

CABINET AGENDA



3rd December 2012

at 9.30 am

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

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hill, Lauderdale and 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 19th November 2012 (previously circulated)

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

- 5.1 Choice Based Lettings Policy Review 2012 – *Director of Regeneration and Neighbourhoods*
- 5.2 Review of Waste Management Services – *Director of Regeneration and Neighbourhoods*
- 5.3 Hartlepool Playing Pitch Strategy – *Director of Child and Adult Services*



6. OTHER ITEMS REQUIRING DECISION

- 6.1 Youth Justice Peer Review – *Assistant Director of Children's Services*
- 6.2 Civic Lottery Fund 2012/2013 Grant Applications Second Round – *Director of Child and Adult Services*
- 6.3 Quarter 2 - Council Overview of Performance and Risk 2012/13 – *Corporate Management Team*
- 6.4 The 2012 Local Account – *Assistant Director, Child and Adult Services*

7. ITEMS FOR DISCUSSION/INFORMATION

- 7.1 Alcohol Update – *Director of Public Health*



CABINET REPORT

3rd December 2012



Report of: Director of Regeneration and Neighbourhoods

Subject: CHOICE BASED LETTINGS POLICY REVIEW 2012

1. TYPE OF DECISION/APPLICABLE CATEGORY

- 1.1 Key Decision (test (ii)). Forward Plan Reference No. RN 22/12.

2. PURPOSE OF REPORT

- 2.1 Cabinet is asked to approve amendments to the Tees Valley Choice Based Letting (CBL) policy.

3. BACKGROUND

- 3.1 In November 2011, the Government published its Housing Strategy for England. This contains policies and initiatives already in place because of the Localism Act 2011. One of the principles set out in the Strategy is the reform to make better use of social housing.
- 3.2 A range of measures contained in the Localism Act 2011 make changes to the way people access social housing. This includes flexible/shorter tenancies; changes to homelessness and the ending of 'open' waiting lists.
- 3.3 In early 2012 the Government consulted on Allocation of Accommodation: guidance for Local Housing Authorities in England. The final guidance was issued to Local Authorities in June 2012. It makes clear that they "expect social homes to go to people who genuinely need them, such as hard working families and those who are looking to adopt or foster a child in need of a stable family". The guidance also seeks to assist Councils to ensure that armed forces personnel and their families get additional preference for social housing. It also encourages Councils to adopt a modern measure of overcrowding and encourages priority to be given to tenants who want to downsize.
- 3.4 In response to the new freedoms in the Localism Act 2011 which allow Councils to better manage their waiting lists, promote mobility for existing social tenants and tailor allocation priorities to meet local needs and

circumstances and in response to the allocation guidance issued in June, a review of the Tees Valley Common Allocation Policy has been undertaken.

3.5 The review of the Tees Valley Common Allocation Policy was centred on the main elements of the guidance:

- Eligibility to join the housing register;
- Additional preference for Armed Forces Personnel;
- Adoption of a modern measure of overcrowding and prioritising tenants who are under-occupying; and
- Flexibility to award preference to those in paid employment / voluntary workers / prospective adoption or foster parents.

3.6 In addition the review has also considered other amendments to the policy that may be required as a result of the impact of the Welfare Reform Act 2012.

3.7 The five Tees Valley Local Authorities and the registered provider partners who form the Compass CBL Partnership have consulted on key elements of the Common Allocation Policy with elected Members, existing tenants, applicants; staff, stakeholders and other partners across the sub region.

4. POLICY CONSULTATION

4.1 Following provisions in the Localism Act 2011, revised Code of Guidance on allocation of accommodation and the Welfare Reform Act 2012, the Compass CBL Partnership identified areas within the Common Allocation Policy that need amending to ensure that it is fit for purpose.

4.2 Consultation took place between 23rd July and 24th September 2012 via the CBL website, partner organisations websites, and presentations to a variety of groups and organisations, questionnaires and surveys.

4.3 There were a total of 1132 respondents to the consultation across Tees Valley. In Hartlepool, 21 responses were received; this number also includes single responses on behalf of a whole team. The results from the consultation are summarised and attached at **appendix 1**.

5. POLICY REVIEW AND PROPOSED AMENDMENTS

5.1 **Additional preference for Armed Forces Personnel:** The law states that priority or 'reasonable preference' should be given to certain categories of people who have more urgent housing needs than others. The Government has advised that Housing Authorities should give additional preference to: Members of the Armed and Reserve Forces who have urgent housing needs:

- Former members of the Armed Forces

- Serving members of the Armed Forces who need to move because of a serious injury, medical condition or disability sustained as a result of their service
- Bereaved spouses and civil partners of members of the Armed Forces leaving Services Family Accommodation following the death of their spouse or partner
- Serving or former members of the Reserve Forces who need to move due to an injury, medical condition or disability sustained during their service

These proposals will be adopted within the revised Common Allocation Policy

5.2 **Eligibility to join the housing register:** The current policy uses the 'unacceptable behaviour test' to assess whether an applicant is eligible to join the Compass housing register. Under the new code of guidance this power to decide that an applicant is to be treated as ineligible by reason of unacceptable behaviour serious enough to make him unsuitable to be a tenant is redundant and has therefore been repealed. Amendments to Part 6 of the Housing Act 1996 were introduced by the Localism Act 2011 in relation to 'qualifying persons' and Housing Authorities have been given the power to determine what classes of persons are or are not qualified to be allocated housing (s. 160ZA (6) and (7)). These requirements are in addition to the provisions on eligibility in respect of persons from abroad which continue to be set centrally.

5.2.1 Question 1 within the policy review consultation asked, *"What type of behaviour should disqualify an applicant?"*

5.2.2 Respondents to the consultation proposed that the following types of behaviours should disqualify an applicant from joining the housing register:

- Anti social behaviour and intimidation (335 respondents)
- Drug addiction / drug dealing (154 respondents)
- High level of housing related debt (125 respondents)
- Noise nuisance (93 respondents)

5.2.3 **The Compass (Tees Valley CBL) partnership has proposed that taking this consultation into account that the following definition should be adopted within the revised policy: *An applicant (or a member of their household) who has been found to have engaged in unacceptable behaviour serious enough for a Registered Housing Provider to pursue court action had they been a tenant, will be classed as non-qualifying when applying to the 'Compass' Housing Register. Unacceptable behaviour will include relevant criminal, anti-social behaviour or significant housing debt where no reasonable attempt to repay this debt has been made.***

NB. Non-qualifying persons will be made ineligible for an initial period of 12 months or until the reason for the ineligibility is no longer relevant or has been resolved (this is the same as in the current policy).

5.2.4 The other amendments to Part 6 introduced by the Localism Act 2011 allow Authorities to manage unrealistic expectations by excluding people who have little or no prospect of being allocated accommodation. **The Compass (Tees Valley CBL) partnership has agreed to retain the current 'open' waiting list.**

5.3 **Adoption of a modern measure of overcrowding and prioritising tenants who are under-occupying:** The current policy gives priority to Compass partner tenants if they are under-occupying *houses*. They are awarded Band 1 priority if they are under-occupying by 2 bedrooms and Band 2 priority if they are under-occupying by 1 bedroom.

5.3.1 From April 2013 a measure within the Welfare Reform Act will result in people of working age with an extra bedroom in social housing having a reduction in their housing benefit and who will need to pay for this extra room. This will result in a 14% reduction in housing benefit for those under-occupying by 1 bedroom and 25% reduction if they are under-occupying by 2 or more bedrooms. This applies to *all* property types, not just houses.

5.3.2 Question 2 within the policy review consultation asked, *“Do you think that social housing tenants (If their landlord is one of the Compass partners) that are deemed to be under-occupying **and** will be subject to the under-occupation charge, be given **additional** priority on the scheme for **all** property types?*

5.3.3 The majority of responses to the consultation replied yes to this question.

5.3.4 **The Compass (Tees Valley CBL) partnership has therefore proposed that this amendment is adopted within the revised Common Allocation Policy.**

5.3.5 Question 3 within the policy review consultation asked, *“Should we widen this priority to include tenants of other registered providers within the Tees Valley who are not full members of the Compass Scheme?*

5.3.6 The majority of responses to the consultation replied no to this question.

5.3.7 **The Compass (Tees Valley CBL) partnership has therefore proposed that there should be no further amendment to the under-occupation priorities within the revised Common Allocation Policy.**

5.3.8 Note - a potential implication to this in Hartlepool will be that tenants of non partner landlords who are under-occupying their current social tenancy and who will be subject to the under-occupation charge from April 2013 will not be awarded additional priority to move under the scheme. It is currently not financially viable for all registered providers in the Tees Valley to become full partners if they have low stock numbers. This means that it will be more difficult for the smaller registered providers to transfer their tenants into their own properties if they are currently under-occupying, potentially leading to

increased rent arrears and creating even more barriers to these tenants being able to move into a property that meets their need requirements and potentially they may become homeless. A list of registered providers operating in Hartlepool detailing their stock numbers is attached at **appendix 2**.

5.3.9 Question 4 within the policy review consultation asked, “*Should we adopt the same criteria as outlined in welfare reform to ensure consistency when calculating the number of bedrooms required?*”

5.3.10 The current policy uses different criteria to that the Department of Work and Pensions will use to calculate under-occupation. Under welfare reform one bedroom is required for:

- An adult couple
- Any other adult (aged 16 or over)
- Any two children of the same sex, aged to 15 years old
- Any two children under 10 years old, regardless of sex
- Or any other child

5.3.11 The majority of responses to the consultation replied yes to this question.

5.3.12 **The Compass (Tees Valley CBL) partnership has therefore proposed that this amendment is adopted within the revised Common Allocation Policy.**

5.4 **Financial hardship / affordability:** In response to the Welfare Reform Act 2012 and changes to people’s benefits there is a risk that people who live in the rented sector will find it increasingly difficult to pay the rent on their current accommodation. Reforms include the under-occupation charge for people living in social housing, the reduction in housing benefit for people aged up to 35 in the private rented sector and the benefits cap for larger families.

