave Stubbs
Director of Regeneration and Neighbourhoods
Civic Centre
Victoria Road
Hartlepool
TS24 8AY

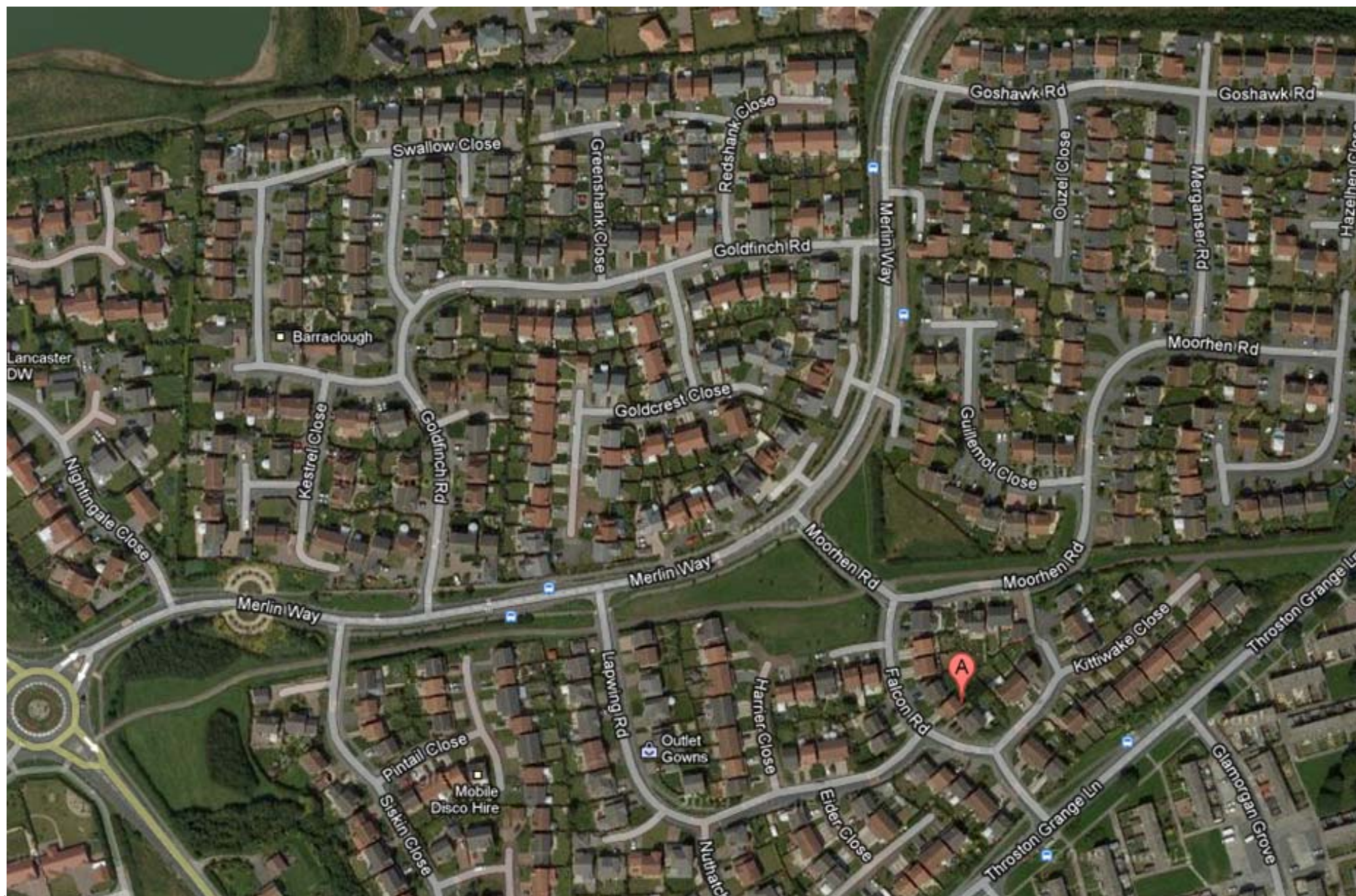
Telephone: 01429 523301

Email: dave.stubbs@hartlepool.gov.uk

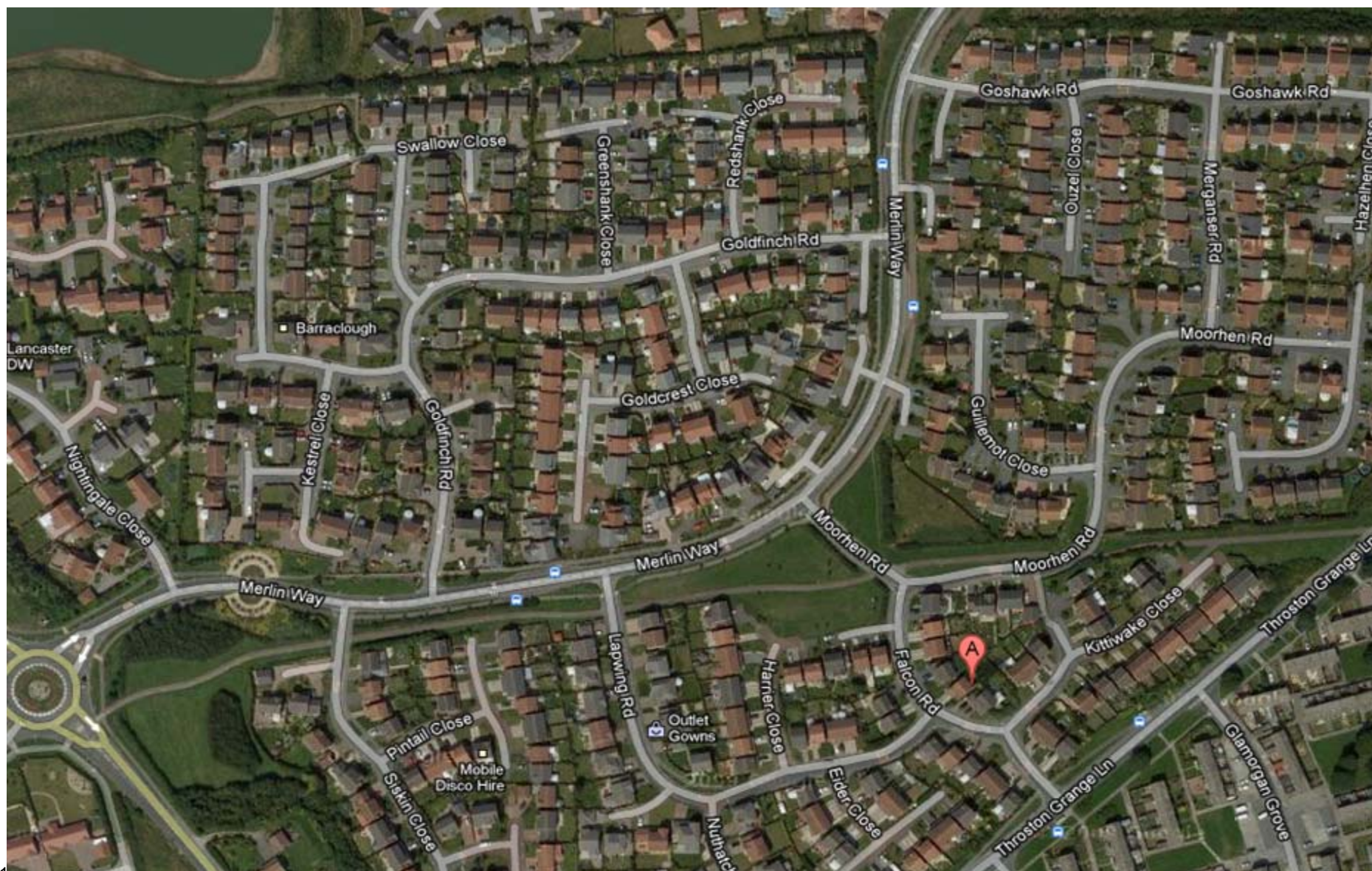
Appendix 1— Road Closure at Throston Grange Lane



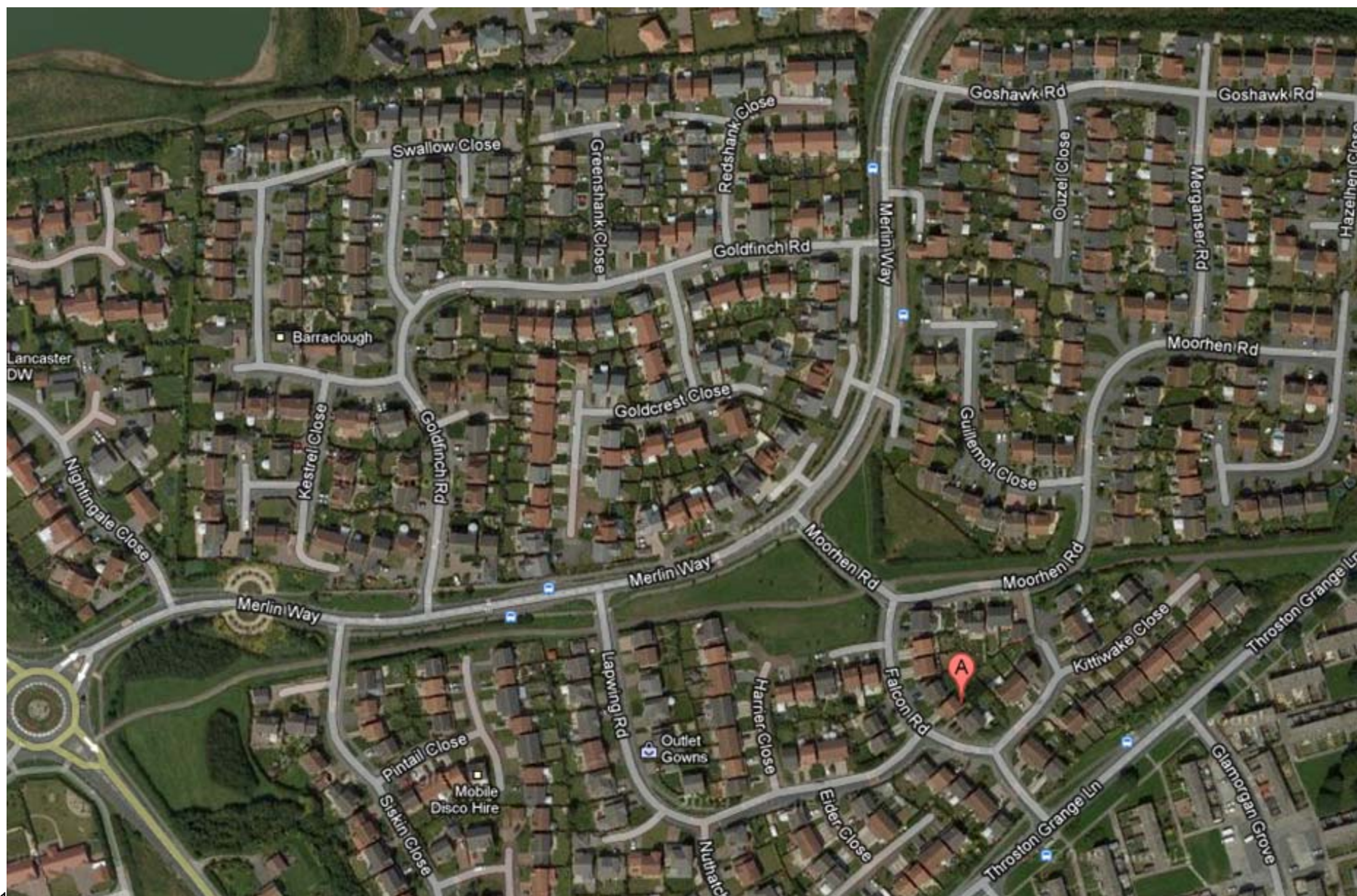
Appendix 2 — Road Closure at Falcon Rd/ Moorhen Rd and Merlin Way/ Lapwing Rd



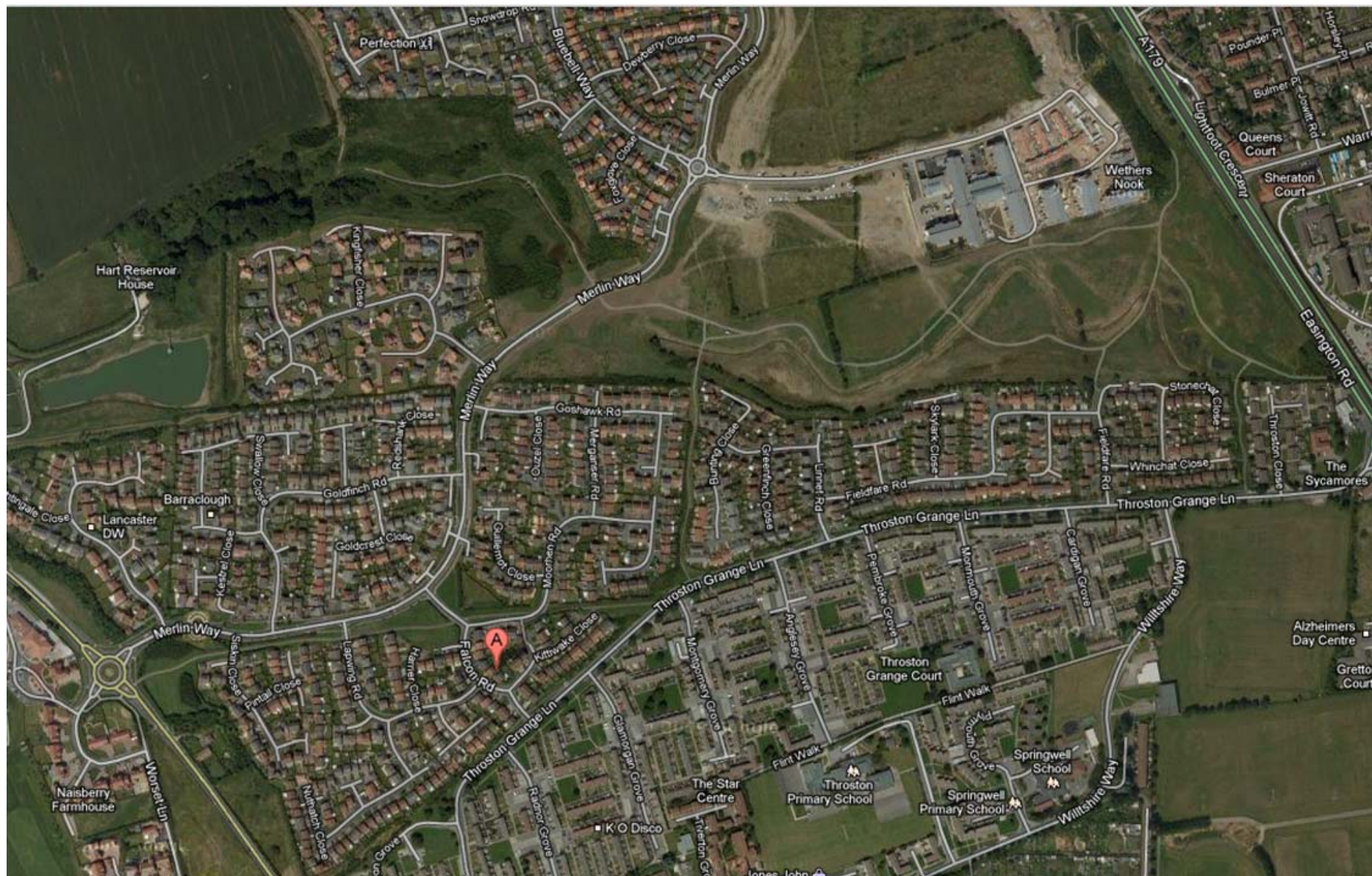
Appendix 3 — Road closures at Merlin Way/ Lapwing Rd, Merlin Way/ Moorhen Rd and Merlin Way/ Goshawk Rd



Appendix 4 — As Appendix 3, but with Goshawk Rd remaining open

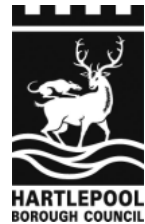


Appendix 5 — New Junction at Easington Road/ Hartfields



CABINET REPORT

19th March, 2012



Report of: Corporate Management Team

Subject: QUARTER 3 – REVENUE FINANCIAL
MANAGEMENT REPORT 2011/12

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of details of progress against the Council's overall revenue budget for 2011/2012 and to provide an update on the forecast outturn.

2. SUMMARY OF CONTENTS

The report covers the following areas:

- Background;
- Revenue Budget Outturn (including General Fund Budget, Trading Account Forecast Outturn, Early Intervention Grant Outturn);
- Industrial Action Pay Saving and Special Responsibility Allowance Savings;
- Key Balance Sheet Information.

3. RELEVANCE TO CABINET

Cabinet has overall responsibility for the monitoring of the Council's Revenue budget.

4. TYPE OF DECISION

Budget and Policy Framework.

5. DECISION MAKING ROUTE

Cabinet 20th February, 2012
Council 12th April, 2012

6. DECISION(S) REQUIRED

Cabinet is asked to approve the recommendations to be referred to Council as detailed in Section 7.

Report of: Corporate Management Team

Subject: QUARTER 3 – REVENUE FINANCIAL
MANAGEMENT REPORT 2011/12

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of details of progress against the Council's overall revenue budget for 2011/2012 for the period up to 30th December and to provide an update on the forecast outturn.

2. BACKGROUND

- 2.1 In 2011/12 the Council is managing a gross revenue budget of £210.8m. This includes services funded from specific grants and income from fees and charges for services, which in total funds £118.9m of the gross revenue budget. The remaining expenditure is funded from the Formula Grant, Council Tax and the planned use of the Budget Support Fund. The financial management arrangements review all aspects of the gross budget. These arrangements also concentrate on the net revenue budget of £91.9m, as ultimately any variances in the gross budget needs to be managed within this limit.
- 2.2 This report provides details covering the following areas:-
- Revenue Budget Outturn (including General Fund Budget, Trading Account Forecast Outturn, Early Intervention Grant Outturn);
 - Industrial Action Pay Saving and Special Responsibility Allowance Savings;
 - Key Balance Sheet Information.
- 2.3 This report will be submitted to Scrutiny Co-ordinating Committee on 13th April 2012.

3 REVENUE BUDGET OUTTURN

- 3.1 Details of forecast outturn have been reported to Cabinet in October and December 2011 and February 2012 for the different areas of the Council's operations. These reports identified the reasons for forecast outturns, which reflected the robust management of budgets, the avoidance of expenditure where possible and the early achievement of 2012/13 savings. The reports also identified proposals for using available resources to address specific financial risks and to protect the Council's medium term financial position, particularly the financial challenges facing the Council in 2013/14 as a result of ongoing grant cuts, the re-localisation of Business Rates and the transfer of Council Tax Benefits to local authority control with a 10% funding cut.

- 3.2 Further detailed work has now been completed on the forecast outturns and these details are summarised in the following paragraphs.

3.3 General Fund Budget

- 3.4 As reported previously further work was needed to assess the outturn position for gas and electricity budgets and adult social care costs. The latter issue reflected a risk of increasing costs as a result of the PCT taking a more robust approach to assessing and reviewing health needs than in the past, which legitimately could increase costs to the Council in some cases.
- 3.5 These issues have now been reviewed and it is expected there will be an underspend at the year end owing to lower energy prices and usage over the second half of the winter as a result of continuing milder weather. There have been no additional social care costs from the PCT.
- 3.6 Departments have also continued to manage expenditure robustly and avoided expenditure where possible. In addition, some expenditure anticipated in the current year will be delayed until 2012/13.
- 3.7 A number of additional expenditure commitments have also been identified which it would be prudent to fund from the additional 2011/12 underspend to protect the Council's financial position in 2012/13. These issues are detailed in **Appendix A** and total £225,000. This amount includes £90,000 to cover expenditure commitments delayed until 2012/13.
- 3.8 Council consideration and approval is needed to earmark additional outturn resources to fund the commitments detailed in **Appendix A**. Assuming this is granted there will be a net underspend to transfer to the General Fund Reserve of £177,000 as summarised below :

	Commitment/ (underspend) £'000
Lower Energy costs	150
Managed Departmental Underspends	162
Expenditure Commitments delayed to 2012/13	90
Proposed Specific Reserves (as detailed in Appendix A)	(225)
Net Underspend to transfer to General Fund Balances	177

- 3.9 If full Council approves the proposals detailed in **Appendix A** use of these reserves will be managed in accordance with the Budget and Policy Framework Procedure Rules and monitored through the Councils existing financial reporting arrangements.