5.4.1 Question 5 within the policy review consultation asked, “*Should we award priority to people with affordability issues?*”

5.4.2 The majority of responses to the consultation replied yes to this question.

5.4.3 **The Compass (Tees Valley CBL) partnership has therefore proposed that criteria are developed within the priority bands to award priority to applicants suffering financial hardship and affordability issues as a direct result of the Welfare Reforms and this is adopted within the revised Common Allocation Policy.**

5.5 **Flexibility to award preference to those in paid employment / voluntary workers:** The new code of guidance on allocation has urged Local Authorities to consider how they can use their allocation policies to support those households who want to work as well as those who are

contributing to their community in other ways, for example through voluntary work.

- 5.5.1 Question 6 within the policy review consultation asked, *“Should we give some preference to households in low-paid work?”*
- 5.5.2 The majority of responses to the consultation replied yes to this question.
- 5.5.3 **The Compass (Tees Valley CBL) partnership has therefore proposed that preference will be awarded to households in low paid work, above other households not in work with similar housing needs.**
- 5.5.4 Note – in adopting this new flexibility the Council and its Tees Valley partners will need to consider carefully the equalities implication of this decision. Awarding preference to people in low paid work above other households not in work may result in households being overlooked for offers of accommodation that may have worked for many years but have been victims of the recession, or those who cannot work due to disability.
- 5.5.5 Question 7 within the policy review consultation asked, *“Should we give some preference to households in voluntary work to acknowledge their contribution to the community?”*
- 5.5.6 The majority of responses to the consultation replied yes to this question. However, in Hartlepool the majority of respondents replied no (86%).
- 5.5.7 **However, the Compass (Tees Valley CBL) partnership has proposed that there should not be any amendment within the revised Common Allocation Policy to give preference to people in voluntary work. This is due to the number of comments received that it would be difficult to quantify the value of voluntary work and apply this consistently and fairly within the policy operation.**
- 5.6 **Flexibility to award preference to prospective adoption or foster parents:** The code of guidance has advised Authorities to consider housing applications from prospective foster carers or adopters who would require an extra bedroom to accommodate a foster or adoptive child and to weigh up the risk that the application may be unsuccessful (leading to the property being under-occupied), against the wider benefits which would be realised if the placement was successful. The current policy awards Band 1 priority to adoptive and prospective adoptive parents. In addition when considering housing need the current policy calculates the number of current household members to determine the size of property that can be bid on.
- 5.6.1 Question 8 within the policy review consultation asked, *“Do you think that prospective adopters, foster carers and special guardians should be allocated accommodation to reflect their future needs?”*
- 5.6.2 The majority of responses to the consultation replied yes to this question.

- 5.6.3 **The Compass (Tees Valley CBL) partnership has therefore proposed that this amendment is adopted within the revised Common Allocation Policy.**
- 5.7 In addition to the amendments that have been considered in response to the changes in legislation the Compass partnership also took the opportunity to consult on proposals to change some elements of the current policy with regard to offers of accommodation and property eligibility.
- 5.8 **Number of reasonable offers of accommodation:** Section 4.8 of the Common Allocation Policy currently states: If 3 reasonable offers of accommodation are unreasonably refused; applicants with a priority banding will have the priority removed. Due to demands on social housing and the number of unreasonable refusals that some partners receive, the partnership consulted on the introduction of a 'one reasonable offer policy' to applicants in the reasonable preference bands (Bands 1+, Band 1, Band 2 or Band 3). This would mean that, if an offer of accommodation is deemed to be suitable and reasonable, but is refused by an applicant in Band 1+, Band 1 Band 2 or Band 3, we would reduce their priority on the scheme by placing them in the band below their current priority.
- 5.8.1 Question 9 within the policy review consultation asked, *"Do you feel that a 'one offer' policy would be appropriate?"*
- 5.8.2 The majority of responses to the consultation replied no to this question. In Hartlepool 67% of respondents replied no.
- 5.8.3 **However, the Compass (Tees Valley CBL) partnership still believes that this amendment should be adopted within the revised Common Allocation Policy due to the high number of refusals on properties where applicants have actively placed a bid.**
- 5.8.4 Note – in Hartlepool the number of refusals is not as high as within the other Tees Valley Local Authorities and the number of properties let on first offer during 2011/12 was 68%. The Choice Based Lettings scheme is designed to offer choice resulting in a higher level of tenancy sustainability. The adoption of a one offer policy could lead to more turnover, increased void costs and less sustainable estates if applicants are forced to take their first offer. This could also lead to increased workload for the Housing Advice Team in dealing with appeals from applicants.
- 5.8.5 The Compass partnership also consulted on making an amendment to the policy where applicants have worsened their own circumstances. Question 10 within the policy review consultation asked, *"Should applicants that have worsened their own circumstances be placed in a lower band for 6 months?"*
- 5.8.6 The majority of responses to the consultation replied yes to this question.

- 5.8.7 **The Compass (Tees Valley CBL) partnership has therefore proposed that this amendment is adopted within the revised Common Allocation Policy.**
- 5.8.8 Note – depending on the mechanism adopted it will be the responsibility of the applicant to reapply for their priority to be reinstated. Vulnerable applicants will need to be closely monitored to ensure that they do not remain in Band 4 indefinitely.
- 5.9 **Property eligibility and shortage of family houses:** In response to current housing demand issues in the Tees Valley and the potential impact of Welfare Reform changes, the Compass partnership has proposed to remove the current restrictions on those eligible to bid for flats, i.e. a family with children will no longer be restricted to bidding on houses and will, in the future, be eligible to apply for a flat to meet their housing need.
- 5.9.1 Question 11 within the policy review consultation asked, “*Should we consider allowing families to bid on any type of property which meets with the number of bedrooms that they need?*”
- 5.9.2 The majority of responses to the consultation replied yes to this question.
- 5.9.3 **The Compass (Tees Valley CBL) partnership has therefore proposed that this amendment is adopted within the revised Common Allocation Policy.**
- 5.10 Cabinet is asked to note that the proposed amendments to the Common Allocation Policy were approved by Housing Hartlepool’s Board on 13th November.

6. FINANCIAL CONSIDERATIONS

- 6.1 Amendments to the policy will result in a number of changes that will need to be made to the existing ICT system. It is not expected that these costs will be excessive, all partners involved in the scheme will make an equal contribution and these costs are usual in the ongoing maintenance of the allocations system.

7. LEGAL CONSIDERATIONS

- 7.1 There is a legislative requirement (Part 6 of the Housing Act 1996) for the Council to publish an allocation policy. The most significant risk on any allocation policy is by legal challenge or judicial review. Policy amendments as a result of the new guidance will reduce this risk.

8. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS

- 8.1 The amendments to the Common Allocation Policy have been developed with the reduction of crime and anti social behaviour in mind. This is particularly evident within the proposed definition for qualifying persons who are eligible to join the housing register.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 An Impact Assessment has been undertaken on the proposed policy amendments to identify any unmet needs / requirements in line with the three aims of the Equality Duty. This is attached at **Appendix 3**.

10. RECOMMENDATIONS

- 10.1 Cabinet is recommended to:-
- a) Approve the proposed amendments to the Common Allocation Policy.
 - b) Note the comments made concerning consultation questions 3, 6, 9 and 10.
 - c) Note the Impact Assessment that has been carried out on the policy amendments (**Appendix 3**)

11. REASONS FOR RECOMMENDATIONS

- 11.1 Adoption of the revised policy is recommended in order:
- to enable the Council to meet its commitments in respect of the existing scheme;
 - to ensure that the policy is aligned with statute and guidance that has emerged since the original policy was developed;
 - to ensure that the policy operation assists the Council in mitigating the impact of welfare reform;
 - to ensure that the policy is reflective of stakeholder feedback provided during the consultation process; and,
 - formal approval is necessary to enable the ICT system to be updated with the policy amendments
- 11.2 Adoption of the revised policy is also recommended in order to ensure consistency of policy across the sub region, ensuring clarity and transparency for applicants. A partnership agreement has been agreed by all members of the Compass (Tees Valley CBL) partnership which details that, “a common agreement in practice would be sought to ensure that the scheme continues to run successfully and any decision implemented following an agreement by the majority (10 out of 12 partners agree)”.

12. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE

12.1 **Appendix 1:** Choice Based Lettings Consultation Summary

12.2 **Appendix 2:** Registered Providers operating in Hartlepool

12.3 **Appendix 3:** Impact Assessment

13. BACKGROUND PAPERS

13.1 HM Government Laying the Foundations: A Housing Strategy for England, November 2011

DCLG Allocation of accommodation: guidance for local housing authorities in England, June 2012

Localism Act 2011

Compass CBL Common Allocation Policy

Hartlepool Housing Strategy 2011 – 2015

14. CONTACT OFFICER

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Appendix 1

Choice Based Lettings Consultation Summary

Following provisions in the Localism Act 2011, revised Code of Guidance on allocation of accommodation and the Welfare Reform Act 2012, the Compass CBL Partnership identified areas within the Common Allocation Policy that need amending to ensure that it is fit for purpose.

Consultation took place between 23rd July and 24th September 2012 via the CBL website, partner organisations websites, and presentations to a variety of groups and organisations, questionnaires and surveys.

1132 individuals responded to the consultation across Tees Valley. In Hartlepool, 21 responses were received. The results from the consultation are summarised below:

Question 1 within the policy review consultation asked, “*What type of behaviour should disqualify an applicant?*”

Respondents to the consultation proposed that the following types of behaviours should disqualify an applicant from joining the housing register:

Behaviour	Number of respondents
Anti social behaviour and intimidation	335
Drug addiction / drug dealing	154
High level of housing related debt	125
Noise nuisance	93
Housekeeping standards / damage	92
Convictions (non specific)	72
Violence / assault	56
Alcohol addiction / abuse	31
Previously evicted	30
Verbally abusive	28
Schedule 1 offenders	27
Guilty of burglary	23
Discrimination (racist, sexist, homophobic abuse)	22
Inconsiderate behaviour	20
Breach of pet policy	17
Unruly children	15
Tenancy fraud / subletting	12
Domestic violence	11
Poor references	4
Prisoners	2
Equity	2
Mental / physical abuse	1
Multiple refusals of offers	1
Illegal money lenders	1

Question 2 within the policy review consultation asked, “Do you think that social housing tenants (If their landlord is one of the Compass partners) that are deemed to be under-occupying **and** will be subject to the under-occupation charge, be given **additional** priority on the scheme for **all** property types?

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
67%	33%	53%	43%	

Question 3 within the policy review consultation asked, “Should we widen this priority to include tenants of other registered providers within the Tees Valley who are not full members of the Compass Scheme?

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
38%	62%	43%	54%	3%

Question 4 within the policy review consultation asked, “Should we adopt the same criteria as outlined in welfare reform to ensure consistency when calculating the number of bedrooms required?”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
86%	14%	70%	26%	4%

Question 5 within the policy review consultation asked, “Should we award priority to people with affordability issues?”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
52%	43%	65%	32%	3%
	(5% no response)			

Question 6 within the policy review consultation asked, “Should we give some preference to households in low-paid work?”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
62%	33% (1% no response)	74%	21%	5%

Question 7 within the policy review consultation asked, “Should we give some preference to households in voluntary work to acknowledge their contribution to the community?”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
14%	86%	52%	45%	3%

Question 8 within the policy review consultation asked, “Do you think that prospective adopters, foster carers and special guardians should be allocated accommodation to reflect their future needs?”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
52%	48%	64%	35%	

Question 9 within the policy review consultation asked, “Do you feel that a ‘one offer’ policy would be appropriate?”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
33%	67%	34%	64%	2%

Question 10 within the policy review consultation asked, “*Should applicants that have worsened their own circumstances be placed in a lower band for 6 months?*”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
90%	5% (5% no response)	77%	21%	2%

Question 11 within the policy review consultation asked, “*Should we consider allowing families to bid on any type of property which meets with the number of bedrooms that they need?*”

Hartlepool Results		Sub Regional Results		
% Yes	% No	% Yes	% No	% no response or don't know
67%	33%	81%	18%	1%

Appendix 2

Registered Providers operating in Hartlepool

Registered Provider	Compass CBL membership	Stock no. in Hartlepool	Stock no. in Tees Valley
Housing Hartlepool	Full member	6961	6961
Accent North East	Full member	103	1697
Anchor Trust*		333	995
Endeavour HA	Full member	271	1674
Guinness Trust		364	762
Home Group	Full member	884	2710
Housing 21*		45	181
Joseph Rowntree*		97	97
Places for People		3	1013
Railway Housing*		12	484
Tees Valley Housing	Full member	329	3281
Three Rivers Housing		344	495

* Note - these providers primarily allocate their properties to older people who will not be affected by the welfare reform changes.

Department	Division	Section	Owner/Officer
Regeneration and Neighbourhoods	Regeneration and Planning	Housing Services	Nigel Johnson, Housing Services Manager
Function/ Service	Tees Valley Choice Based Lettings Allocations Policy – review of existing policy required by Welfare Reform Act 2012, Localism Act 2011, CLG Allocations Code of Guidance published 2012		
Information Available	Consultation undertaken across Tees Valley between 23 rd July and 24 th September 2012 via the CBL website, partner organisation websites, presentations, questionnaires and surveys.		
Relevance <i>Identify which strands are relevant to the area you are reviewing or changing</i>	Age		x
	Disability		x
	Gender Re-assignment		
	Race		x
	Religion		
	Gender		
	Sexual Orientation		
	Marriage & Civil Partnership		
	Pregnancy & Maternity		
Information Gaps	The impact of the policy review will be monitored by the Sub Regional CBL Steering Group and performance reported quarterly. This will highlight if any further information is required.		
What is the Impact	<p>The CBL Policy will impact on all applicants on the housing waiting list across the sub region.</p> <p>Age – The current waiting list in the Tees Valley is made up mainly from applicants aged 25-59. Approximately 20% of the waiting list is applicants over the age of 60. Working age applicants will be most affected by changes to welfare reform – such as single room rent, under-occupation charge and benefit cap. Measures proposed by the policy review aim to assist these applicants to access social housing that will meet their needs. No Impact- No Major Change</p> <p>Disability – In Tees Valley approximately 1/5th of households contain someone with an illness/disability. No changes have been made to the policy in relation to applicants with a disability. However the introduction of a one offer policy may affect households who need to move due to a medical priority. The introduction of additional preference for people in low paid employment may also affected disabled applicants who are unable to work. Adjust/Change Policy</p> <p>Race – The reviewed policy will apply to everyone who applied to</p>		

	<p><i>social housing in Hartlepool.</i> <i>In Hartlepool 98.1% of the population is White British. The percentage of applicants on the Tees Valley waiting list indicating they are White British is 81.8%. No Impact- No Major Change</i></p>		
Addressing the impact	<p><i>The outcome of the impact assessment may be one or more of the following four outcomes; You must clearly set out your justification for the outcome/s.</i></p>		
	<p>1. No Impact- No Major Change - <i>It is clear that there is no potential for discrimination or adverse impact on the above Protected Characteristics. All opportunities to promote Equality have been taken and no further analysis or action is required.</i></p>		
	<p>2. Adjust/Change Policy - <i>You may have to make adjustments to address potential problems or missed opportunities that impact adversely on those with protected characteristics.</i></p>		
	<p>3. Adverse Impact but Continue - <i>Your decision may be to continue without making changes, this may be the right outcome even if your assessment identifies the potential for adverse impact. (E.g. Cabinet decision to withdraw a service).</i></p>		
	<p>4. Stop/Remove Policy/Proposal – <i>Your assessment reveals unlawful discrimination it must be stopped and removed or changed.</i></p>		
Actions			
<p><i>It will be useful to record and monitor any actions resulting from your assessment to ensure that they have had the intended effect and that the outcomes have been achieved.</i></p>			
Action identified	Responsible Officer	By When	How will this be evaluated?
Assess the impact of changes to the policy on all affected groups	Karen Kelly / Sub Regional CBL Steering Group	April 2014	The will be assessed and reviewed across the sub region one year following implementation of the new policy.
Date sent to Equality Rep for publishing		00/00/00	
Date Published		00/00/00	
Date Assessment Carried out		12/11/12	

CABINET REPORT

3rd December 2012



Report of: Director of Regeneration & Neighbourhoods

Subject: REVIEW OF WASTE MANAGEMENT SERVICES

1.0 TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision (test (i)/(ii)) Forward Plan Reference No. RN26/12

2.0 PURPOSE OF REPORT

- 2.1 To confirm changes to the domestic household waste collection service in Hartlepool, which provide savings that contribute to the Council's overall financial strategy for 2013/14.
- 2.2 The proposals in the report identify the savings to be made, the risks associated with these and the considerations which have been taken into account in developing them.

3.0 BACKGROUND

- 3.1 At a meeting in October 2011, Cabinet gave approval for the Waste & Environmental Services section to carry out a review of the domestic household waste collection service in Hartlepool. The review featured four key elements:
- i. Changes to the kerbside dry recycling service;
 - ii. Use of route optimization technology to increase efficiency of collection rounds;
 - iii. Four day working week;
 - iv. Suspension of green waste collections during winter months.
- 3.2 The overall savings target for 2013/14 was set at £400,000.
- 3.3 Hartlepool Borough Council currently delivers a refuse collection service to around 42,000 households, which involves an alternate weekly collection of residual waste and recyclable waste, including garden waste.

- 3.4 Essentially, the service is delivered over the five working days, Monday to Friday inclusive; however, Saturday collections are also carried out on occasions where there is a Bank Holiday.
- 3.5 The present kerbside dry recycling service is undertaken partly in-house and partly by an external service provider. The external service provider collects paper, cans and glass, along with any textile recyclables, using blue boxes and blue bags. The Council's own service is responsible for collecting plastic and card, along with green waste, in a split bodied vehicle.
- 3.6 The system was introduced in 2005 and at the time was considered amongst the best, with residents being given the opportunity to recycle a high percentage of their domestic household waste. Despite this innovative approach, the system is not without its problems in that segregation of the various waste streams is dependant on residents and their willingness to participate in the scheme. Some receptacles used for the scheme, such as poly bags, are perishable and are often carried away by the wind or 'disappear'. A recent inspection by the Health & Safety Executive also criticised the scheme because of the level of manual handling required. Furthermore, a shift in public support for recycling services has meant the scheme is in need of updating. Indeed, a public consultation exercise carried out in the autumn of 2011 shows there is strong support in Hartlepool for a kerbside recycling service that makes participation easier and encourages residents to recycle more.
- 3.7 A copy of the HSE Audit of the Hartlepool Waste Collection Service is available on request, in the member's library, and on-line. The HSE guidelines 'Collecting, transfer, treatment and processing household waste and recyclables' is available as a background paper.
- 3.8 Further details of the public consultations carried out for the kerbside dry recycling service are also available as a background paper; Transport & Neighbourhoods Portfolio, 10th February 2012.
- 3.9 A soft market testing exercise carried out in 2011 confirmed the likelihood of significant financial savings being achieved by consolidating the two currently separate dry recycling elements of the kerbside collection service, and delivering the one service through an external service provider. Accordingly, a contract tender was prepared in the summer of 2012, which took account of the required changes. The tender attracted the interest of twelve external service providers and of these twelve; seven were invited to tender (ITT). Four tenders were returned by the closing date of 5th October 2012.
- 3.10 Following the subsequent evaluation process, the contract was awarded to the successful bidder after it was confirmed the savings target of £400,000 could be achieved by externalizing the service in this way. The savings are illustrated in the table at 7.2 below.

- 3.11 Further details of the contract evaluations for the Kerbside Dry Recycling contract are available as a background paper to this report; Audit Sub-Committee, 5th November 2012.