3.10 Trading Account Forecast Outturn

- 3.11 Detailed work on forecast outturns for trading accounts has also been completed and a number of positive financial outturns are now anticipated at the end of the financial year. An assessment has also been made of the impact of these outturns on future years Trading Accounts as in some instances the 2011/12 outturn reflects the receipt of income which needs to be carried forward to fund expenditure in future years.
- 3.12 For example, the Vehicle Fleet Trading account will be in surplus at the end of 2011/12 owing to repairs and maintenance costs being lower than they will be in

future years when vehicles are older and need more repairs and maintenance. This position reflects the existing strategy of charging fixed annual repairs and maintenance charges for vehicles to avoid 'lumpy' annual recharges which would make year to year budget management unviable. In previous years these timing differences were managed through the year end budget management arrangements for Trading Accounts and resources were carried forward to meet future repairs and maintenance commitments.

- 3.13 Similarly, the Engineering Consultancy Trading account has generated additional fee income on major projects. It would be prudent to carry these resources forward to manage downturns in fee income. This will avoid unbudgeted pressures in future years and enable the Council to maintain in-house expertise and employment.
- 3.14 Following the recent decision by Council on the use of additional outturns, proposals for using Trading Account outturns need full Council approval. Details of proposals for allocating 2011/12 Trading Account outturns are provided in **Appendix B** totaling £0.325m. If full Council approves these proposals use of these resources will be managed in accordance with the Budget and Policy Framework Procedure Rules and monitored through the Councils existing financial reporting arrangements.
- 3.15 **Early Intervention Grant Forecast Outturn**
- 3.16 Careful and robust management of Early Intervention Grant expenditure has continued and this action has achieved an additional underspend of £0.120m.
- 3.17 In addition, the Council received an unannounced increase in the EIG grant allocation for 2011/12 of £0.022m on 24th February 2012. The Department for Education has not provided an explanation for this increase. This position is not unexpected as this is not a ring fenced grant.
- 3.18 There are no commitments or additional financial risks which need to be funded from the increased underspend on the EIG, or the additional grant recently announced by the Government. Therefore, it is recommended that these resources, which total £0.142m are transferred to the General Fund Reserve.

4. INDUSTRIAL ACTION PAY SAVING AND SPECIAL RESPONSIBILITY ALLOWANCE SAVINGS

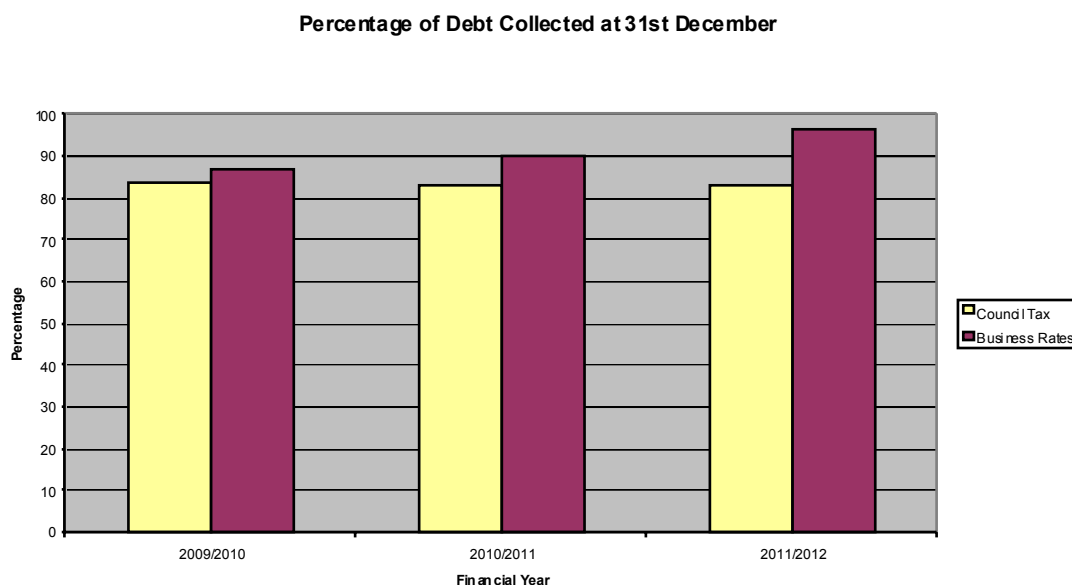
- 4.1 An initial assessment of the saving in pay costs as a result of the national day of industrial action anticipated a one off saving of £50,000. Council resolved to allocate these resources to establish a ring-fenced budget for retraining staff on the redeployment register. The actual budget saving has now been calculated and is £47,000.
- 4.2 There will be a saving in the current year from a reduction in the number of Special Responsibility Allowances paid to Cabinet Members of approximately £3,000. It is recommended that this amount is allocated to offset the reduction in the pay saving arising from the industrial action and is allocated towards the ring-fenced budget for retraining staff on the redeployment register.
- 4.3 The above issues will provide the ring-fenced budget for retraining staff on the redeployment register of £50,000.

5. KEY BALANCE SHEET INFORMATION

5.1 A Balance Sheet provides details of an organisation's assets and liabilities at a fixed point in time, for example, the end of the financial year or other fixed accounting periods. Traditionally local authorities have only produced a Balance Sheet on an annual basis. It is however appropriate to monitor the key cash balance sheet items on a more regular basis and these are summarised below:-

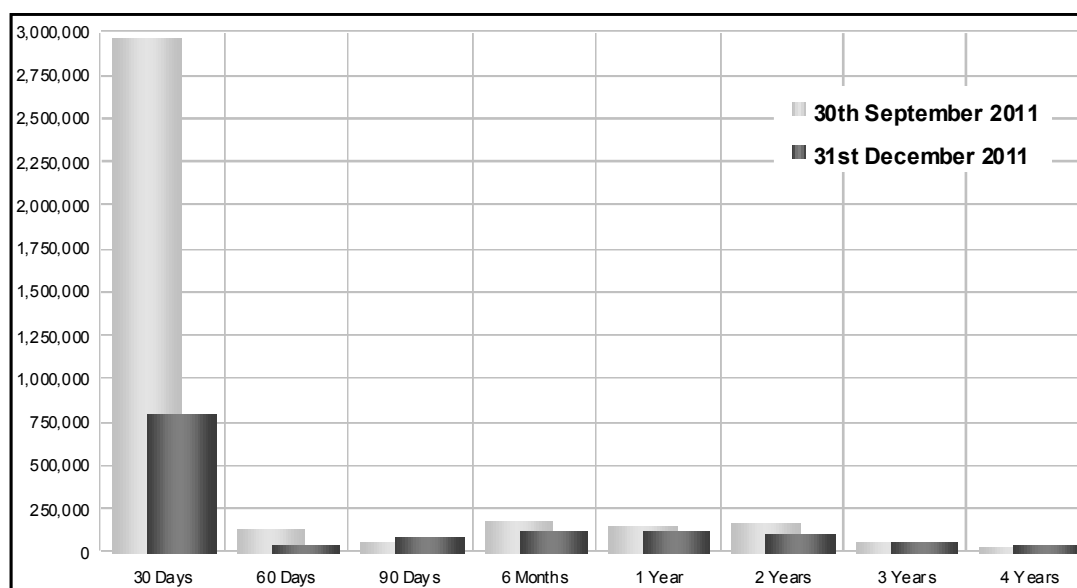
- Debtors

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



The Council Tax collection rate is up slightly by 0.02% and the NNDR collection rate has increased by 6.02% when compared to the same period last financial year. In-year collection rates are affected by the timing of week/month ends.

The position in relation to Sundry Debtors is summarised below:



At the start of the current financial year the Council had outstanding sundry debts of £3.124m. During the period 1st April 2011 to 31st December, 2011, the Council issued approximately 12,909 invoices with a value of £15.545m. As at the 31st December, 2011, the Council had collected £17.150m, leaving £1.519m outstanding, which consists of: -

- Current Debt - £1.079m

With regard to current outstanding debt, this totals £1.079m at 31st December, 2011, inclusive of approximately £0.805m of debt less than thirty days old.

- Previous Years Debt - £0.440m

These debts relate to the more difficult cases where court action or other recovery procedures are being implemented. At the 31st December, 2011, debts older than one year totalled £0.440m.

- Borrowing Requirement and Investments

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

Two new long term loans totaling £4.233m have been taken out since 31st March 2011. These are linked to self funded schemes (i.e. the Social Housing Scheme and Photo-Voltaic (PV) Cells scheme). This locks the interest rates for these schemes and keeps expenditure on servicing the loans within the costs established by the business cases. In relation to the Housing Scheme this action will provide an on ongoing

revenue saving. The Medium Term Financial Strategy proposes earmarking this saving to support further housing investment. The Treasury Management Strategy has continued to net down investments and borrowings as this is the most cost effective strategy and reducing investment counter party risk.

6 CONCLUSIONS

- 6.1 Departments have continued to manage expenditure robustly and avoid expenditure where possible for the General Fund budget and EIG budgets. As a result of this action additional year end underspends are forecast to be achieved.
- 6.2 The Corporate Management Team has identified a number of additional commitments which are not covered within existing budgets. Officers recommend that Cabinet seeks Council approval to establish specific reserves to manage these commitments to avoid these issues impacting on the 2012/13 budget. These items total £0.225m, including £0.090m of expenditure delayed from 2011/12 until 2012/13, as detailed in **Appendix A**.
- 6.3 Assuming Council approves the establishment of the specific reserves recommended by the Corporate Management Team a net underspend of £0.319m (£0.177m from the General Fund Budget and £0.142m from the EIG budget). In accordance with the resolution from the Council meeting on 9th February this money will be allocated to the Council's General Fund Reserve, to ensure that any further allocation of these monies is subject to full Council approval.
- 6.4 The Corporate Management team recommends that full Council delay developing a strategy for using the net underspend until the 2013/14 budget is developed. This will enable any usage to be considered in the context of the Council's overall financial position for 2013/14 and the financial issues which will need to be addressed, which includes:
 - The actual level of 2012/13 grant cuts – as reported previously the MTFs forecast is based on the national grant cuts in local government funding. Based on experience in 2011/12 and 2012/13 there is a risk that actual grant cuts for Hartlepool could be higher;
 - The actual impact on Hartlepool of the re-localisation of Business rates; and
 - The actual impact of the Council Tax Benefit changes.

7. RECOMMENDATIONS

- 7.1 It is recommended that Cabinet:
 - i) Note the report and the advice from the Corporate Management Team in respect of the following issues to be referred to Council for approval;
 - ii) Seek Council approval to allocate part of the additional General Fund outturn to meet the commitments identified in **Appendix A** (£0.255m) and to transfer the remaining additional General Fund Outturn of £0.177m to the General Fund Reserve;

- iii) Seek Council approval to allocate the £0.325m from the Trading Account outturn to manage the risks and commitments identified in **Appendix B**;
- iv) Note that no additional Early Intervention Grant commitment or risks have been identified and the increased outturn of £142,000 will transfer to the General Fund Reserve;
- v) Recommend to Council that it would be prudent to delay developing a strategy for using the resources transferred into the General Fund Reserve detailed in (ii) and (iv) above until the 2013/14 budget process commences. This will enable any usage to be considered in the context of the Council's overall financial position for 2013/14 and the financial issues and risks which will need to be addressed as detailed in paragraph 6.4.
- vi) It is recommended that saving in the current year from a reduction in the number of Special Responsibility Allowances paid to Cabinet Members of approximately £3,000 is allocated towards the ring-fenced budget for retraining staff on the redeployment register.

8. CONTACT OFFICER

- 8.1 Chris Little (Chief Finance Officer), Tel: 01429 523003, e-mail: chris.little@hartlepool.gov.uk

General Fund Budget - Proposed Specific Reserves

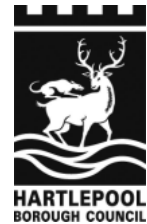
Dept	Reserve	Amount £'000	Purpose of Reserve	How Reserve Funded
Adult	Bowling Club Rent	25	1 year rent free period from current lease for Indoor Bowling Club as approved by the Finance & Procurement Portfolio Holder on the 15.12.11	Increase in forecast managed underspend by Child & Adult Department
Child	Care Matters - Service Developments for Looked After Children	90	Internal Works at Church Street offices to create a suitable young persons space and multi purpose interview room. Young people will be involved in the design of this project. The balance of funding not required for this project will be allocated towards the potential refurbishment of Blakelock Gardens for semi independent housing for Care Leavers.	The underspend has arisen from the delayed implementation of this project.
Child	Education Psychology	17	Funding to cover maternity leave within the section ensuring services to schools are unaffected.	Increased income from services provided to schools.
Child	Performance Data - YOS Statistical Analysis	5	To fund a further 2 month secondment of a member of staff engaged in analysis relating to Youth Offending.	Funding was provided from YOS to carry out this statistical analysis. The project was delayed and this funding would ensure the project was completed.
Regen & N'Hoods	Contribution to Local Plan & Housing Strategic Studies Reserve	58	To support the future cost of undertaking Housing Strategic Studies and the Local Plan Review which occurs every 3-5 years.	An annual budget provision is set which will achieve the required cumulative amount required every 3-5 years. Underspends result each year and these are carried forward to fund the cost in year 3 or 5.
Regen & N'Hoods	Digital City	30	To cover Hartlepoons contribution towards a three year period of operation of the Digital City business initiative to assist in the development of a sub regional sustainable specialist business support programme. The funding requirement will likely be defrayed in financial year 2014-15 at the back end of the financial profile.	From overall outturn on departmental budgets.
Total		225		

Trading Operations - Proposed Specific Reserves

Dept	Reserve	Amount £'000	Purpose of Reserve	How Reserve Funded
Regen & N'Hoods	Contribution to Engineering Consultancy Reserve	100	To cover potential bad debts in this area and manage future potential income shortfalls as the capital programme is reducing in future years.	Higher than anticipated fee income on major capital projects and some one off funding.
Regen & N'Hoods	Contribution to Fleet Reserve	100	To manage future repairs and maintenance costs over the whole life of the fleet	Vehicle charges are fixed and include an allowance for repairs and maintenance costs over the operational life of the vehicle. This arrangement provides financial stability for users and supports annual budget planning. However, the timing of repairs and maintenance is difficult to predict and as such a surplus may result in one year which is followed by an overspend the next year. It is therefore prudent to create a reserve to manage this risk over the life of the fleet.
Regen & N'Hoods	Contribution to Plant Replacement Reserve	40	To fund the costs associated with Plant equipment over more than one year. These include repairs and maintenance as well as the purchase cost of future replacements.	The Council purchases Plant equipment which is used over a number of years. Hire charges are intended to cover the costs of ownership over the operational life of the Plant, including the replacement cost. This arrangement provides financial stability for users and supports annual budget planning. However, the timing of when purchases occur and when repairs and maintenance costs are incurred, means that a surplus may result in one year and an overspend the next year. It is therefore prudent to create a reserve to manage this operation over more than one year.
Regen & N'Hoods	Contribution to Stranton Nursery Reserve	40	To contribute towards the works at Tanfield Road Nursery including the expansion and improvement of retail facilities. This will be added to the reserve already created.	Additional external income above budgeted levels.
Regen & N'Hoods	Contribution to Passenger Transport Reserve	45	To manage the risk of future income shortfalls in the developing area of private hire, as part of a strategy for income development and support income generating opportunities in the future.	This is a new service area which is still in its development stage and income this year was higher than anticipated.
Total		325		

CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: DIGITAL CITY

SUMMARY

1. PURPOSE OF REPORT

To seek Cabinet approval to provide funding to the Digital City Business (DCB) initiative to develop a more sustainable sub regional project supporting digital and creative businesses.

2. SUMMARY OF CONTENTS

Information relating to the background and current position of the DCB support programme. In addition information is provided on funding requests for Digital City which are contained in **Appendix 1 (This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

3. RELEVANCE TO CABINET

DCB is a Tees Valley wide business support programme.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

To be considered by Cabinet 19th March 2012.

6. DECISION(S) REQUIRED

That Cabinet agree the funding request of £30,000 funding to cover a three year period of operation is provided to DCB to assist in the development of a

sub regional sustainable specialist business support programme. The funding requirement will likely be defrayed to financial year 2014-15 at the back end of the financial profile. Funding will depend on the achievement of relevant outcomes for Hartlepool.

Report of: Director of Regeneration and Neighbourhoods

Subject: DIGITAL CITY

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet approval to provide funding to the Digital City Business (DCB) initiative to develop a more sustainable sub regional project supporting digital and creative businesses.

2. BACKGROUND

- 2.1 DCB was formed in 2005 as part of the wider DigitalCity initiative [DCI], aimed at creating a successful and self-sustaining digital and creative 'superduster' in the Tees Valley. DCB represents the business end of a coordinated pipeline of support to progress graduates from Teesside University's DCI institute and other potential digital entrepreneurs, and steer them through the early stages of business growth, accelerate their progress and capitalise on their economic potential. DCB is currently funded through a mixture of Single Programme, ERDF and local authority resources.
- 2.2 The Digital City project commenced at a time when the cluster in the Tees Valley included just 10 digital companies. From relatively little activity in 2005, the project has developed a healthily growing cluster with more than 150 companies on DCB's active support list, with many demonstrating high growth potential.
- 2.3 Much of the success achieved by DCB has been down to the flexible and innovative way that individual companies are supported, as well as the work that has taken place to develop a fertile environment for collaborative working between companies. As a result of this innovative work, the cluster is also starting to generate companies with the potential to become internationally renowned and create significant wealth for the area.
- 2.4 Sector mapping exercises have identified that the aggregated turnover of the Tees Valley digital and creative sector is now in excess of £50 million p.a. employing over 3,000 people. Although comprising a large proportion of sole traders, freelancers and niche businesses, there are an increasing number of companies within the cluster employing ten or more staff, and demonstrating the potential to be major wealth generators. There are also a number of larger, traditional businesses in the Tees Valley that are currently evolving into digital operations.

- 2.5 Research illustrated that developing a fully self-sustaining cluster from scratch requires 20-25 years. DCB is well ahead of this schedule, and have established a critical mass of companies across the Tees Valley that is starting to support itself in terms of mentoring, contracting, financing and promoting. The progress made to date has meant that the ‘tipping point’ of self-sustainability is genuinely within sight.
- 2.6 The growth of the digital and creative cluster in the area and the increasing emergence of DCB as the most effective digital support hub in the North East, has been reflected in the strategic direction of the Tees Valley. Digital is identified within Tees Valley Unlimited’s Statement of Ambition as being one of the fastest growing sectors and a key priority for development. As a result, DCB is currently preparing a sector action plan for Tees Valley Unlimited, which will set out the activities required to drive sustainable growth and therefore influence DCB’s future delivery. The Tees Valley Enterprise Zones package also includes three digital themed sites at North Shore, Central Park and St Hilda’s.
- 2.7 The current programme of activity has seen DCB develop a number of innovative models for delivering economic growth, including:
- a high quality network of mentors – some of whom are international leaders in their fields;
 - a Business Growth Workshop System that aggressively prepares companies for commercial success;
 - an online Business Growth Workshop System that enables people to participate in their own time/space;
 - an Interim Sales Director scheme to provide fledgling companies with a shared expertise to grow their sales while they learn the ropes;
 - an Interim Finance Director scheme to provide fledgling companies with shared expertise to build their financial stability and capitalise their revenues while they learn the ropes;
 - a Business Catalyst Scheme that matches Teesside Business School graduates with fledgling companies needing an injection of business acumen;
 - a network of international representation in key territories such as China, Dubai, France, Germany, Holland, Hong Kong, India, Japan, Korea, Switzerland, and the US;
 - relationships with over 50 venture capital houses in places such as London, Geneva, Dubai etc.;
 - MOU relationships with technology incubators across the world including METU (Ankara), HK Polytechnic (Hong Kong), FONGIT (Geneva), CAP Digital (Paris), Tokyo Mobile Contents Forum and Shanghai Innovation & Technology Centre;
 - joint ventures with games publishers, opening up international markets for local companies; and,
 - relationships with developers to promote and support capital investments into Enterprise Zones.