4.0 PROPOSALS

- 4.1 In order to achieve the target savings of £400,000 for 2013/14, it is proposed that the following changes to the domestic household waste collection service are introduced concurrently on the 1st April 2013:

CHANGES TO THE KERBSIDE DRY RECYCLING SERVICE

- 4.2 The present dual stream service carried out partly by the in-house team and partly by an external contractor, will be consolidated into one. This will be delivered by an external service provider. The contract will run for a period of seven years, commencing 1st April 2013, and will end on March 31st 2020. This coincides with the end of the present residual waste disposal contract with SITA.
- 4.3 As part of the new arrangements, households will be provided with a single 240 litre wheeled bin in which all dry recyclable wastes will be co-mingled and presented, with the exception of glass materials. Glass will be presented separately in the blue box already provided.

USE OF ROUTE OPTIMISATION TECHNOLOGY TO INCREASE EFFICIENCY OF COLLECTION ROUNDS

- 4.4 The Council has used Routesmart software funded by the Regional Improvement & Efficiency Partnership to investigate the use of route optimisation technology and minimise the number of miles travelled on each collection round. By implementing the recommendations of the route optimisation project, it is anticipated that the Council will reduce its carbon footprint and also achieve savings on fuel costs.

FOUR DAY WORKING WEEK

- 4.5 A four day working week, Tuesday to Friday, will bring a range of benefits, including a reduced requirement for Bank Holiday 'catch up' i.e. weekend working. The number of Bank Holiday's where a service is required would effectively be reduced by half, needing only to cover Good Friday, Christmas and New Year. This alone would present a significant reduction in overtime payments and extra payments to the waste disposal site at Haverton Hill (SITA) for opening on a weekend.
- 4.6 Downtime that results from the four day working week can be used for vehicle maintenance; thus reducing the need for hire vehicles at approx £250 a day.

- 4.7 All staff affected by the 'four day working week' proposals have been consulted throughout the process and will continue to be kept informed via informal and formal briefings sessions. Trade Unions have also been consulted, and will continue to be informed, on all aspects of the proposed changes.

SUSPENSION OF GREEN WASTE COLLECTIONS DURING WINTER MONTHS

- 4.8 Whilst given consideration as part of the review, suspending the green waste service was likely to be unpopular with residents, as many households take advantage of the opportunity to carry out winter pruning/garden clearance operations during this period; furthermore, such a proposal would have implications for staff involved in delivering the service. However, it is now apparent that the required savings target of £400,000 for 2013/14 has essentially been achieved through other aspects of the review and in particular the dry recycling collection service. It is therefore not necessary at this time to suspend the green waste service during the winter months.

5.0 COMMUNICATION / CONSULTATION

PUBLIC

- 5.1 To ensure that residents are aware of the future changes, an intense and comprehensive communication campaign will be carried out from December 2012 up until the full implementation on the 1st April 2013. This will include direct drop leafleting, use of social media, presentations at public meetings, and drop-in sessions, website, press releases/media, Hartbeat and vehicle advertising. The use of multiple communication methods/techniques will provide several opportunities for members of the public to learn of the changes to their domestic household waste collection service. In addition, when the new receptacles are delivered to each household, information leaflets will be attached outlining the new collection methods and service.
- 5.2 The public consultation exercise will also assist in identifying those households that are unable to store and/or present a co-mingled 240 litre wheeled bin. In situations like this, alternative arrangements will be offered in the way of smaller receptacles or bags.

STAFF

- 5.3 All staff affected by these proposals have been consulted throughout the process and will continue to be kept informed via informal and formal briefings sessions. Trade Unions have also been consulted, and will continue to be informed, on all aspects of the proposed changes.

MEMBERS

- 5.4 Members will receive direct and indirect communications via the proposed communication strategy that will be carried out across the town prior to the introduction of the changes on April 1st 2013.

6.0 RISK IMPLICATIONS

- 6.1 There are a number of risks implicit in the delivery of any package of savings and it is important to recognise these as part of any decision making. A summary of the risks considered as part of the proposals has been identified below:
- 6.1.1 Diversion of extra waste to recycling, as a result of an improved recycling service will impact upon tonnages required under contractual obligations with SITA. However, if the proposed changes realise an anticipated 20% saving in the amount of residual waste being taken to the EfW plant, this will not breach our contractual obligations with SITA.
- 6.1.2 These radical changes may cause some disruption to the service, which in turn could lead to non compliance by residents, whether deliberate or accidental. However, as each of the three proposals would be introduced simultaneously, disruption would be minimised. Formal consultation and communication with residents would ensure that users of the service are aware of the changes, that their views have been taken into account, and that the new improved service will be capable of encouraging increased recycling rates.
- 6.1.3 Non-participation in the kerbside dry recycling scheme could occur in situations where residents are unable to store and/or present a co-mingled 240 litre wheeled bin. In situations like this, alternative arrangements will be offered in the way of smaller receptacles or bags. Records of properties, which may have storage/presentation issues, already exist within the Waste & Environmental Services section; however, the communication strategy associated with the introduction of the new service will assist in identifying other properties where there is a need for alternative solutions.
- 6.1.4 If the Council adopts a system whereby the income it receives from recyclable materials is based on market 'tracker' rates, then the level of income received will also fluctuate. This will present particular problems with budget forecasting. This risk has been eliminated via an upper limit being set for the contract management fee, which is £380,000 per annum, and a lower limit being set for any reimbursement for recyclable waste collected. This lower limit is fixed at £0 (zero pounds), which effectively

means the Council will never pay over and above the fixed management fee for the disposal of recyclable waste collected from the kerbside during the term of this contract.

7.0 FINANCIAL CONSIDERATIONS

7.1 The Savings Programme 2013/14 is planned to deliver total savings of £3.8m towards the budget deficit for 2013/14. It has been highlighted in previous reports to Cabinet that failure to take savings identified as part of the Savings Programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the Authority to balance next year's budget.

7.2 The following table illustrates the positive financial outcomes resulting from changes to the kerbside dry recycling service:-

Current			Proposed		Savings
	Service Area	Budget	Service Area	Proposed Costs	
Contracted	Kerbside Collection (blue boxes)	£ 410,000.00	All Dry Recyclable Materials	£380,000.00	£30,000.00
In House	Kerbside Collection \ Green Waste (White Bag\ Brown Bin)	£ 724,391.00	Green Waste (brown bin)	£354,391.00	£370,000.00
TOTAL		£1,134,391.00		£734,391.00	£400,000.00

PRUDENTIAL BORROWING FOR THE PURCHASE OF BINS

7.3 As part of the proposals to consolidate the two currently separate dry recycling elements of the kerbside collection service, and deliver this service through one external service provider, it will be necessary for the Council to provide suitable receptacles for each household. This will involve the purchasing of circa 42,000 240 litre wheeled bins in which residents will place all dry recyclable waste material, with the exception of glass. Glass items will be presented separately in the blue box currently provided by the Council. It should be noted that any replacement/additional boxes will be provided entirely at the contractors expense for the duration of this contract.

7.4 The cost of the new wheeled bins can be initially financed from the existing wheeled bin leasing budget, and the procurement of the bins can be progressed using the normal purchase agency arrangements for leases.

However, it may be possible to achieve further savings by undertaking an options appraisal of the financing options, including Prudential Borrowing. The preferred financing option will be considered as part of the 2013/14 MTFS and approval for any borrowing sought from Council in February, if required.

DELIVERY OF WHEELED BINS

- 7.5 The logistics of rolling-out the proposed 240 litre wheeled bin to circa 42,000 households will require precise coordination. The receptacles are stacked for ease of transportation and therefore require assembling on site. The cost of delivering and assembling the receptacles town-wide will be circa £52,000 and this will be funded from the underspend on the 2012/13 Waste Management Revenue Budget.

PUBLIC COMMUNICATION

- 7.6 The costs associated with the public communications described in section 5.1 above will be absorbed within the Waste & Environmental Services staffing levels and budgets.

8.0 LEGAL CONSIDERATIONS

- 8.1 Section 45a of the Environment Protection Act and the Household Waste Recycling Act states that Local Authorities must provide a separate collection of at least two recyclates by December 2010 this is reinforced in the Waste Regulations 2011, sections 8 and 11. The above proposals will continue to meet these requirements.

9.0 STAFF CONSIDERATIONS

- 9.1 All staff affected by these proposals have been consulted throughout the process, and will continue to be kept informed via informal and formal briefings sessions. Trade Unions have also been consulted, and will continue to be informed on all aspects of the proposed changes.
- 9.2 Natural wastage has reduced staffing levels by three, meaning no compulsory redundancies will be necessary as a result of these changes, and it will not be necessary for any member of staff to transfer to the external service provider under TUPE regulations.
- 9.3 As savings have been achieved through the dry recycling contract, suspension of the green waste collection service during the winter months will not be necessary; therefore, the current level of service will be maintained and staff will remain on 52 week contracts instead of the originally proposed 40 weeks.

10. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS

- 10.1 There are no section 17 considerations associated with the proposed changes to the domestic household waste collection service.

11. EQUALITY AND DIVERSITY CONSIDERATIONS

- 11.1 An Impact Assessment has been undertaken in relation to the proposed changes to the domestic household waste collection service. A copy of the Impact Assessment is available on request, in the member's library, and on-line.

12. RECOMMENDATIONS

- 12.1 It is recommended that the following changes, which allow for a more efficient and cost effective waste management service in Hartlepool are introduced concurrently on the 1st April 2013:
- a) The Council consolidates its two currently separate dry recycling elements of the kerbside collection service, and delivers the service via one external service provider. In doing so, it is proposed that the Council provides residents with a 240 litre wheeled bin for co-mingled dry recyclable waste, to accompany the 55 litre blue box already in service; this will be used for glass materials.
 - b) Changes to collection rounds are introduced under the route optimisation programme as detailed in section 4.4 above.
 - c) A four-day working week, Tuesday to Friday inclusive, is introduced as detailed in section 4.5 above.
 - d) Essentially, the required savings target of £400,000 for 2013/14 has been achieved through consolidating the dry recycling elements the kerbside collection service. It is therefore not necessary at this time to suspend the popular green waste collection service during the winter months and accordingly no changes are proposed. However, this element of service could be a consideration in any future financial planning/strategic exercise.

13. REASONS FOR RECOMMENDATIONS

- 13.1 The changes to the waste management service form part of the 2013/14 Savings Programme, as set out in the Medium Term Financial Strategy 2013/14 to 2016/17 report to Cabinet on 11th June 2012.

- 13.2 Essentially, the consolidation of the kerbside dry recycling service will deliver the 2013/14 savings target; however, the proposed changes also reflect the wishes expressed by residents in the public consultation exercise. Furthermore, the proposed changes also provide a solution to concerns shown by the HSE in a recent audit of the Council's refuse collection service.
- 13.3 By implementing the recommendations of the route optimisation project, it is anticipated that the Council will reduce its carbon footprint and also achieve savings on fuel costs.
- 13.4 The four-day working week will bring Hartlepool in line with the rest of the Tees Valley authorities. This compatibility will provide greater scope for future collaborative working with neighbouring authorities.
- 13.5 The green waste, or garden waste, collection service is a favourite with residents and whilst the tonnages collected during the winter months may reduce, many people take advantage of the opportunity to carry out winter pruning/clearance operations. As such, any suspension of the service during the winter months is likely to be unpopular.
- 13.6 Non-suspension of the green waste service during the winter months will ensure staff delivering the service retain a full 52-week employment status.

14. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE

- 14.1 HSE Audit of the Hartlepool Waste Collection Service (**Appendix A**)
- 14.2 Impact Assessment (Changes to the Domestic Household Waste Collection Service) (**Appendix B**)

15. BACKGROUND PAPERS

- 15.1 Cabinet report of October 2011 – Review of Waste Management Services.
- 15.2 WYG Environment report - 'Review of Kerbside Recycling Collection Schemes in 2010/11
- 15.3 HSE guidance - 'Collecting, transfer, treatment and processing household waste and recyclables.
- 15.4 Transport & Neighbourhoods Portfolio, 10th February 2012 – Findings of the Kerbside Dry Recycling Consultation.
- 15.5 Audit Sub Committee report, 5th November 2012 – Kerbside Dry Recycling Contract.

16. CONTACT OFFICER

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17. FURTHER INFORMATION

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HM Principal Inspector
Bruno Porter

15 April 2011

Reference 4241356

Dear Mrs Ogden

HEALTH & SAFETY AT WORK ETC. ACT 1974

Re: Waste management and recycling intervention

I write following my attendance at the meeting held at The Civic Centre with Craig Thellwell, Fiona Srogi and Stuart Langston on 2 February, and my subsequent visits to observe municipal waste collection with Tony Spence on 8 March.

As a result of these visits, I have identified the following matters which require further attention.

1. Reversing Assistants

Reversing causes a disproportionately large number of moving vehicle accidents in the waste/recycling industry. Injuries to collection workers or members of the public by moving collection vehicles are invariably severe or fatal.

Hartlepool Borough Council currently use reversing assistants as one of the ways in which this risk is controlled. HSE's guidance '*Waste and recycling vehicles in street collection (WASTE04)*' identifies the roles of the reversing assistant as to:

- a) Signal the collection vehicle driver to stop when necessary to prevent the vehicle colliding with pedestrians and other road users;
- b) Warn approaching vehicles or pedestrians; and
- c) Assist trained and competent drivers to safely manoeuvre the vehicle.

I noted on several occasions that although the operatives were assisting the driver in the manoeuvre, there was little attention given to the likelihood of vehicles and pedestrians entering the danger zone.

The Council should review its Reversing Assistants training, and monitor how the activity is being carried out in practice.

2. Avoiding school start and finish times

I observed a team carrying out the collection of trade waste at 8.50am around the St. Cuthbert's School area of the town, where there were a number of children walking to school.

You should identify those areas where collections are carried out where there is an increased risk of pedestrian/vehicle interaction, in particular at school start and finishing times. You should then assess whether it would be reasonably practicable to carry out those collections at a more suitable time.

3. Manual Handling of White Sacks

Several operatives raised concerns over the manual handling of the white sacks used to collect plastic and cardboard.

The height required to deposit the contents of these sacks into the collection vehicle is at a level at which the sacks need to be lifted at/above head height.

The Council should assess the musculoskeletal risks associated with this activity and consider reasonably practicable remedial measures.

4. Supervision of contractors

I was made aware that the collection of the recycling boxes was being carried out by external contractors, namely Ward Recycling Limited.

I observed examples of bad practice being carried out by the company's operatives including the collection of containers from far side kerb, lack of high visibility clothing and the driver leaving the vehicle on to the road.

Representations were made by your employees that they rarely see management from Wards Recycling Limited monitoring the work being carried out by their own workforce.

As the client, you should liaise with the contractor to:

- a) Determine if supervisors' roles are clearly defined
- b) Determine if supervisors are aware of their duties and exercise them
- c) Collate evidence that the contractor monitors effectiveness of supervision

5. Auditing of contractors by the client

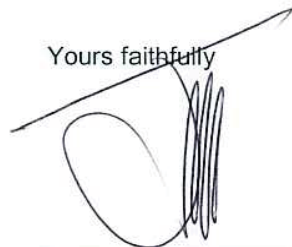
You should review how the Council audit its external contractors and consider the implementation of an on-the-ground monitoring regime, run either independently or in conjunction with your contractor, to ensure that they are delivering the service to your agreed methods, and to review the continuing suitability of those working methods.

Guidance for local authorities on the procurement, management, and monitoring of waste contracts/services can be found on the HSE website at <http://www.hse.gov.uk/waste/services/index.htm>.

I have enclosed a second copy of this letter which should be brought to the attention of your employees.

Please contact me in writing before the 15 May 2011, with how you intend to address the matters raised in this letter.

Yours faithfully

A handwritten signature in black ink, consisting of a large, stylized 'J' followed by several vertical strokes.

Jonathan Colin Wills
HM Inspector of Health and Safety

Department	Division	Section	Owner/Officer
Regeneration & Neighbourhoods	Neighbourhood Services	Waste & Environmental Services	Craig Thelwell, Waste & Environmental Services Manager
Function/Service	Review of the Waste Management Service		
Information Available	<p><i>You should consider what information you hold in order to give proper consideration to the Equality Duty. You will need to draw upon local, regional and national research particularly if internal information is scarce. Include any consultation carried out</i></p> <p>Both the residual waste and recycling services will move from the current 5 day working week (Monday – Friday) to a 4 day working week (Tuesday – Friday). Residual waste collections will otherwise remain the same. Recycling collections, however, will change.</p> <p>The new recycling service is based on findings from a consultation exercise completed by 1,278 residents. The general consensus was that a single wheeled bin with a lid would be more suitable than the current collection system, which utilises a range of containers for various materials. A high number of responses pointed out that a wheeled bin would be more suitable, including:</p> <p><i>‘Blue box is often too heavy to carry - could do with something on wheels, also with a cover if possible’, and</i></p> <p><i>‘A wheelie bin would be more beneficial’.</i></p> <p>Residents with disabilities and some elderly residents may require assisted collections, and the offer of such collections will be offered during awareness raising activities. However, the proposed service will be more user-friendly and will require less strenuous manual handling than the system it will replace.</p> <p>The green waste collection has historically been provided throughout the year. However, tonnages collected during the winter months are minimal, and for this reason a decision has been made to suspend the service from December to February inclusive.</p> <p>Information pertaining to this policy review has been obtained from the following sources: Hartlepool fact file; Profile of customers using the Assisted Collection Service; Statistical information on the waste collection service; National Waste Policy Review.</p>		
Relevance	Age		X
<i>Identify which strands are relevant to the area you are reviewing or changing</i>	Elderly people with mobility difficulties		
	Disability		X
	People with mobility difficulties		
	Gender Re-assignment		

	Race	x
	People who do not have a good grasp of the English language	
	Religion	
	Gender	
	Sexual Orientation	
	Marriage & Civil Partnership	
	Pregnancy & Maternity	
Information Gaps	<p><i>Are there any gaps in your information and, if so, what further information do you need? What involvement or consultation is needed? How will it be done? You must also ensure compliance of any third parties which carryout functions on you behalf.</i></p> <p>The new service will apply to the entire community, which will need to be made aware of what will be involved, and how they are expected to participate. A comprehensive awareness raising programme will be undertaken, whereby representatives from the Waste & Environmental Services section will visit community groups and tenants and residents association meetings to present the new service and offer question and answer sessions. Information will also be posted to every household and articles placed in the Hartlepool Mail and on the Council's website.</p> <p>All literature that is produced will need to have clear illustrations showing what can be recycled and how to do it. This will ensure that those who are illiterate, and/or those who cannot speak/read the English language are able to participate in the service. The new service will be simpler than the current service, and a single receptacle will replace the range of containers currently used for dry recyclables.</p>	
What is the Impact	<p><i>Consider the impact of the policy/service/function in respect of the three aims of the Equality Duty, this must form an integral part of your decision making process and in such a way that influences the final decision.</i></p> <p>Residents must understand the new service in order to be able to participate. If residents do not understand the new service then they will not be able to dispose of their waste, which will have an impact on their health and wellbeing, and also on that of their neighbours. As the new service will be simpler for residents to understand and use, it is anticipated that it will have a positive impact on groups with protected characteristics.</p> <p>If residents are not using the waste service, then there may well be an impact on the appearance of their property and/or area. This could potentially cause tensions within communities.</p> <p>It is anticipated that less residents will require assisted collections as a result of the introduction of a single, easier to handle, wheeled bin.</p>	