- 2.8 The public funding that has been used to support the development and implementation of these models has generated a significant return to the Tees Valley economy. Analysis of job creation, increased company turnover and positive PR demonstrates that investment in DCB has produced an economic return of £7 for every £1 spent. Notable successes during the current phase of the project include:
- cluster companies winning development contracts from Japan, Korea and the USA;
 - joint venture agreements secured between a number of companies and US IP holders;
 - securing six figure investment capital for companies that will trigger increases in turnover totalling over £1 million per year;
 - filling Boho One with 27 innovative digital businesses and over 170 jobs (many of which are high value); and,
 - securing MilSoft, a Turkish inward investment as part of the MOU with METU in Ankara.
- 2.9 Although based in Middlesbrough, DCB supports businesses from across Tees Valley and the wider North East. In recent years this has been delivered in a more formalised way through 'satellite' agreements with a number of partner local authorities enabling specific, tailored activity to be provided in each area. This has in turn led to a 'two-speed' approach, as areas without a satellite agreement or already established infrastructure don't benefit from the same level of service or generate the same level of activity. As DCB reaches the end of its current funding arrangements in March 2012, an opportunity arises to develop a more coherent, sub-regional service that reflects the dynamics of the different boroughs and takes into account new issues such as Enterprise Zones.
- 2.10 Alongside this opportunity, lies a significant potential threat. Although parts of the cluster are moving towards a sustainable future, the majority of the cluster is still relatively new and therefore relatively fragile. Losing DCB's support at this crucial time would jeopardise the progress made to date and significantly reduce the likelihood of further progress in the future. Without DCB in place to drive economic activity, businesses will inevitably drift towards alternative support hubs, as developments in other areas gather pace.
- 2.11 The immediate risk posed to DCB's future existence comes from the cessation of public funding streams such as One NorthEast's Single Programme. As such funding will no longer be available, alternative funding strategies need to be identified to ensure that the progress made in Tees Valley to date is sustained, and capitalised upon. Securing DCB's future is therefore an issue of sub-regional importance.

3. PROPOSAL

- 3.1 To facilitate the move towards a more sub-regional service, a shared funding model has been developed for the period 2012/13 to 2014/15 that reflects the balance of need/opportunity, see **Appendix 1 (This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

Delivering this shared funding model would enable DCB to continue to grow the impact it has on the sub-regional digital and creative cluster, and provide tailored support in each local authority area. Without the shared nature of the funding model, the service would potentially become more fragmented and delivered only in patches across the area.

- 3.2 There is a clear opportunity for DCB to also secure a significant amount of ERDF for the area. Initial discussions have already been held with CLG on the basis of the shared funding model referred to above, and the reaction has been favourable. If the shared funding model can be delivered, CLG is keen to see an application for the level of ERDF resources shown. If ERDF cannot be secured however, a sub-regional programme of support would be difficult to achieve, and it is possible that DCB would cease to exist altogether.
- 3.3 The opportunity to secure ERDF also provides each authority with the opportunity to increase the value of their resources, as any contribution would lever in similar amounts of ERDF. Without the proposed shared funding model, this would be difficult for any partner to achieve on their own.
- 3.4 The programme of activities provided by DCB currently includes support to companies outside of the Tees Valley – mainly from Newcastle/Gateshead, as previous funding came from regional rather than sub-regional sources. Securing the proposed shared funding model from within Tees Valley, would mean that geographical limits can sensibly be applied and support can be restricted to Tees Valley companies only. One exception to this would however be that as a long-term partner and contributor to DCB, Bamard Castle Vision would remain within the shared funding model. It is proposed that the outreach support provided in Bamard Castle be maintained, as it provides DCB with a number of important linkages, and poses no threat to the success of the Tees Valley cluster. As Newcastle/Gateshead are increasingly focusing their efforts on digital and creative businesses with developments in Hoults Yard and Ouseburn, the refocusing of DCB solely on the Tees Valley would be important in maintaining our competitive edge.
- 3.5 The core DCB offer that would be available across the sub-region would be based around five key activities:
- business support activity for digital and creative businesses;

- national and international marketing and investment support;
 - digital and creative cluster development across Tees Valley;
 - delivery of the Tees Valley digital sector action plan; and,
 - inward investment activity for digital Enterprise Zones.
- 3.6 Agreement of the shared funding model is however predicated on the basis that beneath this core sub-regional approach, each local partner would have the opportunity to work with DCB to shape how this support is provided in their area. This would allow the support to dovetail with existing activities, facilities and infrastructure. It would also reflect the fact that some areas are further through the journey towards a self-sustaining cluster and would therefore have different needs. It is therefore proposed that an agreement be developed with each area to detail how the above DCB core offer will be delivered. The agreements would cover the nature of support to be delivered, the linkages to existing activities/facilities, signposting arrangements and any sector mapping required. It is anticipated that these agreements would be in place within three months of the project start date and would provide the context for any local monitoring or programme level reviews.
- 3.7 In order to comply with ERDF regulations and to enable the long-term sustainability of DCB to be developed in parallel with the proposed ERDF project, a separate Community Interest Company (CIC) has been established to enable DCB to bid for additional contract work – either within the Tees Valley or beyond. This contract work would be able to benefit Tees Valley based digital and creative companies, by opening up opportunities for wider market reach and longer-term partnerships. This work should however be undertaken with a view to increasing the longer-term viability of the sub-regional cluster and DCB as a Tees Valley resource. Partners wishing to extend the support they receive from DCB beyond what is possible within the shared funding model, would also be able to contract for additional specific support.
- 3.8 As partners in the project, all stakeholders would be involved in determining new governance arrangements for DCB. Existing arrangements would be reviewed to reflect the revised focus on the wider Tees Valley and ensure that all partners have the appropriate level of input/representation.
- 3.9 Although it represents a separate company, the principle funders within the shared model would also be involved in determining appropriate governance arrangements for DCB CIC, to ensure that any benefit derived from it remains anchored in Tees Valley.
- 3.10 As the existing accountable body for DCB, Middlesbrough Council would continue to perform this role for the proposed ERDF submission, including:
- continuing to be the employer for DCB staff;
 - providing cash flow for the ERDF project; and,
 - underwriting any ineligible ERDF expenditure.

This role would be provided in addition to the funding contribution detailed in the shared model.

- 3.11 As available public funding is becoming increasingly scarce, and as the digital and creative cluster in the Tees Valley moves towards becoming self-sustaining, so would DCB. This next phase of the project includes a significant amount of private sector income generated through contributions from cluster companies. As these contributions grow, and earned income from DCB CIC starts to flow through, the reliance upon the public sector beyond 2015 reduces. It is therefore anticipated that post 2015, public sector funding represents only a minor part of DCB's potential income. To achieve this, a longer-term business plan would be agreed with CLG to ensure that commercial income earned through the project post 2015, would remain with DCB, for the longer-term benefit of the Tees Valley digital and creative cluster.

4. RISK IMPLICATIONS

- 4.1 The digital sector has potential for future growth and without DCB the competitive advantage for Tees Valley will be severely compromised and competition from other locations for existing and new investment as noted in paragraph 3.4 will impact on the longer term economic prospects of the Tees Valley.
- 4.2 Whilst DCB has been centered largely around Middlesbrough the proposals noted in this report will mean that DCB will be charged with delivering specialist support across the Tees Valley. To ensure that an appropriate level of services are provided in Hartlepool robust Governance arrangements will be put in place and regular monitoring of performance will be undertaken and where necessary corrective actions implemented. Funding will be provided only on satisfactory performance and payment will be profiled at the latter stages of the project.

5. FINANCIAL CONSIDERATIONS

- 5.1 The Council has been requested to provide £30,000 contribution towards DCB to enable it to develop a sustainable future delivering specialist business support across the Tees Valley. DCB will deliver specific activities within Hartlepool to support a cluster of specialist businesses. The funding request represents around 4% of public funding and 2% of overall funding.

6. RECOMMENDATIONS

- 6.1 That Cabinet agree the funding request of £30,000 funding to cover a three year period of operation is provided to DCB to assist in the development of a sub regional sustainable specialist business support programme. The funding requirement will likely be defrayed to financial year 2014-15 at the

back end of the financial profile. Funding will depend on the achievement of relevant outcomes for Hartlepool

7. REASONS FOR RECOMMENDATIONS

- 7.1 The digital sector represents a growth sector for the Tees Valley and the development of DCB will be a key catalyst in ensuring that economic growth opportunities are realised.

8. BACKGROUND PAPERS

There are no background papers.

9. CONTACT OFFICER

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CABINET REPORT

19 March 2012



Report of: Chief Customer and Workforce Services Officer

Subject: CHIEF EXECUTIVE REPLACEMENT

SUMMARY

1. PURPOSE OF REPORT

To advise that the temporary arrangements put in place to cover the Chief Executive vacancy are due to expire on 31 March 2012 and to recommend an extension of the current arrangements until full consideration of the options available can be given after Council elections in May.

2. SUMMARY OF CONTENTS

The report sets out the current temporary arrangements and the reasons for recommending that they be extended.

3. RELEVANCE TO CABINET

Workforce arrangements for senior posts is an Executive function.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Cabinet for decision

6. DECISION(S) REQUIRED

That Cabinet agree to extending the temporary arrangements in place for covering the Chief Executive vacancy.

Report of: Chief Customer and Workforce Services Officer

Subject: CHIEF EXECUTIVE REPLACEMENT

1. PURPOSE OF THE REPORT

To advise that the temporary arrangements put in place to cover the Chief Executive vacancy are due to expire on 31 March 2012 and to recommend an extension of the current arrangements until full consideration of the options available can be given after Council elections in May.

2. BACKGROUND

- 2.1 The post of Chief Executive became vacant in August 2011 and Members subsequently agreed to make a temporary appointment so that full consideration could be given to the options available to the Council.
- 2.2. The Director of Child & Adult Services was appointed as the Acting Chief Executive. The temporary appointment was offered on the basis of it lasting until a permanent appointment of Chief Executive was made or alternative implemented and was expected to last until 31 March 2012.
- 2.3 Backfill arrangements were also agreed with the Child & Adult Services Department to provide necessary cover statutory responsibilities in the absence of the Director and provide sufficient capacity to ensure service delivery.

3. PROPOSED EXTENTION

- 3.1 The Chief Executive post will remain vacant beyond 31 March 2012 and it is proposed that the temporary arrangement previously agreed by Council on 27 October 2011 continue until full consideration of the options available can be given after Council elections in May and a permanent appointment or alternative implemented.
- 3.2 The temporary arrangements include:
 - The Director of Child & Adult Services undertaking the role of Acting Chief Executive

- Backfilling of the Director of Child and Adult Services functions and statutory duties shared on an equal 50% basis by two Assistant Directors;
- Backfilling a specific element (10% of existing duties) of the Assistant Directors roles by one officer.

- 3.3 In relation to the terms and conditions of the additional payments these will be the minimum legal payments and will be fixed for the duration of the arrangements. For clarity no increments will be paid. The payments will also not be pensionable. These arrangements are a departure from the Council's normal employment arrangements and reflect the specific arrangements of these temporary arrangements.

4. FINANCIAL IMPLICATIONS

- 4.1 As reported to Council in October these arrangements delivered a saving in 2011/12 of £76,848. It was anticipated that the temporary arrangements may extend into 2012/13 and it was reported that if that should occur a monthly saving of £10,978 will accrue to the Council from April 2012. This monthly saving figure will be adjusted to £10,483 to reflect a change in one Assistant Director providing cover who is on a lower substantive salary. Council had decided that they will determine how the saving will be spent. Council have agreed that they will determine how this saving will be spent. This monthly saving figure will be adjusted to £10,483 to reflect a change in one Assistant Director providing cover who is on a lower substantive salary.

5. RECOMMENDATION

Cabinet are asked to:

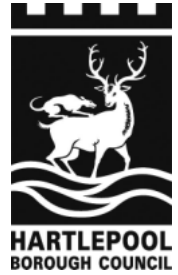
- (a) extend the current temporary arrangements to cover the Chief Executive vacancy until full consideration of the options available can be given after Council elections in May.
- (b) agree that the Mayor instigates discussions with other Elected Members to determine an appropriate way forward in the new municipal year.

6. CONTACT OFFICER

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CABINET REPORT

19th March 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: GROWING PLACES FUND

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of the outcome of the Growing Places Fund (GPF) application process and the recommended projects to be put forward to Government for consideration. The projects will be subject to due diligence and endorsement by the TVU Leadership and Management Board prior to submission to Government.

2. SUMMARY OF CONTENTS

Information relating to the GPF and the outcome of the application process and recommended projects to be put forward Government for consideration. In addition **Appendix 1 [This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).** provides a summary of the recommended projects and includes the financial summary, outputs and outcome information.

3. RELEVANCE TO CABINET

GPF is a Tees Valley wide fund that is managed by Tees Valley Unlimited, through its role as the sub regional Local Enterprise Partnership.

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Cabinet 19th March 2012

6. DECISION(S) REQUIRED

The report is for information. Future updates will be provided.

Report of: Director of Regeneration and Neighbourhoods

Subject: GROWING PLACES FUND

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of the outcome of the Growing Places Fund (GPF) application process and the recommended projects to be put forward to Government for consideration. The projects will be subject to due diligence and endorsement by the TVU Leadership and Management Board prior to submission to Government.

2. BACKGROUND

- 2.1 The Government announced in November that Tees Valley had been allocated £5.694 million in the GPF. The Pre Qualification Questionnaire was submitted to Government on 20th December 2012 as required to convince Government that the Tees Valley has in place the appropriate governance, legal and financial arrangements to receive, manage and administer the funds and that the Tees Valley will utilise the funds to achieve their three key objectives.
- 2.2 On 1st February DCLG announced confirmation of the allocations to LEPs with Tees Valley to receive £5,798,759, slightly higher than originally expected.
- 2.3 Up to 2% of GPF will be available for management and administration of the fund. Whilst much of the support for managing and administering this level of funding is already available in house it can be used, in part, to support the development of the investment fund model for Tees Valley in relation to the enterprise zone income and other potential funds such as Joint European Support for Sustainable Investment in City Areas [JESSICA]. JESSICA is a joint initiative for financing sustainable urban development, operated by the European Commission in cooperation with the European Investment Bank (EIB) and the Council of Europe Development Bank (CEB). JESSICA aims to coordinate their approach with the objective of providing financing for urban renewal and development actions as well as for social housing, using a combination of grants and loans. ERDF Technical Assistance can also be matched with the GPF resources to consider and potentially develop a JESSICA application. As the GPF is unringfenced it can be carried over into future years to support the management and administration of the fund.

3. PROPOSALS

- 3.1 There are a number of public sector led proposals and following the Government announcement of the fund TVU were approached by private sector partners with an interest in accessing the Fund. However, to ensure that all potential projects for the Fund were considered an open call was put out from 13th – 27th January. Whilst several enquiries were received as a result of the open call only four completed project templates have been received.
- 3.2 TVU has undertaken an assessment of all projects with the support of Homes and Community Agency [HCA] colleagues using the assessment criteria previously agreed as noted below;
- Clearly demonstrate the strategic fit with the TVU Statement of Ambition and the TVU Business Plan (individual projects would not have to be explicitly named in the Business Plan but it must be clear that the project would significantly impact on the delivery of one or more of the 11 Business Plan key priority actions). In considering the strategic fit the catalytic potential of the infrastructure investment i.e. can more objectives be achieved / unlocked through the investment, must be demonstrated.
 - To deliver the Government's objectives for GPF which are:
 - i. To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing;
 - ii. To allow local enterprise partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies, and
 - iii. To establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.
 - The ability to recycle the funds within a reasonable timescale at low or no risk. For the fund to be effective the ability to recycle and deliver more activity would require a proportion of the investment to start to come back in over the short term – within 2 – 3 years. With a fund of £5,798,759 an average investment opportunity might be in the order of £1m. Therefore, to enable the fund to recycle and support further investments it would be desirable to have at least £1m from the first wave of investments to be recycled back into the fund within 2 – 3 years. This might come through all projects paying back a proportion

within these timescales or through one or two paying back more sooner, depending on the projects selected. However, all projects would be required to pay back funds. The ability to achieve recycling is directly linked to the deliverability of the project therefore projects will need to demonstrate that they can be achieved within the timescales – are plans in place, planning approval secured, match funding status.

- Leverage of other public (including ERDF, HCA or Local Authority) and private sector funding.
- Scalability of the project / investment.
- At the initial assessment no weighting will be applied to the criteria. However, if the project cannot pass the first three criteria they should not be considered eligible for support. If, after the initial assessment, the investment required from Growing Places Fund is more than the funds available weighting of the criteria will be developed and agreed.

3.3 HCA colleagues have been involved in all project assessments and meetings with project sponsors and have provided valuable input to the process. However, as HCA are directly involved in some of the projects either providing financial input or being a joint owner of a site, they have only been asked to provide prioritisation information against the projects that they have a direct interest in.

3.4 The project assessment has been completed to the stage where a shortlist of projects is now being recommended to TVU Management Group for further discussions with the project sponsor. For example, with the public sector led projects funding can be on an interest free loan basis whereas private sector led projects need to be on an EU commercial interest rate basis. Therefore, there needs to be a due diligence exercise undertaken with the private sector projects to determine the level of risk, the ability to guarantee repayment and the interest rate that would need to be charged. This process might lead to a project(s) being withdrawn by the sponsor or by being identified as too high risk. Therefore the shortlist identified is for more than the funds available. Following this further due diligence work a final list of projects to be supported by GPF will be put forward for consideration.

3.5 The attached **Appendix 1 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).** provides a summary of the recommended projects and includes the financial summary, outputs and outcome information. The projects have scored well due to the timescales for

delivery, job and investment outputs and the ability to repay the funding to ensure that GPF functions as a sustainable regeneration fund.

- 3.6 In total, 14 projects were assessed and three projects were withdrawn prior to project assessment. Hartlepool proposed two projects Oakesway Industrial Estate Infrastructure Improvements and Queens Meadow Business Accommodation for consideration which were not shortlisted. In respect of Oakesway the proposals were considered too early for round 1 of GPF and may be more in line with a future bid once income is achieved within the GPF programme. With respect to Queens Meadow it was noted that there was business accommodation available at present that should satisfy current demand and opportunities exist to apply for ERDF to support business accommodation. Whilst disappointing this is set alongside Hartlepool achieving around 33% of the EZ Tees Valley allocation and achieving around 55% of the Regional Growth Fund Round 2 awards with total a grant offer of around £25m to local businesses. The nature of partnership working such as that which exists across the Tees Valley is that there will be occasions when some areas are able to benefit more than others. This will always be dictated by the type of funding available, the criteria for accessing it and the availability of project which meet with the criteria at the right time.

4. RECOMMENDATIONS

- 4.1 That the report be noted for information. Future updates will be provided.

5. BACKGROUND PAPERS

- 5.1 None

6. CONTACT OFFICER

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CABINET REPORT

19 March 2012



Report of: Director of Child and Adult Services

Subject: WHO CARES (NE) - UPDATE

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to provide Cabinet with an update on services commissioned from Who Cares (NE).

2. SUMMARY OF CONTENTS

This report contains information regarding governance arrangements, funding, service delivery and activity levels and partnership working.

3. RELEVANCE TO CABINET

The services commissioned from Who Cares (NE) are relevant to Cabinet as they form part of the low level support and reablement model that is being delivered across health and social care, affecting all wards within the town.

When the contract award to Who Cares (NE) was approved by Cabinet in August 2011, there was a requirement for an update to be provided by March 2012.

4. TYPE OF DECISION

Update for information – no decision required.

5. DECISION MAKING ROUTE

Cabinet for Information - 19 March 2012

6. DECISION(S) REQUIRED

Cabinet is asked to note progress and next steps and receive a further report later in 2012.

Report of: Director of Child and Adult Services

Subject: WHO CARES (NE) - UPDATE

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Cabinet with an update on services commissioned from Who Cares (NE).

2. BACKGROUND

- 2.1 On 31 August 2011 Cabinet reaffirmed the decision made at the Adult and Public Health Services Portfolio meeting on 28 March 2011 to award a contract covering connected care navigation services, handyperson service and Supported Access to Independent Living Services (SAILS) to Who Cares (NE) for a period of up to two years to 2013 with an option to extend for a further twelve months subject to performance and funding being available.
- 2.2 There were a number of conditions associated with this decision relating to governance arrangements such as Board membership and payments schedules. There was also a requirement for 'a report updating Members on progress of the connected care service across the town by March 2013'.

3. CURRENT POSITION

- 3.1 The contract was awarded from 1 November 2011 at which point Cabinet's requirements regarding Board membership, agreement of a payment schedule and provision of audited accounts had been met.

3.2 Governance Arrangements

Who Cares (NE) is a Community Interest Company (CIC) with a Board that involves representation from the North, Central and South areas as follows:

North: Dave Wise, West View Project;
Val Evens, West View Advice and Resource Centre (WVARC);
Isla Bray, Wharton Trust;
Martin Todd, Headland Futures.

Central: Mavis Coxon, Residents Association;
Paul Nugent, Resident;
Malcolm Walker, Resident;
Alex Sedgewick, Belle Vue;
Noma Morrish, Resident.

South: Christopher Akers Belcher, Councillor;
 Angie Wilcox, Manor Residents Association;
 Kevin Cranney, OFCA;
 Ray Harriman, Connected Care Manager (non-voting).

The Board meets bi-monthly and minutes will be made available via the website.