	Residents who participate in the green waste collection service will be affected during the Winter months (December to February). However, it is clear that very little green waste is produced during this period, and it is anticipated that residents will either store the waste, place it in the residual waste bin, compost it at home (subsidised compost bins are available to Hartlepool residents) or transport it to the Household Waste Recycling Centre. All residents are therefore able to deal with green waste, regardless of whether or not they have their own vehicle.		
Addressing the impact	<i>The outcome of the impact assessment may be one or more of the following four outcomes; You must clearly set out your justification for the outcome/s.</i>		
	1. No Impact- No Major Change - <i>It is clear that there is no potential for discrimination or adverse impact on the above Protected Characteristics. All opportunities to promote Equality have been taken and no further analysis or action is required.</i>		
	The new simpler service will make it easier for all members of the community to recycle.		
	The green waste service will be suspended during the Winter months, but the small amount of green waste collected during this period will either be stored until Spring, placed in the residual waste bin, or transported to the Household Waste Recycling Centre. Either way, all householders have a viable option for dealing with green waste.		
	2. Adjust/Change Policy - <i>You may have to make adjustments to address potential problems or missed opportunities that impact adversely on those with protected characteristics.</i>		
	3. Adverse Impact but Continue - <i>Your decision may be to continue without making changes, this may be the right outcome even if your assessment identifies the potential for adverse impact. (E.g. Cabinet decision to withdraw a service).</i>		
	4. Stop/Remove Policy/Proposal – <i>Your assessment reveals unlawful discrimination it must be stopped and removed or changed.</i>		
Actions			
It will be useful to record and monitor any actions resulting from your assessment to ensure that they have had the intended effect and that the outcomes have been achieved.			
Action identified	Responsible Officer	By When	How will this be evaluated?
Provide information on the new service to all households within the borough.	Craig Thelwell	31 st March 2013	Number of households receiving information leaflet
Offer presentations	Craig Thelwell	31 st March 2013	Letters will be sent to all relevant groups

and Q&A sessions to all community groups and tenants & residents associations			

Date sent to Equality Rep for publishing	00/00/00
Date Published	00/00/00
Date Assessment Carried out	00/00/00

CABINET REPORT

3rd December 2012



Report of: Director of Child & Adult Services

Subject: HARTLEPOOL PLAYING PITCH STRATEGY

1. TYPE OF DECISION/APPLICABLE CATEGORY

Key Decision (test (ii)) Forward Plan Reference No. CAS 133/12

2. PURPOSE OF REPORT

- 2.1 This report highlights the key findings and recommendations of the Hartlepool Playing Pitch Strategy. It is primarily concerned with voluntary participation by adults and young people and the adequacy of provision for key pitch sports specifically, football, cricket, rugby union, rugby league, and hockey and also evaluates the availability for tennis and bowls.
- 2.2 The report presents the key findings arising from extensive survey work and consultation, highlighting areas of both concern and opportunity and sets out a vision and strategy for the future delivery of sports pitches across the Borough.

3. BACKGROUND

- 3.1 Since the development of the 2004 Playing Pitch Strategy and the 2008 PPG17 Open Spaces study, the popularity of different sports has changed and the nature of pitch sports continues to evolve as new forms of each game are introduced to drive participation increases. The 2004 Strategy also enabled the generation of investment into facilities in Hartlepool (for example Grayfields Pavilion) and also enhanced the role of schools in meeting community needs.
- 3.2 In addition to the changes that have taken place in the sporting context, the population size has leveled following a decline up to 2001 and has more recently increased to approximately 92,000 residents. Not only will the number of people who might want to participate in sport therefore grow but with targets to provide additional housing up to 2027, the Boroughs playing fields are likely to increasingly become under pressure for alternative uses.

- 3.3 The Strategy therefore considers the provision of the range of facility types as detailed in section 2.1 and based on the survey work and consultation as well as population and housing trends, evaluates the demand for these in the Hartlepool.
- 3.4 Sport England has an established planning role with local planning authorities statutorily required to consult them on any planning application for development affecting playing field land. They primarily assess applications against its planning policy objectives and these aim to ensure that a planned approach to the provision of facilities and opportunities for sport is taken by planning authorities in order to meet the need of the local community.
- 3.5 The Playing Pitch Strategy therefore helps to determine the level of local provision required, based on local assessment, and will be a key component when Sport England are asked for their views on planning applications. It also considers longer term objectives, particularly the delivery of the Sport and Physical Activity Strategy and in relation to the Borough's long-term plan for housing and other forms of development, being a key part of the evidence base for the Hartlepool Local Plan.
- 3.6 It is intended that the Playing Pitch Strategy will have an initial life span of five years starting from the date of adoption. However, it will be required to be subject to annual review by the Council, with a more formalised review being required at the end of the strategy period.

4. STRATEGY DEVELOPMENT

- 4.1 The priorities set out in the Strategy have been established through the preparation of a full evidence base including extensive consultation and analysis. This has been produced in line with "Towards a Level Playing Field, A Manual for Production of Playing Pitch Strategies" (Sport England 2001).
- 4.2 It has been developed to:
- Inform decision making on the need for new and enhanced pitch and outdoor pitch provision both now and as the population grows and the profile of the population changes;
 - Help to maximise the use of existing resources including school facilities to meet community need and to address projected deficiencies in provision in terms of both quality and quantity;
 - Support the creation of appropriate policy within the Local Development Framework and facilitate decision making on the re-provision, protection and disposal of playing fields;
 - Ensure that outdoor sports facilities provide high quality opportunities to participate in sport across the Borough and maximize the role that they play in continuing the rise in the levels of participation and physical activity;

- Guide a strategic and innovative approach to the delivery of playing pitches linking with local, regional and National Governing Body priorities and in the context of the challenging financial environment; and
- Provide a strategic context for any funding opportunities that arise.

4.3 The key phases of the approach included:

- a full audit of teams playing or wishing to play the sports as identified in section 2.1 within the Borough boundaries;
- identification of all sites containing formal playing fields and quality assessment of all community use sites in the Borough as well as specifically including those schools which expressed a willingness to accommodate community use in future;
- a full programme of consultation with local clubs, league secretaries, National Governing Bodies of Sport and internal and external stakeholders;
- application and interpretation of the Playing Pitch methodology – a calculation process to identify the adequacy of pitch provision in terms of quality and quantity;
- identification of key issues for provision in the Borough and scenario testing to further explore these issues and the impact that they have
- the preparation of a local standard for playing pitch provision.

4.4 Finally, the strategy has sought to make sure that the following objectives have been met:

- ensure that the quantity of pitches is sufficient to meet current and future need;
- ensure that the quality of pitches meets current and future need; and
- support initiatives to increase participation and promote sustainable club development

4.5 The aspirations of the strategy are aligned to the Sport & Physical Activity Strategy, to sustain and raise participation levels in physical activity across the Borough. It is intended that the findings of this strategy will help ensure that the quantity, quality of playing pitches and accessibility to pitches meets the needs of the local population, now and into the future, thus maximizing the opportunity for participation.

5. KEY FINDINGS AND ISSUES TO ADDRESS

5.1 Football

5.1.1 There is a small surplus of adult pitches but shortages of junior pitches which are likely to increase as participation continues to grow.

- 5.1.2 There are shortages of pitches that are of the right specification to meet current needs and expectations, with particular issues relating to pitch quality and ancillary facility provision e.g. changing facilities. While demographic changes mean that population growth will have little impact and demand will remain stable, growth in participation would see shortfalls increase. Participation may therefore be inhibited if improvements are not made to facility stock.
- 5.1.3 There is an imbalance of use between sites with some facilities at capacity and others hardly used. This is linked to the pitch quality and lack of ancillary facilities issue referred to in section 5.1.2.
- 5.1.4 Dispersion of clubs across multiple sites as is the case in Hartlepool is not beneficial for sustainable club development.
- 5.1.5 Changes to the way that football is played (new pitch specifications for the 2013/14 season) will place further pressures on football pitches and the stock of existing facilities.
- 5.1.6 The existing stock of 3G (artificial) pitches is considered to be poor in terms of both the amount of facilities provided and the quality of facilities (surface type, lack of floodlighting).

5.2 Cricket

- 5.2.1 The amount of provision is sufficient to meet current and future demand but there are some quality improvements required at club bases to ensure sustainability of cricket at these sites.
- 5.2.2 The increase of more informal cricket in the Borough is a key priority of the English Cricket Board and this may well impact upon demand for facilities in the future.

5.3 Rugby

- 5.3.1 Whilst there is an adequate number of rugby pitches to meet demand, there is considerable pressure on the capacity at the town's larger club sites which is hindering their development. As a consequence, there is a clear role for the Council's public pitches in providing rugby in the Borough.
- 5.3.2 The static levels of participation disguise issues of sustainability at some clubs. Whilst some large ones are thriving and running large numbers of teams, others are fighting declining memberships and are struggling.
- 5.3.3 Similar to the issue with football, there is a need to improve upon the quality of the pitches and facilities.

5.4 Hockey

- 5.4.1 Played almost exclusively on artificial pitches now, whilst the stock of sand based pitches is sufficient, only one pitch is floodlit meaning that the use of the site as a club base is restricted.
- 5.4.2 Participation in the Borough is relatively low within schools and there is only one club in existence. Although this club has aspirations to increase participation, membership is declining.
- 5.4.3 England Hockey is seeking to reverse national participation trends through the implementation of new forms of the game which will require more flexible facilities.

5.5 Tennis

- 5.5.1 According to the Active People survey, participation in tennis is at a higher level than that of rugby union, hockey and cricket. There are two formal clubs in the town and with their courts plus the network of public courts and courts at school sites, there is sufficient provision to meet demand.
- 5.5.2 There are however some quality issues that need to be addressed, specifically resurfacing of courts at several Council sites and the general improvement of the club facilities.

5.6 Bowls

- 5.6.1 Despite quantity standards suggesting that there is a requirement for additional greens, analysis of the capacity of existing facilities suggests that whilst greens are heavily used, all but one club has the capacity for additional members and there is scope to accommodate additional teams on the current greens.
- 5.6.2 Aligned to this, whilst participation in bowls is high, there is no evidence of increasing membership in clubs in recent years and there is limited latent demand and very few junior members.
- 5.6.3 The high levels of use that the bowling greens are required to sustain means that the quality of facilities is important and during the course of the consultation, quality issues were consistently highlighted as a main area for improvement. The maintenance of greens, playing surfaces and changing facilities / toilet provision are identified as priorities.

6. PLANNING AND SPORT & RECREATION CONTEXT

- 6.1 The Playing Pitch Strategy and the specific strategy recommendations as outlined in the Action plan (Table 8.1) are proposed to be adopted by the Council and the Playing Pitch Strategy be supported within the emerging Local Plan. The Draft Playing Pitch Strategy and the Playing Pitch, Tennis & Bowls Assessment are available in the members library and on-line.