The Board is supported by an Advisory Group, which also meets bi-monthly, involving:

- John Lovatt, HBC;
- Geraldine Martin, HBC;
- Andy Powell, Housing Hartlepool;
- Keith Bailey, HVDA;
- Tracey Jefferies, Hartlepool Carers;
- Phil Homsby, HBC;
- Iain Caldwell, Hartlepool Mind;
- Denise Ogden, HBC;
- Liz Carroll, Intra Health;
- Angie Wilcox, Who Cares (NE);
- Louise Wallace, PCT / HBC

3.3 Contractual Arrangements / Funding

The current contract with Who Cares (NE) was awarded on 1 November 2011 and ends on 31 March 2013. The contract has a total value of £340k per annum (part year effect in 2011/12) and covers three elements:

- Continuation of the Navigator Service which was originally piloted in Owton but is now being expanded to cover other areas: £100k (£50k from PCT base budget and £50k from HBC base budget)
- Continuation of the town wide Handyperson Service: £40k (funded from PCT funding for social care)
- Supported Access to Independent Living Service providing low level interventions that support the reablement agenda, including luncheon clubs, meal delivery, welfare notices, social activities: £200k (£100k from PCT funding for social care and £100k from PCT reablement funding).

3.4 Use of Funding

- Navigator service available North, South and Central.
- Benefits and welfare advice service expanded into Burbank area in order to increase town wide coverage.
- Town wide handyman service maintained.
- Three new luncheon clubs established and six existing luncheon clubs supported (transferred from HBC).
- Meals delivery service maintained (town wide).
- Welfare Notice system in place (town wide).

3.5 Staffing

Existing staff:- 3 Navigators, 1 SAILS Co-ordinator, 1 Manager, 3 Handyman Team, 1 Monitoring/Admin

New staff:- 2 Part time Development Workers - SAILS, 1 Benefits Advice Worker (Commissioned through WVARC), 2 trainees funded through Housing Hartlepool, 1 Modern Apprenticeship

3.6 Service Delivery - North

The Handyperson, Meals Delivery and SAIL services are now available. The Navigator is involved with the Neighbourhood Manager in a targeted piece of work (Healthy Streets Project) around the Dyke House area. Work is underway with WVARC to establish additional benefits and welfare advice provision. A base will be established in the North from April 2012.

3.7 Service Delivery - Central

Services are delivered from Burbank Community Centre and include the Handyperson, Navigator, SAILS and benefit and welfare advice services. Partner agencies Housing Hartlepool and Three Rivers offer drop-in sessions from the centre. Who Cares (NE) is working with the Bridge Community Association to develop new services in the area. Links are in place with the Burn Valley Residents' Association, residents in local sheltered accommodation, Grange Road Methodist Church residents and the Salaam Centre. Work has started to discuss future partnership working with the Centre for Independent Living (CIL).

3.8 Service Delivery - South

Services include Navigator, Handyperson, SAILS and benefits and welfare advice. Three new luncheon clubs have been set up in the South. Six existing luncheon clubs are being delivered across the town although there are none further North than Mill House at this time. Three more luncheon clubs will be delivered in the North over the next few months to address this gap. Work continues with community groups to deliver services such as Supported Accommodation and Advocacy.

3.9 Activity Information: 31 January 2012

Activity information up until end of January 2012 is as follows:

Court/Tribunal/Advocacy Support	25
Luncheon Club Attendances	824
Benefits Appointments	228
Meals Delivered at Home	1,273
Navigator Appointments	283
Handyman Appointments	418
Welfare Notices	290

Total number of individuals worked with: 499

Total number of client contacts: 2,563

3.10 Partnership Working

Who Cares (NE) is currently working with / in contact with the following organisations:

- West View Advice and Resource Centre
- Bridge Residents Association
- Burn Valley Residents Association
- Salaam Centre
- Burbank Residents Group
- Owton Fens Community Association
- Manor Residents Association
- Accent Foundation
- Hartlepool MIND
- Hartlepool Carers
- HVDA
- West View Project
- Belle Vue Residents Association
- Wharton Trust
- Headland Futures
- Centre for Independent Living
- NDC Trust

3.11 Commissioning Arrangements

There is currently one sub contractual arrangement in place with West View Advice & Resource Centre (WVARC) for benefits and welfare advice services in the Central area. This agreement was made on the basis that WVARC are the only community based provider in this field who have a long and established track record of delivering community based services.

The Board will look at the commissioning processes for potential future commissioning of services during its meetings in February / March 2012 and written confirmation of commissioning arrangements will be provided to HBC once finalised.

3.12 Engagement and Awareness Raising

The services provided by SAILS have been promoted by Who Cares (NE) within the three areas of the town with leaflets and posters available in public buildings such as libraries and community centres. HBC have shared information with social care staff and more widely through management team meetings and staff briefings, as it is recognised that welfare notices in particular need to be made available as widely as possible to anyone who may come into contact with members of the public and have a concern for someone's welfare.

Information regarding SAILS and welfare notices has been shared with the Adult & Community Services Scrutiny Forum through their recent investigation into Reablement and Early Intervention and the Shadow Health & Wellbeing Board. Both forums received the information positively and recognised the value of low level support services and the 'good neighbour' approach.

Further engagement and awareness raising is planned including distribution of information regarding welfare notices to all elected members and promotion of services in Hartbeat and through the Hartlepool Now website.

4. NEXT STEPS

4.1 Evaluation

A contract monitoring visit is planned for April / May which will review performance against the agreed outcomes in the contract. The outcome of this and any further evaluation will inform recommendations to a Cabinet meeting later in the year regarding commissioning of low level support services from April 2013.

4.2 Future Funding Arrangements

It was indicated in the NHS Operating Framework in November 2011 that PCT funding for social care which contributes £140k toward the annual cost of the commissioned services, would continue until March 2015, but there is no guarantee that this will be at existing funding levels. At the present time, it is anticipated that PCT reablement funding, which contributes £100k toward the annual cost of the contract will cease on 31 March 2013.

4.3 Future Commissioning Arrangements

There is an option for the current contract to be extended until 31 March 2014, subject to a positive evaluation and availability of funding. However, given the uncertainty regarding elements of the current funding and the need to review the impact of the wider reablement and early intervention approach, it is likely that Cabinet will need to consider options and determine how low level support services are commissioned in the future. Any decision regarding future commissioning arrangements will need to be taken by September 2012 to allow for a tendering process if this is required.

5. RECOMMENDATIONS

5.1 Cabinet is asked to:

- note progress;
- note next steps regarding evaluation, future funding and future commissioning arrangements;
- receive a further report before September 2012 regarding future commissioning arrangements.

6. CONTACT OFFICER

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CABINET REPORT

19th March, 2012



Report of: Corporate Management Team

Subject: QUARTER 3 – CAPITAL PROGRAMME MONITORING
REPORT 2011/2012

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To provide details of progress against the Council's 2011/12 Capital budget for the period to 31st December 2011.

2. SUMMARY OF CONTENTS

- 2.1 The report provides detailed monitoring information for each departmental area up to 31st December 2011. In total there are 330 schemes within the Council's capital programme.
- 2.2 The report advises members that the majority of schemes are progressing as planned and provides a detailed commentary on individual departmental capital programmes.

3. RELEVANCE TO CABINET

- 3.1 Cabinet has overall responsibility for the monitoring of the Council's budgets.

4. TYPE OF DECISION

- 4.1 None.

5. DECISION MAKING ROUTE

- 5.1 Cabinet 19th March, 2012.

6. DECISIONS REQUIRED

- 6.1 It is recommended that Cabinet:
- i) Note the report; and
 - ii) Note portfolio holder approval detailed in paragraph 3.5.

Report of: Corporate Management Team

Subject: QUARTER 3 – CAPITAL PROGRAMME MONITORING
REPORT 2011/2012

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of progress against the Council's 2011/12 Capital budget for the period to 31st December 2011.

2. BACKGROUND

- 2.1 This report provides details covering the capital programme on a departmental basis.
- 2.2 This report will be submitted to Scrutiny Co-ordinating Committee on 13th April 2012.

3. CAPITAL MONITORING 2011/2012

- 3.1 Expenditure for all departmental areas is summarised in the table overleaf. The table shows that significant expenditure and resources will be rephased to 2012/13. This is not unusual and reflects the longer lead times for commissioning and implementing capital schemes.

- 3.2 The table also highlights the variances from the capital budget as follows:

- Children's Services – increased cost £0.670m

This issue was addressed in the Medium Term Financial Strategy (MTFS) report approved by Council in February 2012. The reasons for the additional costs and the funding identified to fund these costs are detailed in paragraph 3.8 and 3.9.

- 3.3 Other capital schemes are generally progressing as expected and details by department are shown below.

Department	2011/12 Budget £'000	2011/12 Actual to 31/12/2011 £'000	2011/12 Remaining Expenditure £'000	2012/13 Re-phased Expenditure £'000	2011/12 Variance from budget Adverse/ (Favourable) £'000
Adult & Community Services	1,664	286	1,124	254	0
Children's Services	27,485	16,315	4,417	7,423	670
Chief Executive	189	3	64	122	0
Corporate	2,573	974	582	596	(421)
Regeneration & Neighbourhoods	19,177	5,734	6,638	6,805	0
Total Capital Expenditure	51,088	23,312	12,825	15,200	249

3.4 Adult & Community Services

- 3.5 In December 2011 the Council took over the management of Brierton Sports Centre from Dyke House School. IT and telephony infrastructure were provided by the school and now this provision is no longer available. In addition it has been identified that the sports hall floor requires replacement. In February 2012 the Adult & Community Services Portfolio Holder approved a new capital scheme for Brierton Sports Centre Upgrade with costs totalling £0.038m to address these issues. This is funded by an under spend against retention costs for the construction of the Headland Sports Hall.

3.6 Children's Services

- 3.7 Expenditure of £7.423m will be re-phased to 2012/13 of which £4.975m relates to the Building Schools for the Future ICT contract which is a five year contract with schools incurring expenditure as and when they join the contract in line with their planned commencement dates. The balance primarily relates to developmental schemes which have not yet been determined, owing to the nature of the works they are likely to occur during the school summer holidays to minimise disruption.
- 3.8 As reported in December the Council secured funding from the previous Government's Primary Capital Programme (PCP) for the first phases of a major investment in primary schools. This funding has enabled major schemes to be undertaken at Rossmere and Jesmond Road schools, which had a total capital budget of £8.4m. The designs for the schools have transferred Building Schools for the Future (BSF) experience into the primary sector and have been well received by the schools in terms of the look and functionality of the buildings and the way that teaching and learning have been transformed. The withdrawal of the PCP funding has left these two projects in isolation in both financial and estate transformation terms
- 3.9 These schemes were innovative and path finding designs. The cost of these schemes has exceeded the available PCP funding and the termination of this grant regime means the Council will not receive any additional funding. Therefore

the MTFS included proposals to meet the additional cost of £0.670m from the following funding sources:

	£'000
• Child and Adult Services revenue contribution. This contribution has been reflected in the forecast revenue outturn.	149
• Reinstatement and release of 'Property Services and Facilities Management' reserve. This reserve was created from the surplus generated by Trading Accounts in previous years and allocated to cover the costs of potential remedial works and / or to protect against income volatility. The overall review of risks and reserves completed in the summer proposed releasing this reserve to help fund the strategic one off costs. It is now proposed this reserve is reinstated and allocated towards the additional PCP costs.	100
• Council Capital Fund (CCF). A number of schemes have cost less than forecast and the existing programme has been reassessed. These measures release funding of £0.421m.	421
	<hr/> 670

3.10 Corporate

3.11 **Appendix D** shows a projected under-spend of £0.421m, this reflects resources identified as a result of the recent CCF review which the MTFS proposed to fund additional costs in the Primary Capital Programme (detailed in Paragraph 3.9).

3.12 A total of £0.596m will be re-phased to 2012/13. This primarily relates to the two schemes to improve the Civic Centre which will not be completed this financial year.

3.13 Regeneration & Neighbourhoods

3.14 Schemes totalling £6.805m will be re-phased to 2012/13. The majority relates to grant funding received in advance for Tees Valley Network improvements.

3.15 Quarter 2 monitoring highlighted the funding issue relating to the Housing Market Renewal (HMR). In December the Council received notification that it has been successful in its bid for Transitional Grant Funding of £2m. This funding has been set aside to deal specifically with the Carr/Hopps area in 2012/13. The quarter 2 Capital Monitoring Report highlighted a whole life cost funding gap which has now been addressed in the MTFS approved by Council in February 2012. The 2011/12 budget has been increased to reflect the phasing of expenditure and is funded by the HMR grant.

3.16 Detailed Financial Information

- 3.17 Detailed financial information on the capital programmes for individual departmental areas by Portfolio is provided in **Appendices A - E** to this report as set out below:

Appendix A- Adult & Community Services

Appendix B- Children's Services

Appendix C- Chief Executives

Appendix D- Corporate

Appendix E- Regeneration & Neighbourhoods

- 3.18 The format of the appendices shows details of projected and actual capital expenditure as at 31st December 2011 and shows:

Column A - Scheme Title

Column B - 2011/12 Budget

Column C - Actual expenditure to 31st December 2011

Column D - Expenditure remaining in the period January to March 2012

Column E - Expenditure Rephased into 2012/13

Column F - Total Expenditure

Column G - Variance from Budget

Column H - Type of financing

4. RECOMMENDATIONS

- 4.1 It is recommended that Cabinet:

- i) Note the report; and
- ii) Note portfolio holder approval detailed in paragraph 3.5.

5. CONTACT OFFICER

- 5.1 Chris Little (Chief Finance Officer), Tel: 01429 523003, e-mail: chris.little@hartlepool.gov.uk

ADULT & COMMUNITY SERVICES

CAPITAL MONITORING REPORT PERIOD ENDING 30th DECEMBER 2011

Project Code	A Scheme Title	EXPENDITURE IN CURRENT YEAR							2011/2012 COMMENTS
		B 2011/12 Budget £'000	C 2011/12 Actual as at 30/12/11 £'000	D 2011/12 Expenditure Remaining £'000	E Expenditure Rephased into 2012/13 £'000	F C+D+E Total Expenditure £'000	G F-B 2011/12 Variance from budget £'000	H Type of financing	
	Portfolio: Adult & Public Health								
7234	Chronically Sick & Disabled Adaptations	129	40	89	0	129	0	MIX	
7481	IIM Social Care IT Infrastructure	43	30	13	0	43	0	GRANT	
7578	Lynn Street ATC Demolition	11	0	11	0	11	0	MIX	
7723	Resettlement Capital Works - Campus Re-provisioning	77	0	77	0	77	0	GRANT	
8217	Waverley Terrace Allotments - Composting Toilets	2	0	2	0	2	0	MIX	
8312	Social Care Transformation Capital	169	0	0	169	169	0	GRANT	Funding to be allocated to priorities for improvement by the portfolio holder
8396	New flat purchase	130	0	130	0	130	0	RCCO	
7531	Adult Education - Office Accommodation	49	28	21	0	49	0	MIX	
8429	Adult Ed - Replace IT Equipment	24	13	11	0	24	0	GRANT	
8284	Drug Action Team Tier 4 Accommodation	119	15	104	0	119	0	GRANT	
8427	Warren Rd Kitchen Refurbishment	25	0	25	0	25	0	GRANT	
8428	Havelock Upgrades Phase 2	230	0	165	65	230	0	GRANT	
8423	Waverley Terrace Allotments - Security Fencing	24	0	24	0	24	0	GRANT	
8075	Short Breaks Capital Grants Pool	145	0	145	0	145	0	GRANT	
	Sub-Total	1,177	126	817	234	1,177	0		
	Portfolio: Culture, Leisure & Tourism								
7047 & 8408	Mill House Leisure Centre - Changing Village	39	26	13	0	39	0	MIX	
8084	Mill House Leisure Centre Combined Heating & Power Unit	8	8	0	0	8	0	UCPB	
7853	Owton Manor Community Centre - Replace Boiler	35	0	35	0	35	0	UCPB	
8409	Skateboard Park Project 2	70	0	70	0	70	0	MIX	
7992	Grayfields Sports Junior Pitches	16	9	7	0	16	0	RCCO	
8011	Summerhill CCTV	1	1	0	0	1	0	UCPB	
8095	Central Library - Signage	3	0	3	0	3	0	UCPB	
8104	Rossmere Park - MUGA & Skatepark	171	116	55	0	171	0	MIX	
8216	Seaton Carew Cricket Club	30	0	30	0	30	0	MIX	
8394	Conversion of Throston Community Centre to Community Centre /Library	70	0	50	20	70	0	RCCO	
8418	Summerhill Archaeology Display	3	0	3	0	3	0	MIX	
8419	BMX Track Upgrade	3	0	3	0	3	0	MIX	
8439	Brierton Sports Centre Upgrade	38	0	38	0	38	0	MIX	
	Sub-Total	487	160	307	20	487	0		
	TOTAL	1,664	286	1,124	254	1,664	0		

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

PORTFOLIO : CHILDREN'S SERVICES**CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2011**

Project Code	A Scheme Title	EXPENDITURE IN CURRENT YEAR							2011/2012 COMMENTS
		B	C	D	E	F	G	H	
		2011/2012 Budget £'000	2011/2012 Actual as at 31/12/11 £'000	2011/2012 Expenditure Remaining £'000	Expenditure Rephased into 2012/13 £'000	C+D+E Total Expenditure £'000	F-B 2011/2012 Variance from budget £'000	Type of financing	
	Portfolio: Children's Services								
7027	Harnessing Technology Grant - Purchase of ICT in Schools	189	162	27	0	189	0	MIX	
7088	Primary Capital Programme - Jesmond Gardens New Build & Rossmere Remodel	3,097	3,194	573	0	3,767	670	GRANT	Further details in respect of the funding of this adverse variance are provided in paragraph 3.8 of the main report
7109	Brierton - Alterations re Dyke House Decant inc Transport Interchange	3	3	0	0	3	0	GRANT	
7125	Clavering - Replace Fence with Security Fence	2	1	1	0	2	0	GRANT	
7125	Golden Flatts - Install Security Fencing	2	0	2	0	2	0	GRANT	
7125	Owton Manor - Install Security Fencing	3	2	1	0	3	0	GRANT	
7126	Greatham - Create Change Facility & Quiet Area	48	48	0	0	48	0	UCPB	
7129	Barnard Grove - Heating & Water Distribution	19	17	0	0	17	(2)	MIX	
7129	Clavering - Heating & Water Distribution	51	52	0	0	52	1	RCCO	
7129	Golden Flatts - Heating Distribution phase 2a	102	111	0	0	111	9	GRANT	
7129	High Tunstall - Heating Distribution Works	26	25	0	0	25	(1)	SCE R	
7129	Manor College - Heating & Water Distribution	246	119	127	0	246	0	MIX	
7129	Rossmere - Heating Distribution	7	0	7	0	7	0	GRANT	
7130	High Tunstall - Heat Source and Equipment	22	21	0	0	21	(1)	SCE R	
7130	Rift House - Heat Source & Equipment (Block D)	22	15	7	0	22	0	GRANT	
7131	Fens Primary School - Improve Ventilation	11	4	7	0	11	0	MIX	
7132	High Tunstall - Swimming Pool Lighting Fittings / Wiring	21	20	0	0	20	(1)	SCE R	
7132	Manor College Lighting / Wiring	212	121	91	0	212	0	MIX	
7133	Manor College Replace Floor & Modify Toilets	39	39	0	0	39	0	GRANT	
7135	Ward Jackson Rewire/distribution boards phase 1	82	64	18	0	82	0	GRANT	
7136	West View Primary School Gas Distribution	257	210	36	0	246	(11)	MIX	
7137	Catcote - Replace Windows and Door Framing	33	25	8	0	33	0	GRANT	
7138	Barnard Grove - Structural Modifications (Blocks A & B)	33	1	32	0	33	0	GRANT	
7139	High Tunstall Replace Sports Hall Roof	116	96	0	0	96	(20)	SCE R	
7142	Barnard Grove- Fire Safety Modifications	8	0	8	0	8	0	GRANT	
7142	Brougham -Fire Safety Modifications	23	0	23	0	23	0	GRANT	
7142	Kingsley Fire Safety Modifications	20	0	20	0	20	0	GRANT	
7142	Lynnfield Fire Safety Modifications	25	0	25	0	25	0	GRANT	
7142	Seaton Carew Nursery Fire Safety Modifications	8	0	8	0	8	0	GRANT	
7142	St Helens Fire Safety Modifications	4	0	4	0	4	0	GRANT	
7142	Stranton Fire Safety Modifications	23	0	23	0	23	0	GRANT	
7143	St Helens Modifications to KS2 Building to provide hygiene area	25	19	6	0	25	0	MIX	
7144	Manor - Modifications to Autistic Spectrum Disorder (ASD) Unit	45	0	45	0	45	0	GRANT	
7384	Devolved Capital - Various Misc Individual School Projects	288	90	48	152	290	2	MIX	
7421	School Travel Plans - Develop Cycle Storage at Schools	35	8	0	27	35	0	MIX	
7437	Playing for Success - Develop New Classroom	1	0	1	0	1	0	GRANT	
7469	Unallocated Children's Centre Capital Works	67	0	0	67	67	0	CAP REC	
7586	City Learning Centre Equipment Purchase	61	57	4	0	61	0	GRANT	
7858	Computers for Pupils	7	0	7	0	7	0	GRANT	
7863	Carlton Outdoor Centre Redevelopment Works	40	33	7	0	40	0	MIX	
7888	Stranton - Purchase & Install CCTV	2	0	0	2	2	0	GRANT	
8005	Grant Payments to Diocese for Hartlepool VA Schools	300	300	0	0	300	0	GRANT	
8056	Eldon Grove - Creation of Additional Teaching Space	681	430	251	0	681	0	UCPB	
8059	Hart - Create Multi-Purpose Studio	126	103	23	0	126	0	GRANT	
8060	Rift House - Annexe 2 Heating	17	0	0	17	17	0	MIX	
8063	West View - Replace Windows	40	36	4	0	40	0	GRANT	
8066	Throston - Replacement of Gas Interlocks	3	3	0	0	3	0	GRANT	
8067	Ward Jackson - Creation of Quiet Room	2	0	2	0	2	0	MIX	
8072	Integrated Children's System Case Management Improvement	37	0	0	37	37	0	MIX	

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8093	Golden Flatts - Establish Nurture Area	10	0	10	0	10	0	GRANT	
8103	Swimming (was Brinkburn Pool - Access and Hoist)	62	1	0	61	62	0	MIX	
8116	Springwell - Covered Link Way	25	20	5	0	25	0	GRANT	
8119	Rift House - Internal Reorganisation	40	40	0	0	40	0	GRANT	
8120	Lynnfield - Improve Teaching Space	108	110	0	0	110	2	GRANT	
8138	BSF- ICT Contract (Purchase of ICT Equipment in Schools)	7,607	831	1,939	4,837	7,607	0	MIX	
8139	BSF - ICT Infrastructure (General)	255	0	117	138	255	0	GRANT	
8139	BSF- Dyke House Remodel	8,680	8,359	321	0	8,680	0	GRANT	
8139	St Hilds - BSF ICT Infrastructure	101	93	8	0	101	0	GRANT	
8139	BSF - ICT Infrastructure (Catcote)	57	36	21	0	57	0	GRANT	
8139	BSF - ICT Infrastructure (English Martyrs)	232	183	49	0	232	0	GRANT	
8139	BSF - ICT Infrastructure (High Tunstall)	155	132	23	0	155	0	GRANT	
8139	BSF - ICT Infrastructure (Manor)	174	144	30	0	174	0	GRANT	
8168	SSN Hindpool Close - Create Community Garden & Play Space	71	64	7	0	71	0	GRANT	
8176	Barnard Grove - Replace Bungalow Floor	14	0	0	14	14	0	MIX	
8179	Catcote - Replace Boiler (11/12)	55	0	55	0	55	0	GRANT	
8184	Hart - Replace Fence	15	0	15	0	15	0	MIX	
8185	Kingsley - Replace Kitchen Windows, Ceiling & Canopy	30	3	27	0	30	0	RCCO	
8186	Kingsley - Replace 1st floor windows	48	20	28	0	48	0	MIX	
8187	Owton Manor - Replace 1st floor windows	9	7	0	0	7	(2)	GRANT	
8188	Rossmere - Replace KS2 Toilets	32	27	0	0	27	(5)	GRANT	
8192	St Helens - Replace Corner Posts	21	3	18	0	21	0	MIX	
8193	Throston - Window replacement	86	69	17	0	86	0	MIX	
8201	Brougham - Improve Internal Access	45	45	0	0	45	0	GRANT	
8202	Grange -Replace Classroom Annexe	550	3	87	460	550	0	GRANT	
8203	Owton Manor - Improve Foundation Stage Outdoor area	54	35	19	0	54	0	GRANT	
8205	Springwell - Create Enterprise area and Cyber Café	74	57	17	0	74	0	GRANT	
8206	St Helens - Primary Interior Remodel	138	108	30	0	138	0	GRANT	
8207	Stranton - Improve Outdoor Learning Area	30	24	6	0	30	0	MIX	
8208	Ward Jackson -Create Foundation Unit	163	123	40	0	163	0	GRANT	
8209	West Park - Improve Reception class toilet area	10	0	0	10	10	0	GRANT	
8218	Youth Service - Purchase Portable MUGA	6	0	0	6	6	0	GRANT	
8281	Catcote - Purchase Temporary Classroom (10/11)	6	6	0	0	6	0	MIX	
8282	Exmoor Grove - Redevelopment/ Change of Use	14	0	0	14	14	0	GRANT	
8287	EDC/PRU - Extension to PRU Reception	2	0	2	0	2	0	GRANT	
8307	Seaton Nursery - Build New Entrance Porch	14	14	0	0	14	0	GRANT	
8316	Lynnfield - Create Office	20	20	0	0	20	0	GRANT	
8388	West View - Upgrade ICT Suite inc Asbestos Removal & Window Replacement	59	59	0	0	59	0	GRANT	
8389	St John Vianney - Mechanical Modifications to Heating & Air - Con	21	21	0	0	21	0	GRANT	
8390	Throston School - Extension to Foundation Stage for Quiet Room	28	0	28	0	28	0	GRANT	
8391	Manor College - Replace Roof Coverings & Insulation	63	56	0	0	56	(7)	GRANT	
8392	High Tunstall - Various Improvement Works to B, C & D Blocks	219	168	51	0	219	0	GRANT	
8414	Barnard Grove - Alterations to Disabled Toilet	8	5	1	0	6	(2)	GRANT	
New	Unallocated - Transformational Schemes (TBA)	1,285	0	0	1,285	1,285	0	MIX	
9004	Funding (Basic Need, Maintenance & RCCO) Currently Unallocated	258	0	0	296	296	38	MIX	This is the net underspend on the above schemes which will be transferred into the Unallocated allocation
	TOTAL	27,485	16,315	4,417	7,423	28,155	670		

Key

RCCO Revenue Contribution towards Capital
MIX Combination of Funding Types
UCPB Unsupported Corporate Prudential Borrowing
SCE R Supported Capital Expenditure (Revenue)

GRANT Grant Funded
CAP REC Capital Receipt
UDPB Unsupported Departmental Prudential Borrowing
SPB Supported Prudential Borrowing

CHIEF EXECUTIVE

CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2011

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		2011/2012 Budget £'000	2011/2012 Actual as at 31/12/2011 £'000	2011/2012 Expenditure Remaining £'000	Expenditure Rephased into 2012/13 £'000	C+D+E Total Expenditure £'000	F-B 2011/2012 Variance from budget £'000	Type of financing	
	Portfolio: Finance & Procurement								
8292	Corporate Projects	39	0	0	39	39	0	MIX	
7867	City Challenge Burbank / Murray Street	83	0	0	83	83	0	MIX	
	Sub-Total	122	0	0	122	122	0		
	Portfolio: Performance								
7623	Corporate IT Projects	20	0	20	0	20	0	MIX	
8292	Mobile Chip & Pin	20	0	20	0	20	0	MIX	
8292	Contact Server Upgrade	10	0	10	0	10	0	MIX	
8143	New Burdens - Council Tax Demands	10	0	10	0	10	0	MIX	
8157	Northgate - New Server	7	3	4	0	7	0	MIX	
	Sub-Total	67	3	64	0	67	0		
	TOTAL	189	3	64	122	189	0		

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

CAPITAL MONITORING REPORT PERIOD ENDING 31st DECEMBER 2011

Project Code	A Scheme Title	EXPENDITURE IN CURRENT YEAR							2011/2012 COMMENTS
		B	C	D	E	F	G	H	
		2011/2012 Budget £'000	2011/2012 Actual as at 31/12/11 £'000	2011/2012 Expenditure Remaining £'000	Expenditure Rephased into 2012/13 £'000	C+D+E Total Expenditure £'000	F-B 2011/2012 Variance from budget £'000	Type of financing	
	Portfolio: Adult's & Public Health Services								
8327	Purchase of Focus Site Lynn Street	460	0	0	460	460	0	CAP REC	This budget has been rephased as work is expected to commence late March following receipt of planning approval. The rephased expenditure is in line with the timing of grant funding being approved.
8393	Stranton Cemetery Cremators	50	0	0	50	50	0	RCCO	
8417	Community Spaces Grant	100	0	6	94	100	0	GRANT	
	Sub-Total	610	0	6	604	610	0		
	Portfolio: Culture, Leisure and Tourism								
7110	Play Builder Project (Lanark Road)	6	6	0	0	6	0	GRANT	Government grant cuts resulted in the scaling back of equipment purchase for individual schemes. The unspent element will be used to acquire additional equipment for existing projects in line with original plans where possible.
7110	Play Builder - General	55	7	0	89	96	41	GRANT	
7375	Countryside Development Works	14	0	0	14	14	0	CORP RES	
7382	Greatham Play Area equipment	9	0	0	9	9	0	CORP RES	
7844	Develop Multi Use Games Area	9	1	0	8	9	0	GRANT	
7990	WJP Bandstand Shutters	4	0	0	4	4	0	GRANT	
8296	Rossmere Park Playbuilder Year 2	77	7	70	2	79	2	GRANT	
8297	Seaton Sea Front Playbuilder Year 2	42	30	0	0	30	(12)	GRANT	
8298	Coronation Drive Front Playbuilder Year 2	42	36	0	1	37	(5)	GRANT	
8299	Seaton 3 Playbuilder Year 2	42	1	78	2	81	39	GRANT	
8300	Summerhill Playbuilder Year 2	43	26	0	0	26	(17)	GRANT	
8301	Elwick Village Playbuilder Year 2	43	26	0	0	26	(17)	GRANT	
8302	Ward Jackson Park Playbuilder Year 2	53	38	0	0	38	(15)	GRANT	
8303	Brougham Playbuilder Year 2	15	15	0	0	15	0	GRANT	
8304	Phoenix Centre Playbuilder Year 2	16	0	0	0	0	(16)	GRANT	
	Sub-Total	470	193	148	129	470	0		
	Portfolio: Community Safety and Planning								
7878	Community Safety CCTV Upgrade	37	5	0	32	37	0	UCPB	
	Sub-Total	37	5	0	32	37	0		
	Portfolio: Finance and Procurement								
7466	DSO Vehicle Purchase	1,433	517	705	211	1,433	0	UDPB	The rephased budget resulted from the reduction in vehicle procurement as future needs were assessed in the light of reductions to the Council's overall budget.
8215	109/22 Lynn Street Depot Work Shops Replace Roof	50	35	15	0	50	0	UCPB	
8425	PV Cells	380	0	380	0	380	0	UDPB	
	Sub-Total	1,863	552	1,100	211	1,863	0		
	Portfolio: Housing and Transition								
7218	Mandatory Disabled Facilities Grants	866	491	275	100	866	0	MIX	The rephased element is the amount expected to be unspent based on current activity. The backlog in this area has now been eliminated.
7219	Minor Works Grants	165	3	112	50	165	0	GRANT	
7220	Discretionary Renovations Grants	188	188	0	0	188	0	GRANT	
7230	Housing Market Renewal	4,865	1,015	3,476	374	4,865	0	MIX	The pressures on this scheme resulting from the withdrawal of government grant has been addressed as part of the Medium Term Financial Strategy report which was presented to Cabinet in October and is yet to be approved as part of next years budget.
7530	Developers Contribution Fund	282	10	0	272	282	0	GRANT	This budget consists of developer contributions which will be used to fund future planned projects yet to be approved.
8106	Council Housing	20	0	0	20	20	0	UDPB	
8170	CCF Voluntary Sector Premises Pool	4	4	0	0	4	0	GRANT	

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8210	CCF Key Vacant Buildings Grant Scheme	199	28	89	82	199	0	GRANT	The majority of this budget is expected to be spent next year because of the lead in time required to implement the scheme as well as process and approve applications. It is envisaged that this budget will be used in the second quarter of 2012/13 as part of a planned phased use of time limited funding allocated to Housing Hartlepool by the HCA.
8326	Baden Street	178	0	25	153	178	0	MIX	
8387	Empty Property Improvement Scheme	248	0	0	248	248	0	MIX	
	Sub-Total	7,015	1,739	3,977	1,299	7,015	0		
	Portfolio: Regeneration and Economic Development and Skills								
7895	Industrial & Commercial Business Grants	54	9	45	0	54	0	UCPB	The MTFS has recommended that this scheme be put on hold for a year.
7897	Regeneration Match Funding	393	34	0	359	393	0	UCPB	
	Sub-Total	447	43	45	359	447	0		
	Portfolio: Transport & Neighbourhoods								
7084	Camera Partnership	12	8	0	4	12	0	GRANT	
7206	Social Lighting Programme	1	0	1	0	1	0	SPB	
7207	Car Park Security/CCTV	154	134	20	0	154	0	LTP GRANT	
7222	Minor Works - North Area	174	153	14	7	174	0	MIX	
7223	Minor Works - South Area	93	0	55	38	93	0	MIX	
7224	Minor Works - Central Area	92	44	26	21	91	(1)	MIX	
7236	Bus Shelter Improvements	19	18	0	0	18	(1)	MIX	
7237	Cycling-Cycle Routes General	25	0	25	0	25	0	MIX	
7240	Hartlepool Transport Interchange	17	0	17	0	17	0	GRANT MIX	
7242	Other Street Lighting Imps	95	70	25	0	95	0	MIX	
7244	Travel Plans	28	7	21	0	28	0	SPB	
7245	Cycle Parking	15	0	15	0	15	0	SPB	
7250	Sustainable Travel Awareness	10	0	0	10	10	0	LTP GRANT	
7251	LTP-Public Transport CCTV	9	0	9	0	9	0	SPB	
7252	Safer Streets Initiative	23	23	0	0	23	0	SPB	
7272	Wheely Bin Purchase	48	48	0	0	48	0	UDPB	
7499	Contaminated Land-Lithgo Close	41	3	38	0	41	0	CORP RES	
7508	Anhydrite Mine - Derelict Land Future Monitoring	151	25	0	125	150	(1)	MIX	
7541	LTP-Safer Routes to Schools	106	9	48	50	107	1	LTP GRANT	
7542	LTP-Parking Lay-bys	8	8	0	0	8	0	LTP GRANT	
7544	LTP-Shop-Mobility	20	0	0	20	20	0	LTP GRANT	
7545	LTP-Motorcycle Training	21	21	0	0	21	0	LTP GRANT	
7546	LTP-Road Safety Education & Training	26	1	25	0	26	0	LTP GRANT	
7549	LTP-Other Bridge Schemes	149	32	17	100	149	0	LTP GRANT	
7580	Highways Remedial Works - Marina	4	0	0	4	4	0	GRANT	
7581	Tees Valley Boundary Signs	3	0	0	0	0	(3)	LTP GRANT	
7644	LTP - School Travel Plans	10	1	9	0	10	0	LTP GRANT	
7645	LTP - General	235	2	158	0	160	(75)	LTP GRANT	This budget is the unallocated element of the LTP grant and is used to fund variations from original estimates for schemes. The favourable variance represents the amount allocated to various LTP schemes.
7707	Highways Maintenance Other Schemes (non-LTP)	40	31	9	0	40	0	UCPB	
7734	Hart Lane/Wilt Way Junction Improvements	204	153	21	30	204	0	SPB	
7821	Waste Performance Efficiency Grant	91	4	0	87	91	0	GRANT	This funding is being carried forward to contribute towards major improvements to the Household Recycling Centre which will form the basis of a proposal to be reported to member in 2012/13.
7835	Primary Health Care Centre-Park Road-Section 278	3	3	0	0	3	0	GRANT	
7852	Highway Improvements - TESCO Section 106 Funding	313	37	0	276	313	0	CORP RES	Funding received from Tesco which will be used to fund a scheme yet to be determined.
7891	Strategy Study-Seaton Carew	29	19	0	10	29	0	GRANT	
7892	Strategy Study-Town Wall	24	12	12	0	24	0	GRANT	
7896	BEC Toilet & Shower facilities	6	6	0	0	6	0	UCPB	
7899	Coast Protection	1	0	0	0	0	(1)	UDPB	
7956	LTP-Cycle Route Signage	13	0	13	0	13	0	LTP GRANT	
7959	LTP-Other Walking Schemes	16	2	14	0	16	0	LTP GRANT	
7961	LTP-School 20mph Zones	20	2	10	8	20	0	LTP GRANT	
7965	LTP-HM-Catcote Turning Circle Reconstruction	4	0	0	0	0	(4)	LTP GRANT	
7972	Other Traffic Management Schemes	45	45	0	0	45	0	LTP GRANT	

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8006	Access Road to Briarfields	20	0	0	20	20	0	CORP RES	
8015	Tesco - Section 278 Fund	39	1	0	38	39	0	MIX	
8034	Resurfacing - Outside Civic Centre	16	0	0	0	0	(16)	LTP GRANT	
8037	Resurfacing - Catcote Rd - Oxford Rd-Marlowe Rd	161	167	0	0	167	6	LTP GRANT	
8081	Non Adopted Highway Areas	17	0	17	0	17	0	MIX	
8123	Review of Strategy Study North Sands to Newburn Bridge	320	197	123	0	320	0	LTP GRANT	
8124	Headland Walls Phase 1 Model Study	23	23	0	0	23	0	EA GRANT	
8154	Surface Water	19	3	16	0	19	0	EA GRANT	
8241	Gray Street Resurfacing	3	0	0	0	0	(3)	LTP GRANT	
8243	Hurworth Street-Raby Road to No 3	3	0	0	0	0	(3)	LTP GRANT	
8268	Purvis Place-Miers Ave to Garside Drive	8	8	0	0	8	0	GRANT	
8269	Warren Road-Winterbottom to West View	23	23	0	0	23	0	GRANT	
8270	Catcote Road-Callander to Campbell	8	8	0	0	8	0	GRANT	
8271	Rossmere Way-O/s Youth Club	2	2	0	0	2	0	GRANT	
8272	Sandringham Rd-No 4 to Murray St	4	5	0	0	5	1	GRANT	
8273	Albert Street-Various	4	4	0	0	4	0	GRANT	
8274	Burbank Street-Clark Street to Thompson Street	5	5	0	0	5	0	GRANT	
8275	Green Street -Full length Resurfacing	5	0	0	5	5	0	GRANT	
8276	Windermere Rd-Ashgrove to Bakers	2	1	0	1	2	0	GRANT	
8277	Marlowe Road-Various	5	0	0	5	5	0	GRANT	
8280	Upgrade Sea Defences Seaton	4	4	0	0	4	0	EA GRANT	
8286	Alleygates - Night Time Economy	24	20	0	4	24	0	GRANT	
8306	Kitchen Equipment	28	0	0	28	28	0	GRANT	
8309	Chester Road	10	6	4	0	10	0	GRANT	
8311	Seaton Carew - Northern Management Unit Ph1 Construction	387	387	0	0	387	0	EA GRANT	
8314	TVBNI - Tees Valley Bus Network Improvement Scheme (Unallocated)	3,117	4	155	3,153	3,312	195	DFT GRANT	The rephased expenditure relates to funding earmarked for schemes planned in 2012-13. The variance shown offsets the favourable variances achieved on individual TVBNI schemes.
8315	Seaton Carew -Northern Management Unit Ph2 Construction	80	17	53	10	80	0	EA GRANT	
8328	Carriageway-Dalton Village Road Part 1	12	14	0	0	14	2	LTP GRANT	
8329	Carriageway-Dalton Village Road Part 2	17	19	0	0	19	2	LTP GRANT	
8330	Carriageway-Seaton Lane Part 1	24	27	0	0	27	3	LTP GRANT	
8331	Carriageway-Seaton Lane Part 2	36	36	0	0	36	0	LTP GRANT	
8332	Carriageway-Owton Manor Lane Part 1	29	47	0	0	47	18	LTP GRANT	
8333	Carriageway-Owton Manor Lane Part 2	24	27	0	0	27	3	LTP GRANT	
8334	Carriageway-Owton Lodge Roundabout	21	28	0	0	28	7	LTP GRANT	
8335	Carriageway-Station Lane Part 1	23	29	0	0	29	6	LTP GRANT	
8336	Carriageway-Station Lane Part 2	19	22	0	0	22	3	LTP GRANT	
8337	Carriageway-Oxford Road Part 1	28	41	0	0	41	13	LTP GRANT	
8338	Carriageway-Oxford Road Part 2	33	45	0	0	45	12	LTP GRANT	
8339	Carriageway-Dent Street	7	1	6	0	7	0	LTP GRANT	
8340	Carriageway-Cameron Road	10	11	0	0	11	1	LTP GRANT	
8341	Carriageway-Alma Street	7	8	0	0	8	1	LTP GRANT	
8342	Carriageway-Grove Close	3	4	0	0	4	1	LTP GRANT	
8343	Carriageway-Egerton Road	11	19	0	0	19	8	LTP GRANT	
8344	Carriageway-Everett Street	17	21	0	0	21	4	LTP GRANT	
8345	Carriageway-Hereford Street	5	7	0	0	7	2	LTP GRANT	
8346	Carriageway-Eden Street	2	3	0	0	3	1	LTP GRANT	
8347	Carriageway-Moreland Street	12	14	0	0	14	2	LTP GRANT	
8348	Carriageway-Penrith Street	4	6	0	0	6	2	LTP GRANT	
8349	Carriageway-Challoner Road	29	38	0	0	38	9	LTP GRANT	
8350	Carriageway-Beacon/Alliance/Trinity Street	11	12	0	0	12	1	LTP GRANT	
8351	Carriageway-Burke Place	5	6	0	0	6	1	LTP GRANT	
8352	Carriageway-Sunningdale Grove	5	5	0	0	5	0	LTP GRANT	
8361	TVBNI - York Road - Burn Valley H1ab	235	167	68	0	235	0	DFT GRANT	This scheme has been cancelled with funding being returned to the unallocated TVBNI pot.
8363	TVBNI - York Road - Park Road H1d	239	0	0	0	0	(239)	DFT GRANT	
8364	TVBNI - York Road - Victoria Road H1e	5	0	0	5	5	0	DFT GRANT	
8365	TVBNI - Victoria Road H1f	5	0	5	0	5	0	DFT GRANT	
8366	TVBNI - Marina Gateway H7	41	41	0	0	41	0	DFT GRANT	
8367	TVBNI - Burn Valley H9	10	10	0	0	10	0	DFT GRANT	
8368	TVBNI - Oxford Road/Stockton H10	140	140	0	0	140	0	DFT GRANT	