6.1.1 Safeguarding of Pitches

Existing playing fields are safeguarded from development with consideration only given to disposal when a secure pitch stock can be demonstrated or an alternative high quality provision can be secured through the loss of pitches.

Sites of particular sporting importance are highlighted as needing to be afforded protection. These particularly include the larger multi-pitch sites such as Grayfields, Rift House and Brierton.

6.1.2 Contributions

Contributions towards off-site or on-site provision of playing pitches should be sought under the Community Infrastructure Levy and Section 106 funding. This should also include seeking maintenance costs for existing facilities to improve quality standards.

6.1.3 Standards

Hartlepool needs to achieve a minimum standard of 0.82 hectares per 1000 population of accessible playing pitch space.

6.2 Further recommendations have been made as follows:-

6.2.1 **Community Use of School Sites** is secured. Not all schools currently offer this although during the consultation, a number indicated a willingness to put these in place.

6.2.2 **Investment** is prioritised on existing or provision of new multi-pitch sites which can offer secure environments for facilities. With new developments, the loss of single site pitches may be deemed acceptable by Sport England.

6.2.3 **Pitch Realignment and Re-provision** – Further work to be undertaken in time for the 2013/14 football season to analyse the impact on football pitch provision in the Borough to accommodate the new junior formats requiring different pitch specifications. This further work is being undertaken and should be available for the end of January 2013, this will allow planning to commence for the reconfiguration of current pitch layouts etc to meet the new junior formats introduced by the Football Association.

6.2.4 **Quality** of pitches is improved by setting quality standards specifically pitch capacity thresholds. Seek investment both in grass pitch improvements, a new 3G, changing facilities, new artificial surfaces to cater for different sports as well as floodlights.

7. DRAFT STRATEGY CONSULTATION

- 7.1 The final draft of the strategy documentation has been circulated to all relevant partners for comment including Sport England, all National Governing Bodies for Sport and League Secretaries as well as Ward Members.
- 7.2 In addition the Draft Strategy has been published on the Council's web site and press releases issued drawing attention to the consultation period which ended on the 16th November.
- 7.3 Responses have been received from the following organisations:
- England Hockey;
 - Sport England;
 - Football Association;
 - Hartlepool & District Bowls Association;
 - We are very grateful for their responses, the feedback has been most positive and supportive, where any minor discrepancies have been pointed out, these will be addressed into the approved Strategy document.

8. CONCLUSIONS

- 8.1 The Playing Pitch Strategy provides the evidence to support the Hartlepool Local Plan as well as schemes that involve the future development of sites.
- 8.2 The adoption of the Playing Pitch Strategy is as significant step towards meeting the objectives of the draft Sport and Physical Activity Strategy. By ensuring that supply is sufficient to meet demand, both now and into the future and providing a basis on which resources can be targeted to the correct facilities, Community Services will be in a position to work with communities towards increasing participation in sport and physical activity.

9. RECOMMENDATIONS

- 9.1 Cabinet is requested to adopt the Playing Pitch Strategy to assist in determining planning applications, formulate policies within the Local Plan and deliver corporate objectives.

10. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE

Playing Pitch Strategy and the Playing Pitch, Tennis and Bowls Assessment
www.hartlepool.gov.uk/downloads/download/2746/playing_pitch_strategy

11. BACKGROUND PAPERS

“Towards a Level Playing Field: A Manual for the Production of a Playing Pitch Strategy” (Sport England 2003).

12. CONTACT OFFICER

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CABINET REPORT

3rd December 2012



Report of: Assistant Director of Children's Services

Subject: YOUTH JUSTICE PEER REVIEW

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to provide Cabinet with information relating to the findings and identified actions generated by the recent Youth Justice Peer Review.

3. BACKGROUND

- 3.1 As part of the new approach to youth justice oversight and devolving accountability to local authorities, the Youth Justice Board in partnership with the Local Government Association has developed a Youth Justice Peer Review programme.
- 3.2 The primary purpose of a Youth Justice Peer Review is to help a Youth Offending Service and its partners identify their strengths and to highlight areas for potential improvement in the current provision of youth justice services. Youth Justice Peer Reviews are designed to be supportive yet challenging. They are not an inspection.
- 3.3 Hartlepool Youth Offending Service invited a Youth Justice Peer Review team to visit in late September 2012. The Review team spent three working days on site talking and listening to a wide range of service users, stakeholders and members of the Service.
- 3.4 The main focus of the review was the performance of the Hartlepool Youth Offending Service and broader partnership on the **local rate of proven reoffending**. Attention was also paid to the robustness of quality assurance systems designed to ensure good professional practice.

3.5 The peer review team gave consideration to the following key lines of enquiry:

- Outcome and performance.
- Governance, Partnership and Resource themes.
- Operational Effectiveness and Good Practice

4. Findings

4.1 The Youth Justice peer review (**See Appendix 1**) found that the Hartlepool Youth Offending Service and broader partnership has a strong commitment to the care and needs of children and young people. The team noted that the service is well-resourced in terms of the knowledge, skills and experience of the people who work within it and stakeholders and staff have a firm determination to take the Service forward on a continuing journey of improvement.

4.2 The Youth Justice Peer Review highlighted that there are several areas for “quick win” improvement which could make a significant impact on Service delivery and performance, alongside some broader scope for improvement that the service will need to seek to address in the longer term.

5. Proposals

5.1 To enable the Hartlepool Youth Offending Service to build upon the findings of the review an Action Plan (see **appendix 2**) has been developed to establish the key actions necessary and the key officers responsible for addressing the areas for improvement highlighted by the review team.

5.2 The Action Plan proposes that the Youth Offending Service, with support from the services Strategic Management Board focuses upon the following objectives to address the areas for improvement highlighted by the peer review:

- The Youth Offending Strategic Management Board will be a well constituted, committed and knowledgeable Board which scrutinises Youth Offending Service performance.
- The Youth Offending Strategic Management Board will provide a strategic lead for the service and understands the way in which the service contributes to integrated offender management arrangements, reduction of crime and offending and public protection.
- The Youth Offending Service Management Team will have clearly defined roles and responsibilities and have a shared vision and purpose to support the effective management of the service and drive up standards and performance.

- There will be a clear understanding across the service of what constitutes effective practice in relation to the prevention and reduction of youth crime and the role of the service within the management of young peoples risk and vulnerability.
- There will be a clear understanding across the service of what 'good looks like' in relation to the development of Youth Justice Assessments, Reports, Plans, Interventions and effective case management arrangements.
- There will be an appreciation of the resources, programmes and specialist expertise available across the service and available resources will be maximised within all planning.
- Practice across the service will be integrated to ensure that young people receive seamless, high quality youth justice services in Hartlepool.
- All Team Managers and YOS staff will further develop their skills and knowledge in core youth justice effective practice around risk assessment and appropriately targeted intervention aimed at risk reduction.
- Expertise will be developed within the service relating to high risk offending behaviour.

6. RISK IMPLICATIONS

- 6.1 There is a risk that unless addressed, the areas for improvement identified by the Youth Justice Peer Review could adversely affect service performance and quality and the ability of the service to meet National Standards relating to Youth Justice services. The Action Plan seeks to address these areas for improvement, with any 'quick wins' already identified for a swift response. By undertaking the actions identified within the plan the service should be able to ameliorate any risks associated with a potential decline in performance and quality.

7. FINANCIAL CONSIDERATIONS

- 7.1 All of the actions identified can be taken forward within the existing Youth Offending Service budget. It is anticipated that all of the actions identified can be absorbed into existing day to day responsibilities in line with the services culture of continuous improvement.

8. RECOMMENDATIONS

- 8.1 Cabinet is requested to note the findings of the recent Youth Justice Peer Review and approve the Action Plan to enable the service to bring about further improvements in service delivery, quality and performance.
- 8.2 Agree for a further report be presented to Cabinet in March 2013 detailing progress against the action plan.

9. REASONS FOR RECOMMENDATIONS

- 9.1 Hartlepool Youth Offending Service is a statutory service that has responsibility for the delivery of local youth justice services to some of the town's most vulnerable young people. Delivering on the Action Plan will secure improvements across the service leading to improved outcomes for local young people and their families.

10. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE

- 10.1 Appendix 1: Hartlepool Youth Offending Service: A Report of a Youth Justice Peer Review Visit 25th – 27th September 2012.
- 10.2 Appendix 2: Action Plan

11. CONTACT OFFICERS

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Hartlepool Youth Offending Service.

A report of a Youth Justice Peer Review visit.

25-27th September 2012.

Introduction

Hartlepool Youth Offending Service invited a Youth Justice Peer Review team to visit in September 2012. The Review team spent 2 working days on site talking and listening to a wide range of service users, stakeholders and members of the Service.

Without exception everyone we met was open and positive in making creative use of this opportunity.

The Review team would like to acknowledge this open approach which helped to make our task feel worthwhile.

We hope that the feedback contained in this report makes a positive contribution to the performance of the Hartlepool Youth Offending Service.

Peer Review Team

Nick Metcalfe – Manager. Hull Youth Justice Service. Team Leader

Andrena Fuller – Manager. Torbay Youth Offending Service

Paul Grimwood – Manager. Rotherham Youth Offending Service

Paula Barnet – Manager. Vale of Glamorgan Youth Offending Service

Hazel Williamson – Manager. Stoke-on-Trent Youth Offending Service

Elizabeth St John – Youth Justice Board. Facilitator

Scope of the Peer Review.

The nature of peer review is that the focus for review is determined by the host Service.

The YOS Manager Mark Smith identified the Hartlepool Youth Offending Service performance on proven rate of reoffending as the main focus for consideration.

Three key lines of enquiry were agreed:

- Outcome and performance
- Governance, Partnership and Resources
- Operational Effectiveness and good practice.

Peer review is not an inspection. The role of the Peer Review Team, as a critical friend, is to assist the Service and its stakeholders to identify its strengths and highlight areas for potential improvement.

The Review Team gathers evidence from key documents supplied in advance by the Service, and analyses findings from site visits, and individual and group interviews. The evidence helps to form a comprehensive picture of the Service based upon the views of those who know it best.