Project Code	A Scheme Title	EXPENDITURE IN CURRENT YEAR							2011/2012 COMMENTS
		B	C	D	E	F	G	H	
		2011/2012 Budget £'000	2011/2012 Actual as at 31/12/11 £'000	2011/2012 Expenditure Remaining £'000	Expenditure Rephased into 2012/13 £'000	C+D+E Total Expenditure £'000	F-B 2011/2012 Variance from budget £'000	Type of financing	
8369	TVBNI - Oxford Road H11	4	0	0	0	0	(4)	DFT GRANT	
8370	TVBNI - Oxford Road/Catcote H12	89	101	0	0	101	12	DFT GRANT	
8371	TVBNI - Brenda Road H14	9	0	0	0	0	(9)	DFT GRANT	
8373	TVBNI - Throston Grange H19	6	6	0	0	6	0	DFT GRANT	
8374	TVBNI - Wiltshire Way H20	10	0	10	0	10	0	DFT GRANT	
8375	TVBNI - Winterbottom Way H21	18	18	0	0	18	0	DFT GRANT	
8376	TVBNI - Clavering Parking H22	101	64	37	0	101	0	DFT GRANT	
8377	TVBNI - King Oswy Drive H30	5	4	0	0	4	(1)	DFT GRANT	
8378	TVBNI - Northgate H32	102	0	0	102	102	0	DFT GRANT	Scheme now expected to start in 2012/13 as a result of objections during the consultation process.
8379	TVBNI - Wynyard Road H33	3	24	0	0	24	21	DFT GRANT	
8380	TVBNI - Owton Manor Lane H34	273	133	140	0	273	0	DFT GRANT	
8381	TVBNI - Catcote Road H35b	20	7	13	0	20	0	DFT GRANT	
8382	TVBNI - Elizabeth Way H36	26	26	0	0	26	0	DFT GRANT	
8383	TVBNI - Catcote Road H37	52	75	0	0	75	23	DFT GRANT	
8384	TVBNI - Raby Road H44	2	2	0	0	2	0	DFT GRANT	
8385	TVBNI - Catcote Road H45	6	6	0	0	6	0	DFT GRANT	
8397	20's Plenty LTP Allocation	50	1	49	0	50	0	LTP GRANT	
8398	LTP Road Crossings LTP Allocation	15	0	15	0	15	0	LTP GRANT	
8399	LTP White Lining Structural Maintenance	14	4	10	0	14	0	LTP GRANT	
8410	Park Rd Phase 1	39	39	0	0	39	0	LTP GRANT	
8411	Millpool Close	23	23	0	0	23	0	LTP GRANT	
8413	Easington Rd-relay and level kerbs	15	15	0	0	15	0	LTP GRANT	
8420	TVBNI Bus Stop Improvements	44	0	34	10	44	0	DFT GRANT	
8421	TVBNI Hart Lane Raby Road H15	5	0	5	0	5	0	DFT GRANT	
	Sub-Total	8,735	3,202	1,362	4,171	8,735	0		
	TOTAL	19,177	5,734	6,638	6,805	19,177	0		

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

CABINET
19th March 2012



Report of: Children's Services Scrutiny Forum

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

1. PURPOSE OF REPORT

- 1.1 To inform Members that the Final Report of the Children's Services Scrutiny Forum into the 'Provision of Support and Services to Looked After Children / Young People' will be circulated in advance of, and for consideration during, this meeting.

2. SUMMARY OF CONTENTS

- 2.1 The Final Report outlines the overall aim of the scrutiny investigation, terms of reference, methods of investigation, findings, conclusions, and subsequent recommendations.

3. RELEVANCE TO CABINET

- 3.1 It is Cabinet's decision to approve the recommendations in this report.

4. TYPE OF DECISION

- 4.1 This is a non-key decision.

5. DECISION MAKING ROUTE

- 5.1 The final report is due for consideration and approval by Scrutiny Coordinating Committee on 9 March 2012. Cabinet is requested to consider, and approve, the report at today's meeting.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is requested to approve the recommendations outlined in section 16.1 of the report, which will be circulated in advance of this meeting.

CABINET REPORT

19 March 2012



Report of: Children's Services Scrutiny Forum

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

SUMMARY

1. PURPOSE OF REPORT

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

2. SUMMARY OF CONTENTS

- 2.1 The Final Report outlines the overall aim of the scrutiny investigation, terms of reference, methods of investigation, findings, conclusions, and subsequent recommendations.

3. RELEVANCE TO CABINET

- 3.1 It is Cabinet's decision to approve the recommendations in this report.

4. TYPE OF DECISION

- 4.1 This is a non-key decision.

5. DECISION MAKING ROUTE

- 5.1 The final report was approved by Scrutiny Co-ordinating Committee on 9 March 2012. Cabinet is requested to consider, and approve, the report at today's meeting.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is requested to approve the recommendations outlined in section 16.1 of the attached report.



CHILDREN'S SERVICES SCRUTINY FORUM

FINAL REPORT

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

March 2012

CABINET

19 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

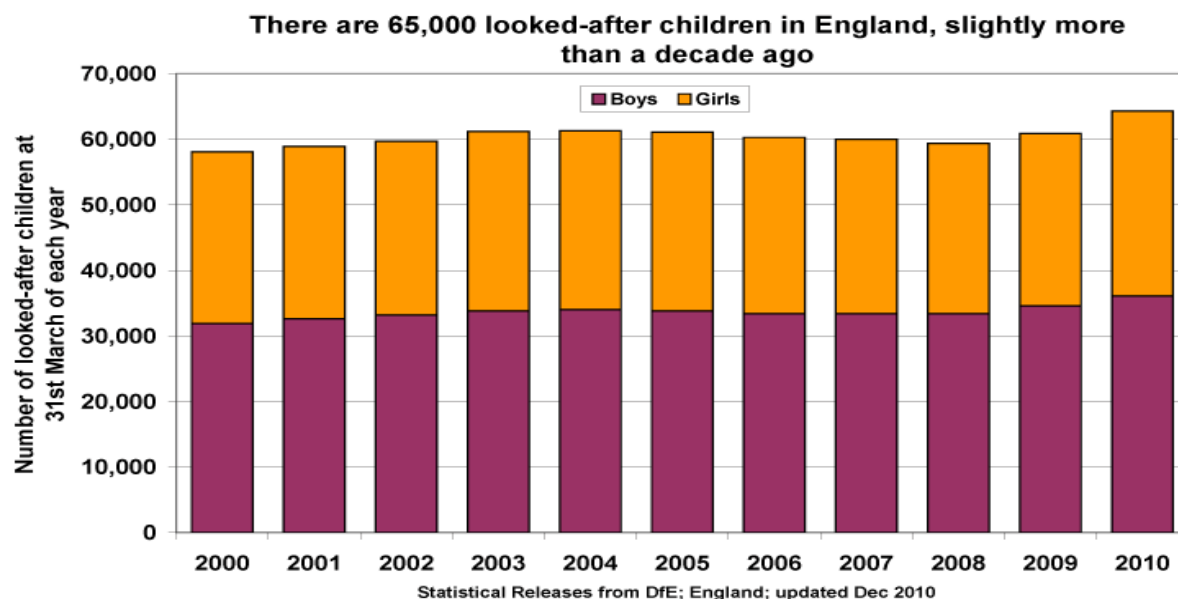
1. PURPOSE OF REPORT

- 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

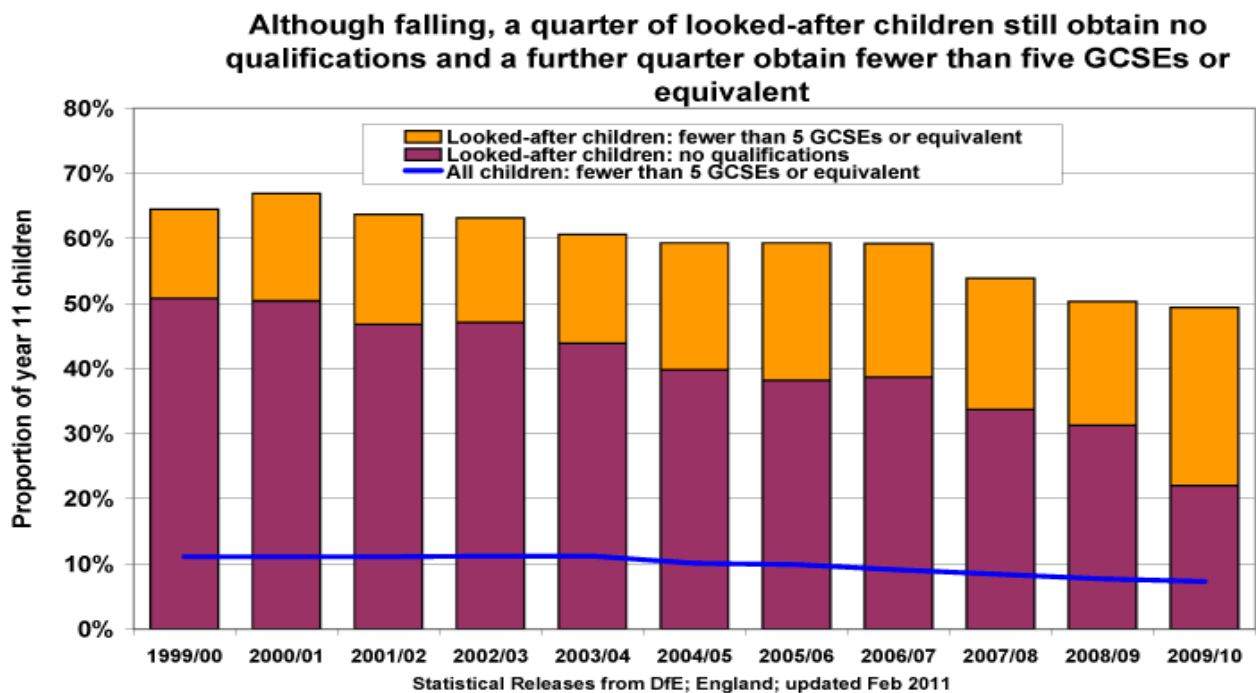
- 2.1 Children in the care of a local authority are one of the most vulnerable groups in society. The majority of children in care are there because they have suffered abuse or neglect. At any one time around 65,000 children are looked after in England, as shown in graph 1 below.

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

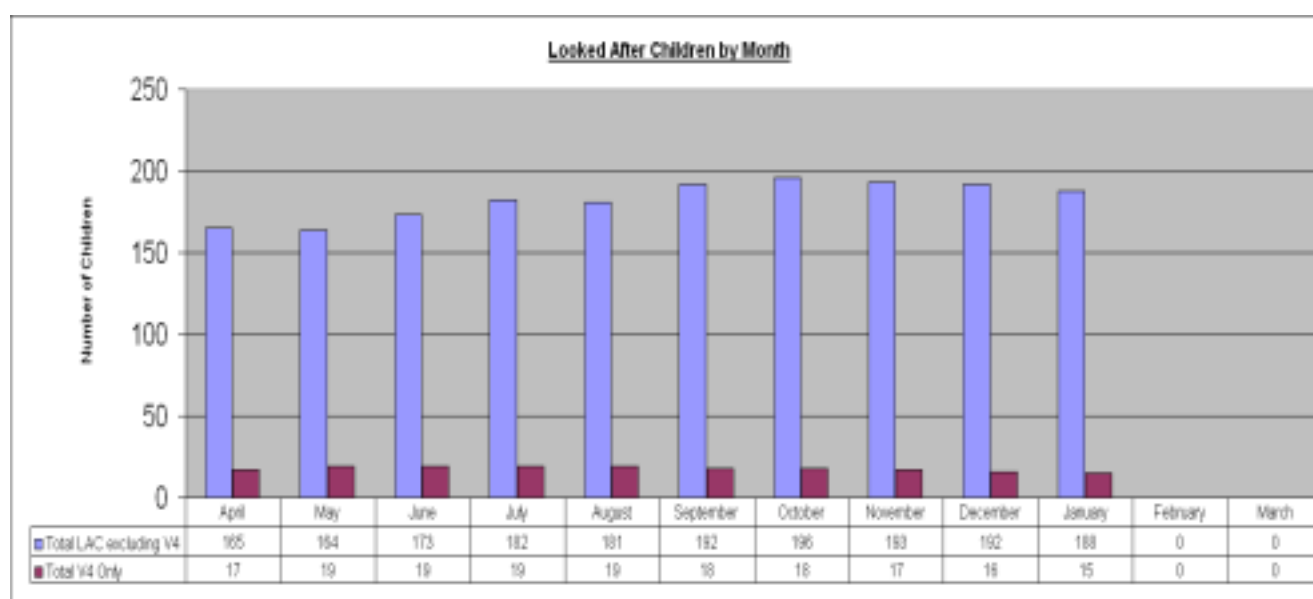
7. FINDINGS

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

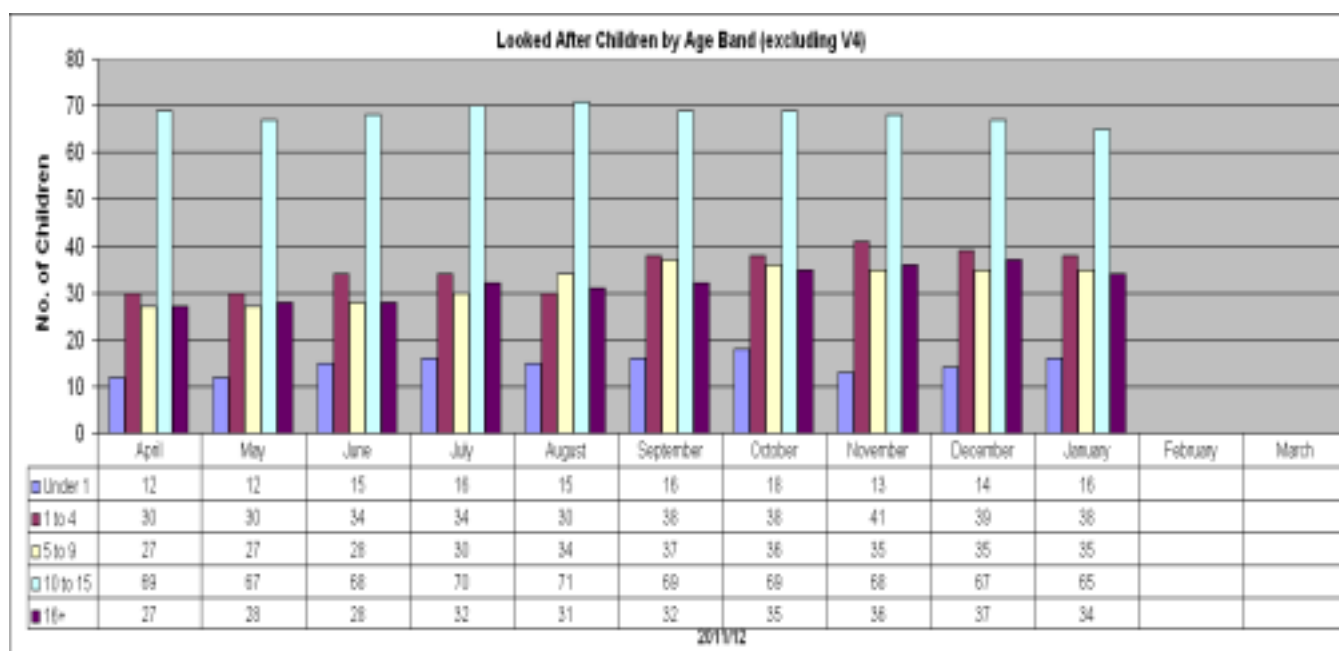
- 7.1 Members of the Forum were very interested to hear about the profile of children and young people looked after by Hartlepool Borough Council for the current year, 2011 / 12. The profiles were illustrated to Members using a variety of graphs and tables.

Evidence from the Child and Adult Services Department

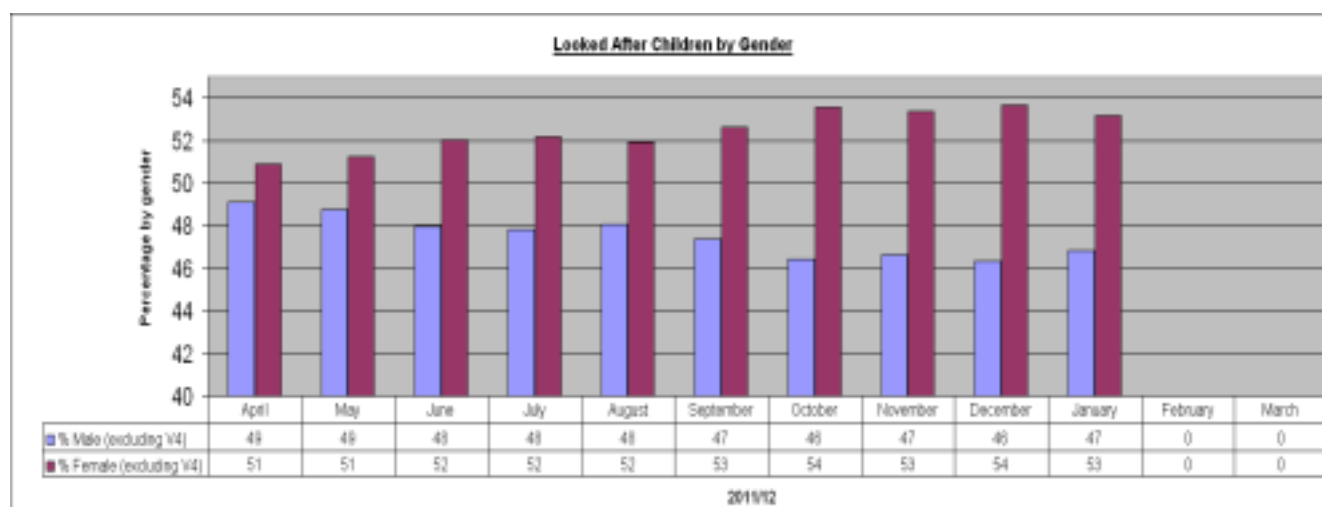
- 7.2 Table 1 details the numbers of children looked after by Hartlepool Borough Council from April 2011. The graph shows a rise in children looked after in June to August 2011. Members were informed that upon closer investigation, this was primarily due to large sibling groups becoming looked after.

Table 1 Numbers of looked after children and young people

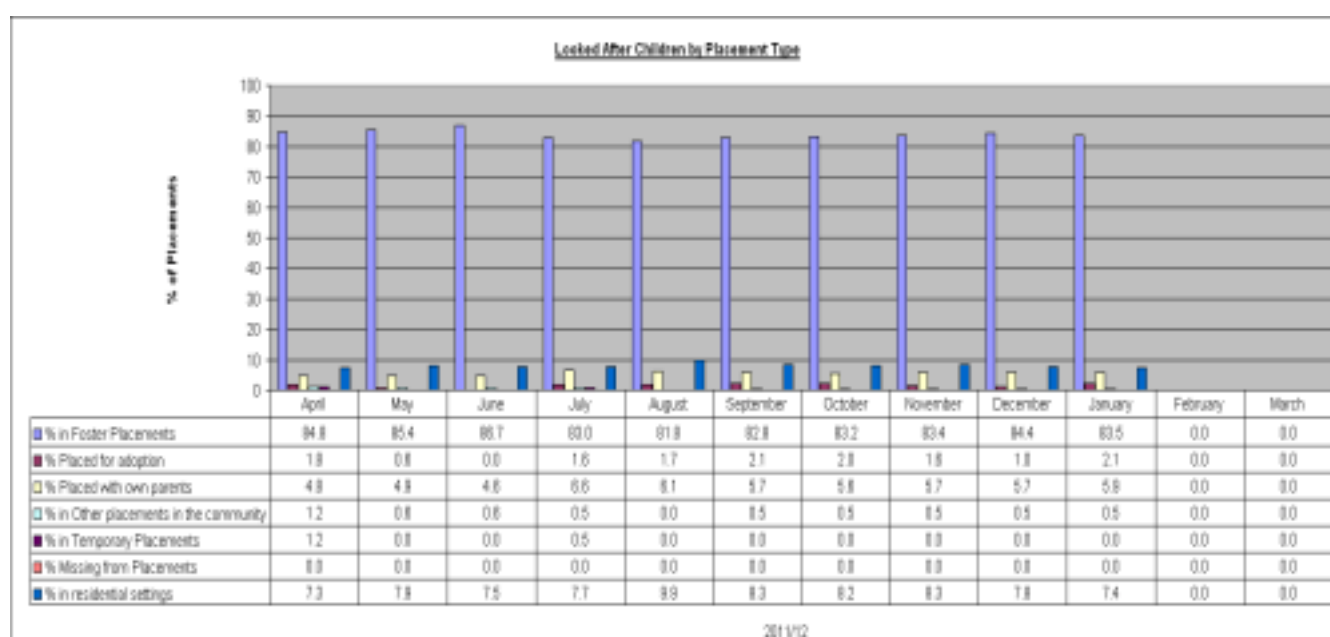
7.3 Table 2 details the age profile of children and young people looked after. The largest age grouping is the 10 to 15 age range which reflects those children and young people who are looked after in long term foster placements. Children in younger age bands often come into care, are subject to legal 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.

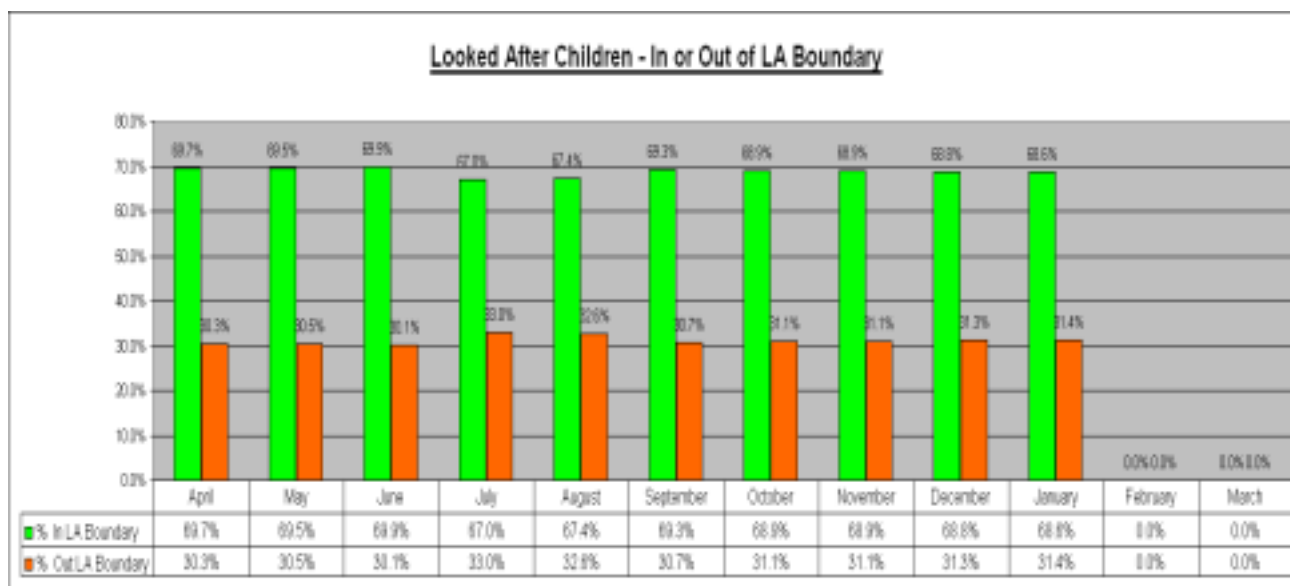
Table 3 Gender of looked after children and young people

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

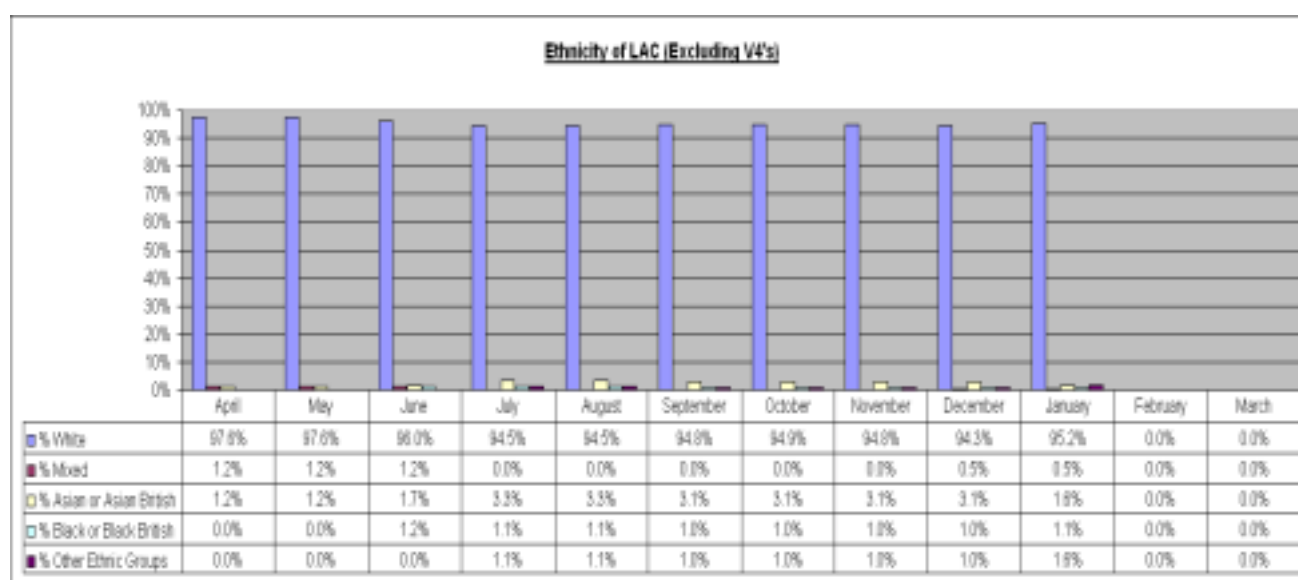
- 7.6 Table 5 shows the placements of children and young people within and outside of the Council boundary. The Council performs well in relation to maintaining children and young people within the boundary which supports continuity of education, family relationships, health care and social networks. 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



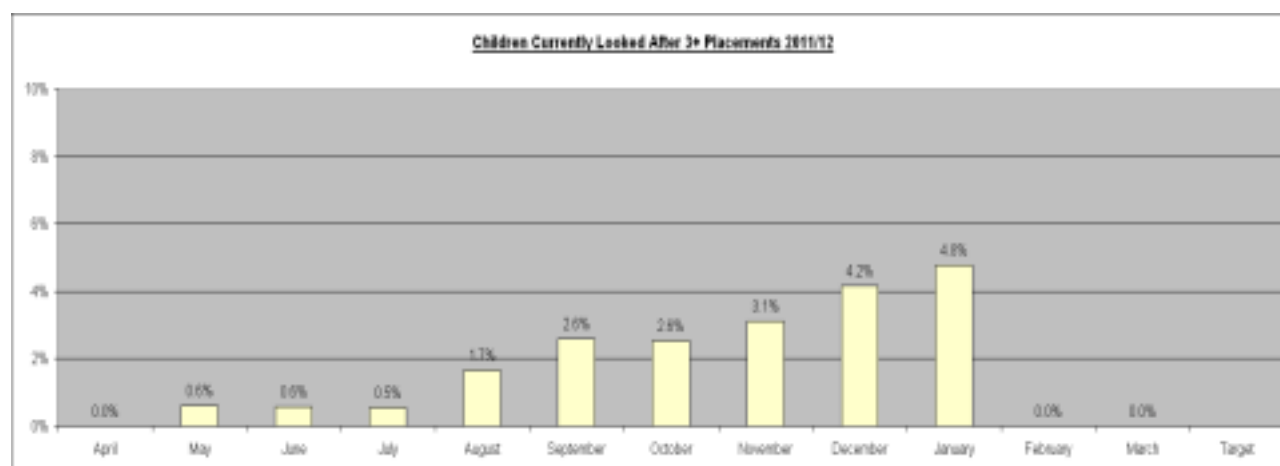
- 7.7 Table 6 details the ethnicity of children and young people. The Forum was informed that this profile is broadly in line with the ethnic population of Hartlepool, where 1.2% of the town population are of black or ethnic minority origin (2001 Census).

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.

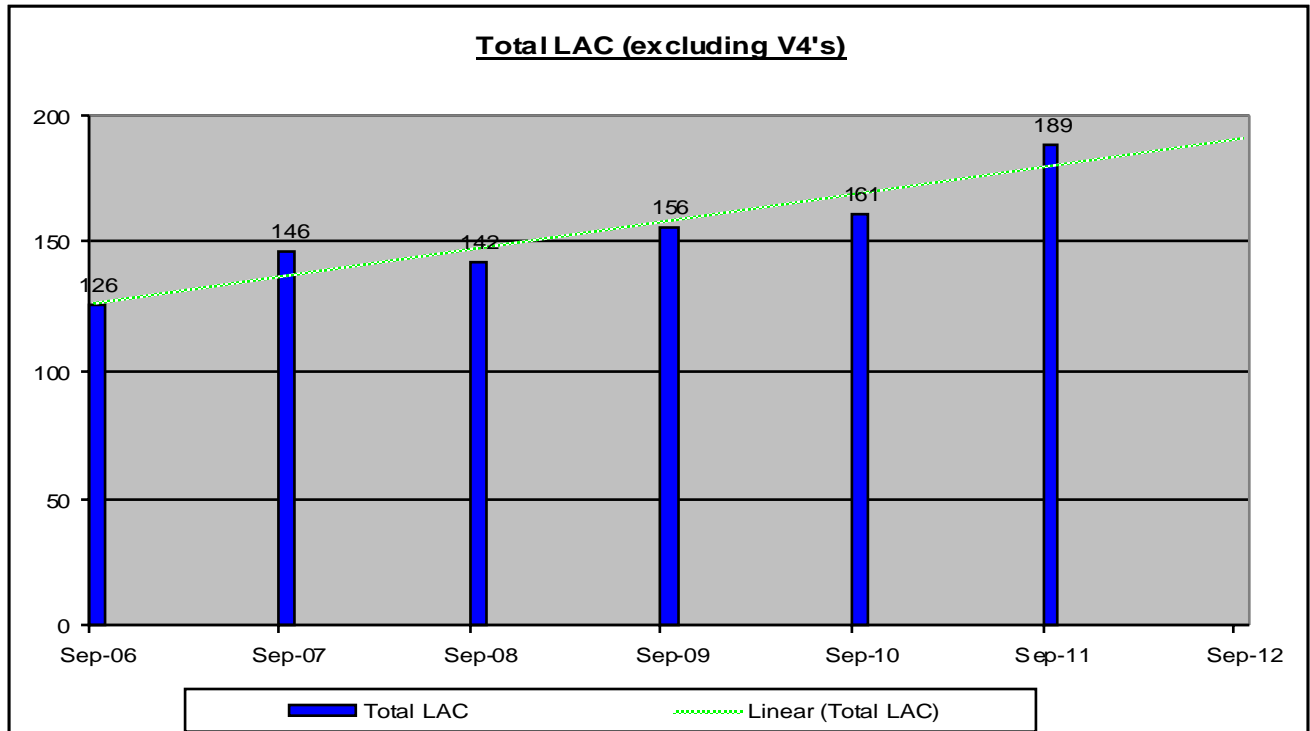
10. HOW CAN THE COUNCIL REDUCE THE NUMBERS OF LOOKED AFTER CHILDREN / YOUNG PEOPLE

- 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

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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 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 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

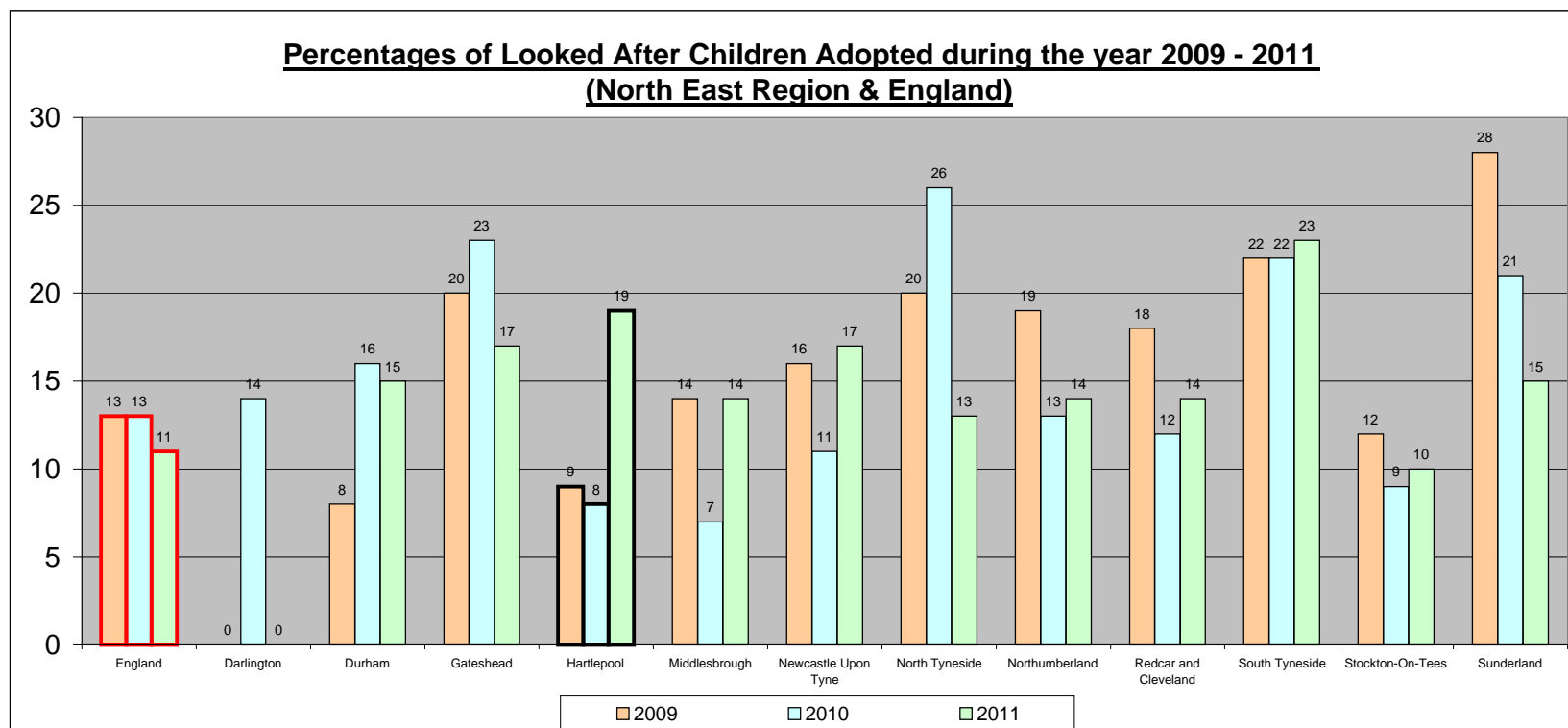
	numbers and percentages														
	<u>Number</u> of children who ceased to be looked after during the year ³					<u>Number</u> of looked after children adopted during the year					<u>Percentage</u> of looked after children adopted during the year ⁴				
	2007	2008	2009	2010	2011	2007	2008	2009	2010	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

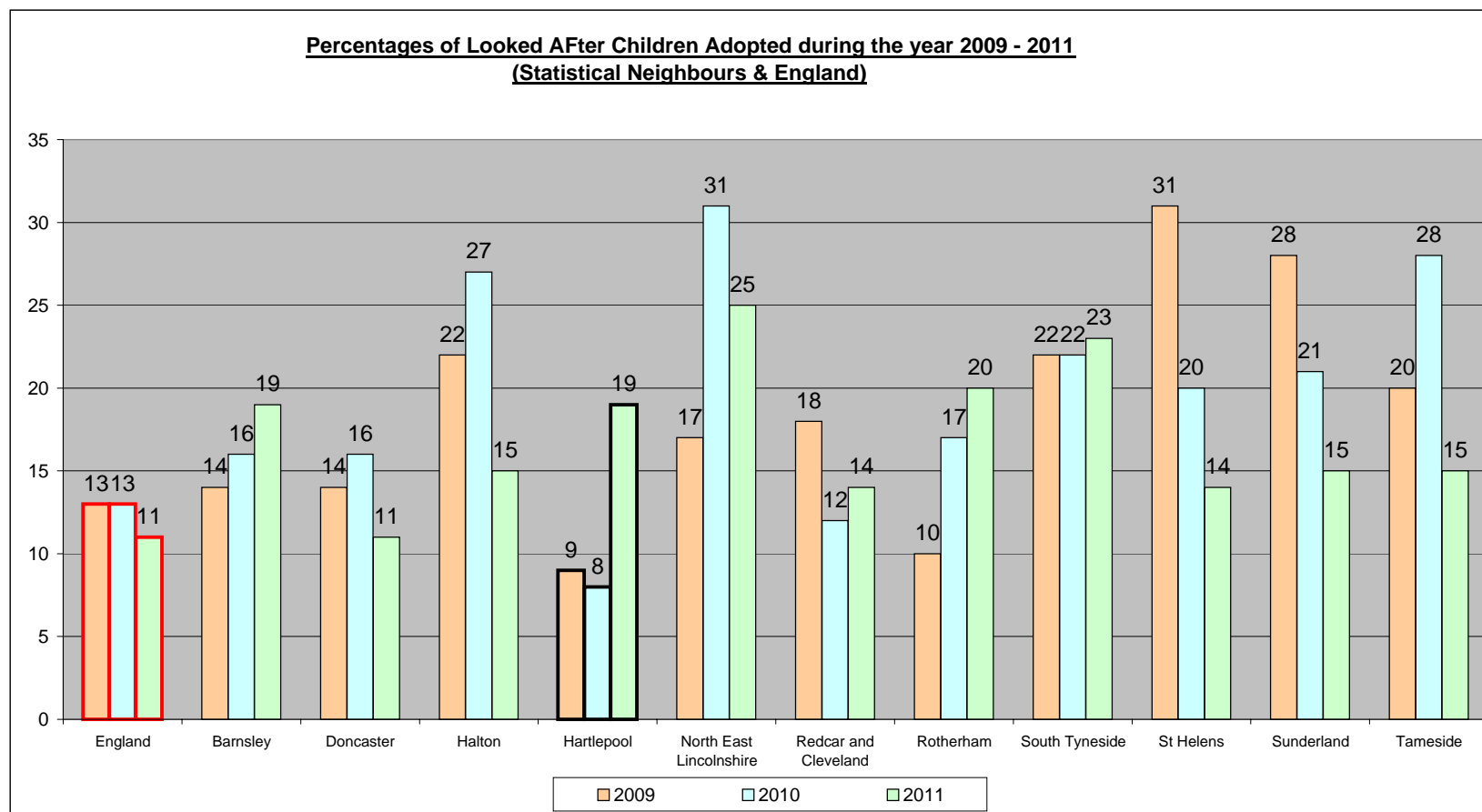
Source: SSDA 903

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.

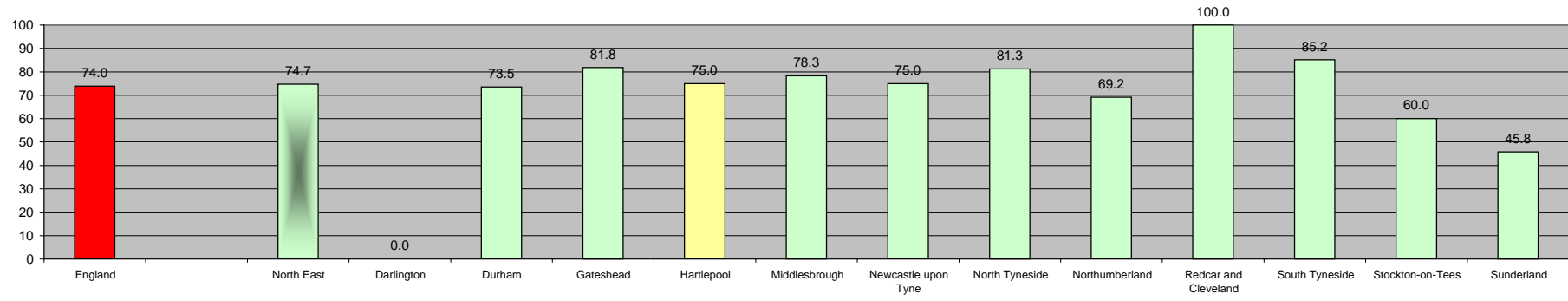
5. Historical data may differ from older publications. This is mainly due to the implementation of amendments and corrections sent by some local authorities after the publication date of previous materials.

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

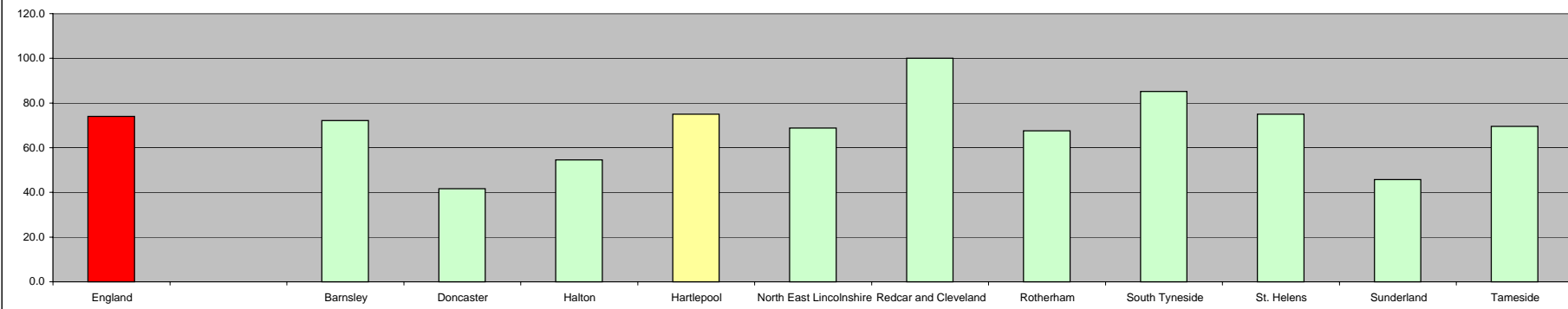
x Figures not shown in order to protect confidentiality. See Technical Notes for information on data suppression.

. Not applicable.

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

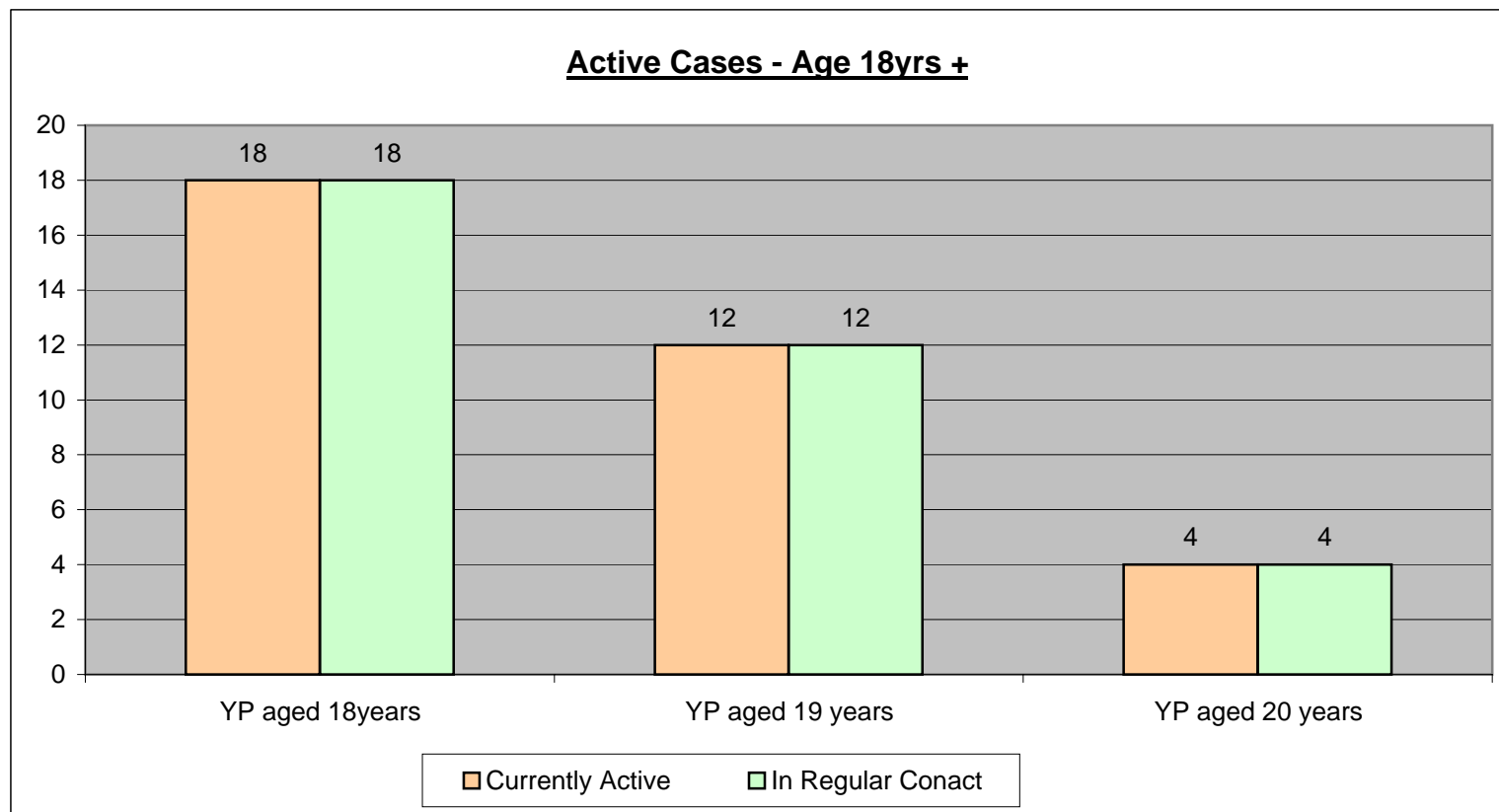


Percentage of children adopted during the year who were placed for adoption within 12 months (Statistical Neighbours) 2011

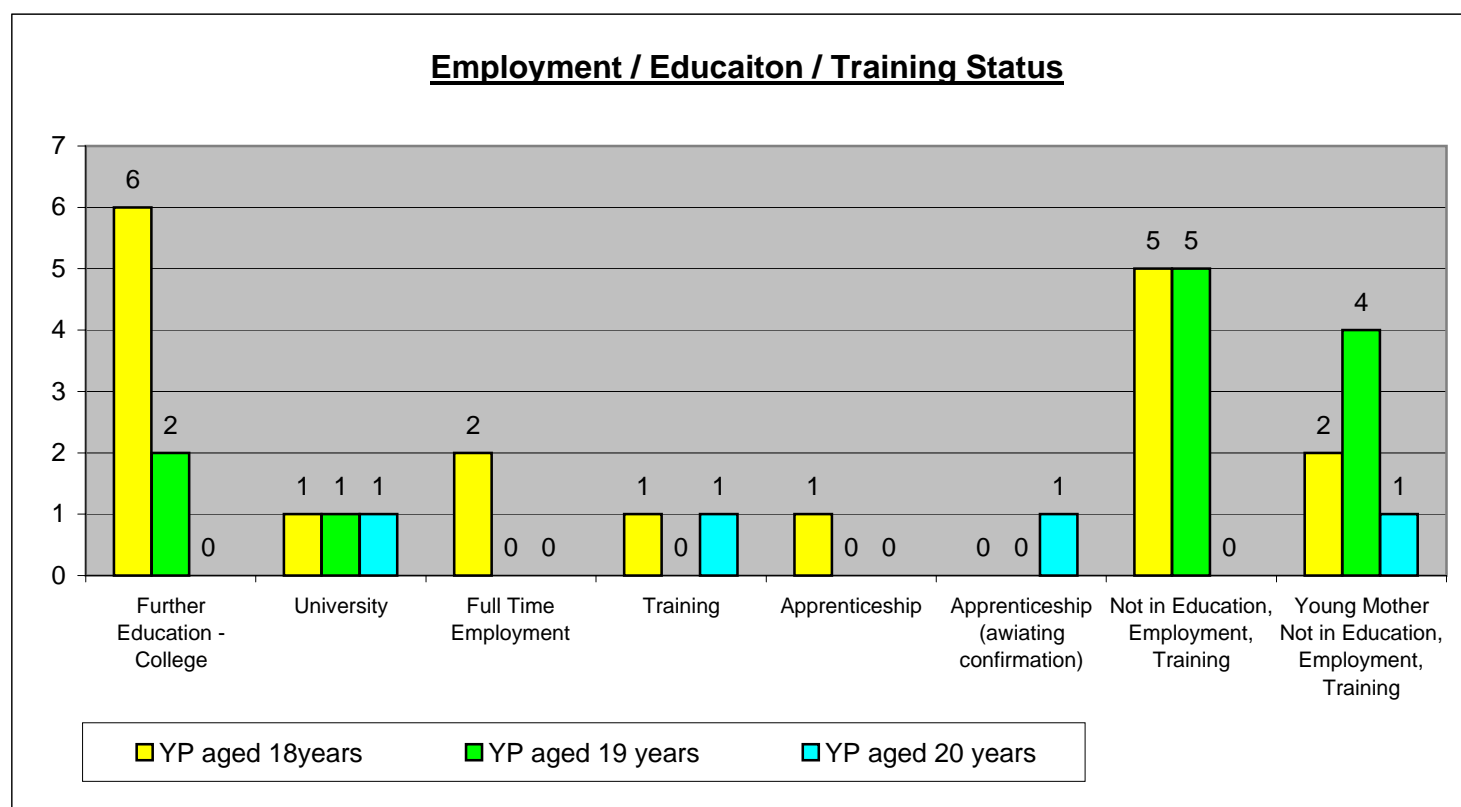


- try very hard to find carers who are the best people to look after you
- give you information about the carers' home
- make sure you know who is responsible for you and how to get in touch with them
- consider your views and wishes, needs, age, culture and any disabilities you may have
- try to make 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
<p>1. How good is the health and wellbeing of children in care? Could this be improved, if yes, how?</p>	<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>
<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>	<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?



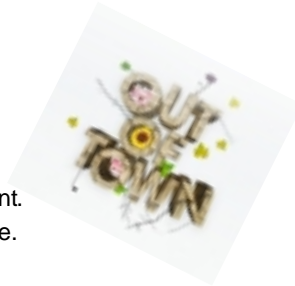
- | | |
|--|---|
| <ul style="list-style-type: none"> • Get told off for negative behaviour. • Lack of communication (residential care) • Family contact – should be in a family setting instead of a resource centre. • Not having someone to talk to. • Friends parents having to be police checked when I 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?

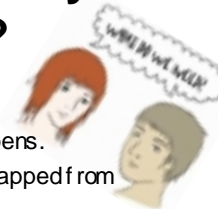


- Lack of choices.
- People that I didn't know.
- Have to go out with random people
- I want to go home.
- Being stereotyped
- Looks bad on families
- Don't like being part of social services.
- Worried that when you reach 18, where you're going to live.
- Should involve families more.
- Too many other 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

CABINET REPORT

19th March 2012



Report of: Director of Child and Adult Services

**Subject: SCRUTINY INVESTIGATION INTO THE
'PROVISION OF SUPPORT AND SERVICES TO
LOOKED AFTER CHILDREN / YOUNG PEOPLE' –
ACTION PLAN**

1. PURPOSE OF REPORT

- 1.1 To inform Members that a report and action plan in response to the findings and subsequent recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People' will be circulated in advance of, and for consideration during, this meeting.

2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into the provision of support and services to looked after children / young people and provides a proposed Action Plan in response to the Scrutiny Forum's recommendations.

3. RELEVANCE TO CABINET

- 3.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children's Services Scrutiny Forum, a proposed Action Plan for the implementation of these recommendations has been prepared in consultation with the appropriate Portfolio Holder(s).

4. TYPE OF DECISION

- 4.1 Non-Key.

5. DECISION MAKING ROUTE

- 5.1 The Action Plan and the progress of its implementation will be reported to the Children's Services Scrutiny Forum in the new Municipal Year (subject to availability of the appropriate Portfolio Holder(s)).

6. DECISION REQUIRED

- 6.1 That Members of the Cabinet approve the Action Plan in response to the recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People'.

CABINET REPORT

19 March 2012



Report of: Director of Child and Adult Services

Subject: SCRUTINY INVESTIGATION INTO THE 'PROVISION OF SUPPORT AND SERVICES TO LOOKED AFTER CHILDREN / YOUNG PEOPLE' – ACTION PLAN

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People'.

2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into the 'Provision of Support and Services to Looked After Children / Young people' Scrutiny Investigation and provides a proposed Action Plan (**Appendix A**) in response to the Scrutiny Forum's recommendations.

3. RELEVANCE TO CABINET

- 3.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children's Services Scrutiny Forum, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

4. TYPE OF DECISION

- 4.1 Non-Key.

5. DECISION MAKING ROUTE

- 5.1 The Action Plan and the progress of its implementation will be reported to the Children's Scrutiny Forum in the new Municipal Year (subject to availability of the appropriate Portfolio Holder(s)).

6. DECISION REQUIRED

- 6.1 That Members of the Cabinet approve the Action Plan (**Appendix A refers**) in response to the recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People'.

Report of: Director of Child and Adult Services

Subject: SCRUTINY INVESTIGATION INTO THE 'PROVISION OF SUPPORT AND SERVICES TO LOOKED AFTER CHILDREN / YOUNG PEOPLE' – ACTION PLAN

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People'.

2. BACKGROUND INFORMATION

- 2.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People', attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).
- 2.2 The overall aim of the investigation was to explore the range and provision of services and support for children and young people looked after by Hartlepool Borough Council.

3. ACTION PLAN

- 3.1 As a result of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to looked After Children / Young People', the following recommendations have been made:-

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.
- 3.2 An Action-Plan in response to these recommendations has now been produced in consultation with the appropriate Portfolio Holder(s) and is attached at **Appendix A** which is to be submitted to the Children's Services Scrutiny Forum in the new Municipal Year (subject to the availability of appropriate Portfolio Holder(s)).

4. RECOMMENDATION

- 4.1 Cabinet is requested to approve the Action Plan attached as **Appendix A** in response to the recommendations of the Children's Services Scrutiny Forum's investigation into the 'Provision of Support and Services to Looked After Children / Young People'.

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(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;	Report outlining proposal with option appraisal to be presented to Cabinet on 19/0312. Cabinet to decide w hich option/s to pursue and officers to develop business case for further decision and implementation Department to work collaboratively with Regeneration and Neighbourhoods Department to explore all building options	To be worked up in Business Case development	Jane Young/Ian Merritt	Provision to be in place by March 2013
(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 induding supported accommodation, floating support, single person accommodation and accommodation whilst home	Report outlining proposal to develop Blakelock Gardens for the provision of supported accommodation for care leavers and homeless 16/17 year olds to be presented to Cabinet on 19/03/12. Continue to spot purchase supported lodgings provision delivered in the tow n.	Within existing budgets	Jane Young/Ian Merritt/Nigel Johnson	Increased provision to become available from September 2012

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	from University;	Work collaboratively with Housing Hartlepool, Housing Services Team and other housing providers to increase provision for young people including delivery of floating support, Foyer Service and single person supported accommodation. Implement Staying Put post 18 foster placements.			
(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	Develop provision of supported accommodation for young people which includes preparation for adulthood work. Provide training for foster carers to support young people's transition to adulthood Ensure individual transition to adulthood plans are integrated into Pathway Plans. Implement Staying Put post 18	Within existing budget	Jane Young and Business Unit	To be in place by September 2012

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

	RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	young person feels ready to live independently;	foster placements.			
(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;	Provide briefing sessions for all managers around the opportunities to foster Ensure fostering information is provided to all employees who are at risk of redundancy Career foster care will be explored and report presented to portfolio holder meeting	Within existing budgets	Jane Young and Business Unit	By July 2012 In place
(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;	Implementation of Fostering recruitment Strategy. Council ensures all opportunities for positive publicity in relation to fostering and adoption are maximised. Ensure all children and young	Within existing budgets	Jane Young Wendy Rudd	In place and review September 2012

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
		<p>people looked after have a thorough assessment of their placement support needs and plan in place to meet these needs.</p> <p>Implementation of a Placement Support service.</p>		
(f)	That the Council keeps sibling groups together, where ever possible, and additional support is offered to foster carers to accommodate sibling groups;	Continue with the implementation of fostering payments scheme which includes the Specialist Placement Scheme for carers taking three siblings or more with bespoke support packages for both the children and carers	Within existing budget	Jane Young
(g)	<p>That the Council improves links and communication with foster carers by:-</p> <p>(i) providing additional support where required;</p> <p>(ii) keeping foster carers</p>	<p>Monthly foster care support groups to be held</p> <p>Continue support for Hartlepool Foster Care Association and work in collaboration with Committee to provide regular information to all foster carers</p>	Within existing budget	Jane Young
				Review September 2012
				To be in place by June 2012

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
<p>up to date with developments;</p> <p>(iii) publicising the 24 hour support service; and</p> <p>(iv) using improved communication methods</p>	<p>Implementation of plan to provide foster carers with access to the HBC Practice Manual</p> <p>Quarterly newsletter produced for foster carers</p> <p>Develop and implement a foster care 'buddy' scheme to enable carers to provide support to peers</p>			
(h)	<p>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;</p>	<p>Review preparation and assessment of foster carers to ensure that these issues are robustly explored at the earliest stage</p> <p>Information to be presented to Panel to inform approval decision making process</p> <p>Carers taking children on holiday to be monitored through foster carers supervision and review process</p>	Within existing budget	Jane Young June 2012

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE	
(i)	<p>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;</p>	<p>Placement agreement meetings to be held prior to the placement of any child unless in emergency situation and in these circumstances within 72 hours.</p> <p>Children and young people should be supported to attend placement planning meetings and the meeting chaired in a manner that facilitates a child's participation.</p>	Within existing budget	Jane Young	Review September 2012
(j)	<p>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;</p>	<p>Briefing to be delivered to shadow Health and Wellbeing Board, Local Safeguarding Children Board and Council managers on corporate parent responsibility and all service areas to be asked to detail in their service plans how they fulfil these responsibilities</p> <p>Service plans to be monitored through Corporate Parent Forum</p>			

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(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;	Briefing to be delivered to shadow Health and Wellbeing Board, Local Safeguarding Children Board and Council managers on corporate parent responsibility and all service areas to be asked consider what they can contribute Gather information from South Tyneside regarding their scheme and adapt to meet local requirements Report on proposed scheme for HBC to be presented to portfolio holder and corporate parent forum for ratification	Within existing budget	Jane Young	In place by July 2012
(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	Implementation of the Early Intervention Strategy Implementation of Cusp of Care intensive support service Development and implementation	Within existing budget	Sally Robinson	From June 2012

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Provision of Support and Services to Looked After Children / Young People

DECISION MAKING DATE OF FINAL REPORT: 19 March 2012

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	young people becoming looked after; and	of Troubled Families Strategy			
(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.	Produce a policy and practice guidance in partnership with young people in relation to best practice in review meetings Personal Education Plan to identify named individual in school who will fulfil role of mentor for each child/young person looked after Children and young people to deliver their views presentation to designated teachers forum	Within existing budget	Jane Young/Maureen Mc Enaney	In place by July 2012