The Hartlepool Review Team built upon this scope to develop a framework for consideration around three areas:

- Governance, Leadership and Management
- Effective Practice
- Staff Development

Overview.

The Hartlepool Youth Offending Service and partnership has a strong commitment to the care and needs of children and young people. This view was clearly expressed by service users, parents and carers, and shone through in the meetings with all stakeholders, managers and staff.

Stakeholders and staff have a firm determination to take the Service forward on a continuing journey of improvement.

Hartlepool Youth Offending Service has been through challenging and difficult times in the past 2 years in recovering from critical public inspection and re inspection. There have been changes in leadership, organisational restructure and staffing. There is a clearly stated resilience from stakeholders and staff to continue the recovery process.

This is a well-resourced Service in terms of the knowledge, skills and experience of the people who work within it.

There is a remarkable quality of enterprise and creativity with the Service and the Review Team found several example of good practice worthy of wider development within the youth justice system.

There are several areas for “quick win” improvement which could make a significant impact on Service delivery and performance specifically around reoffending rates.

Governance, leadership and management.

Strengths

Stakeholders, partners, managers and staff universally expressed the opinion that the performance of the Hartlepool Youth Offending Service has improved, and continues to improve.

There has been much change in the membership and commitment of the Management Board.

Members welcomed improved quality of performance and financial information from the management team.

The Peer Review Team concluded that the Management Board has a greater capacity to influence other elements of the local Partnership on the specific issues of youth justice.

The appointment of the current YOS Manager Mark Smith was viewed positively at all levels within the organisation and by stakeholders. There was a general sense of firm leadership, with many people expressing a keen anticipation of his future strategic plans for the Service.

Stakeholders and staff reported on improved partnership working in supporting the Youth Offending Service.

Staff felt well supported by their own line manager, and reported having regular supervision and performance appraisal. NB there was a clear distinction to feeling well supported by the whole management team.

Managers have a sound knowledge base of most elements of effective practice.

Areas for development.

There is an opportunity to refresh the membership of the Board and undertake an induction of new members into the statutory functions specified in the Crime and Disorder Act and associated guidance.

Some statutory partners are not present at the Board or are represented by less senior staff without sufficient strategic insight or influence within their own organisation.

Some statutory partner Board members did not have a clear understanding of the unique role of the Youth Offending Service.

Some Board members did not have an understanding of the YOS contribution to an integrated offender management, reduction of crime and offending, and public protection.

There was a firmly stated view from managers and staff that there is a lack of clarity in the roles and functions of the YOS management team.

This management role confusion was seen to create inefficiencies and operational ineffectiveness. There was felt to have a clear link to ineffective practice and has a deleterious impact on all areas of Service performance.

Managers did not express a shared vision and purpose for the Service, although all had a strong sense of commitment to its improvement and to the care of service users.

Managers spoke of a sense of frustration at not being able to achieve more and better service because of organisational and structural blockages.

There was a strong sense of division which was reflected in the chasm between the 3 operational units i.e. Prevention, Programme Delivery and Post Court.

There is an opportunity for greater use of business information by the Management Team to shape and drive improvements in risk management and effective practice.

Managers and practitioners believed that the Courts are not strict enough in enforcing breaches of Orders. This belief influences a reluctance to use the Court to assist in managing higher risk Orders which could result in reoffending.

Effective Practice.

Strengths.

Service users and their parent and carers expressed high levels of satisfaction with the care and support they received from the Youth Offending Service. They felt involved in the creation of intervention plans.

The Services has a wide and innovative range of resources and programmes. Some have been developed and run in house, whilst others have been appropriated commissioned from partners e.g. victim support, restorative justice.

Much of the work of the Service demonstrated real skill and creativity from managers and staff involved.

There was a very positive commitment from all staff to achieving positive outcomes for children and young people in a challenging local environment.

The Review Team was struck with the detailed attention to recognising the individual needs of young people and their various and diverse requirements.

There has been improvement in multi -agency risk management practice.

Areas for improvement.

There was a strongly held view from managers and practitioners that improvements in effective practice are being fundamentally impaired by the lack of cohesion and communication between the three operational units.

Lack of shared intelligence, understanding of each other's knowledge and skills, failure to access internal resources are factors impeding quality performance and effective practice.

The Peer Review team felt that the laudable desire to address the needs of children and young people had begun to mask the core youth offending role of preventing offending. Whilst there has been improvement in the multi-agency approach to risk management, this was not reflected in internal YOS practice.

There was evidence that assessments and interventions are not strongly linked to criminogenic needs and are underscoring risk of harm and offending

Levels of interventions are not being linked to the Scaled Approach. Practitioners reported a significant amount of youth justice resource and activity being used to support service users where risk of reoffending has been minimised.

Specialist workers within the Service did not think that their resources were being accessed systematically.

Practitioners reported a strong wish to work more closely in joined up interventions with young people. There is a real opportunity to build an effective case management model – mirroring the multi-agency risk management model.

Some service users do not understand the ability of the Service to apply to the Court for early discharge of an Order for good progress.

Staff development.

Strengths.

There was evidence of a firm foundation of skills and knowledge within the Management Team and practitioners of the Service.

There is a real opportunity to build upon this foundation through a combination of re - organisation, and individual education and mentoring.

Managers and staff universally expressed a desire to improve their personal and collective practice.

Staff reported that they have individual supervision and appraisal, and expressed high levels of satisfaction in the support from their own line manager.

There is evidence that the Hartlepool Youth Offending Service encourages and promotes talent and potential from within its own ranks.

There is a framework of local Hartlepool Borough Council corporate training which is readily accessible to all staff.

Areas for development.

Practitioners did not recognise the legitimacy and skills of all managers to influence their own individual practice. There was an expressed view that this is a factor in maintaining the separation of the operational units.

All team managers and case managers need to develop skills and knowledge in core youth justice effective practice around risk assessment and appropriately targeted intervention aimed at risk reduction.

Individual practitioners and case managers need to develop a clearer understanding of their own effectiveness and performance.

Some practitioners have specialist training needs in the area of high risk offending behaviour e.g sex offender intervention planning and delivery, which need to be addressed through externally commissioned training.

Managers and practitioners could make a more systematic use of youth justice effective practice resources e.g. the Open University YJILS linked to their individual training plans.

Hartlepool Youth Offending Service

Action Plan to address areas for improvement identified via the Youth Justice Peer Review

September 2012

Mark Smith

Head of Youth Offending and Extended Services for Children and Young People

Introduction

This Action Plan builds upon the findings of the Youth Justice Peer Review that took place in Hartlepool in late September 2012. The Action Plan has been developed to establish the key actions necessary and the key officers responsible for addressing the areas for improvement highlighted by the review team. Delivering on the Action Plan will secure improvements across the service leading to improved outcomes for local young people and their families.

Background

As part of the new approach to youth justice oversight and devolving accountability to local authorities, the Youth Justice Board in partnership with the Local Government Association has developed a Youth Justice Peer Review programme.

The primary purpose of a Youth Justice Peer Review is to help a Youth Offending Service and its partners identify their strengths and to highlight areas for potential improvement in the current provision of youth justice services. Youth Justice Peer Reviews are designed to be supportive yet challenging. They are not an inspection.

Hartlepool Youth Offending Service invited a Youth Justice Peer Review team to visit in late September 2012. The Review team spent three working days on site talking and listening to a wide range of service users, stakeholders and members of the Service.

The main focus of the review was the performance of the Hartlepool Youth Offending Service and broader partnership on the **local rate of proven reoffending**. Attention was also paid to the robustness of quality assurance systems designed to ensure good professional practice.

The peer review team gave consideration to the following key lines of enquiry:

- Outcome and performance.
- Governance, Partnership and Resource themes.
- Operational Effectiveness and Good Practice

The Youth Justice peer review found that the Hartlepool Youth Offending Service and broader partnership has a strong commitment to the care and needs of children and young people. The team noted that the service is well-resourced in terms of the knowledge, skills and experience of the people who work within it and stakeholders and staff have a firm determination to take the Service forward on a continuing journey of improvement.

The Youth Justice Peer Review highlighted that there are several areas for “quick win” improvement which could make a significant impact on Service delivery and performance, alongside some broader scope for improvement that the service will need to seek to address in the longer term.

The Action Plan proposes that the Youth Offending Service, with support from the services Strategic Management Board focuses upon the following objectives to address the areas for improvement highlighted by the peer review:

- The Youth Offending Strategic Management Board will be a well constituted, committed and knowledgeable Board which scrutinises Youth Offending Service performance.
- The Youth Offending Strategic Management Board will provide a strategic lead for the service and understands the way in which the service contributes to integrated offender management arrangements, reduction of crime and offending and public protection.
- The Youth Offending Service Management Team will have clearly defined roles and responsibilities and have a shared vision and purpose to support the effective management of the service and drive up standards and performance.
- There will be a clear understanding across the service of what constitutes effective practice in relation to the prevention and reduction of youth crime and the role of the service within the management of young peoples risk and vulnerability.
- There will be a clear understanding across the service of what ‘good looks like’ in relation to the development of Youth Justice Assessments, Reports, Plans, Interventions and effective case management arrangements.
- There will be an appreciation of the resources, programmes and specialist expertise available across the service and available resources will be maximised within all planning.
- Practice across the service will be integrated to ensure that young people receive seamless, high quality youth justice services in Hartlepool.
- All Team Managers and YOS staff will further develop their skills and knowledge in core youth justice effective practice around risk assessment and appropriately targeted intervention aimed at risk reduction.
- Expertise will be developed within the service relating to high risk offending behaviour.

Governance, Leadership and Management

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
The Youth Offending Strategic Management Board is a well constituted, committed and knowledgeable Board which scrutinises YOS performance.	<ul style="list-style-type: none"> Review the membership of the YOS Strategic Management Board to ensure that the Statutory functions specified in the Crime and Disorder Act and associated guidance are fulfilled. Review the Terms of Reference of the YOS Strategic Management Board to ensure that all members understand their role and function as Board Members. 	<p>Chair of the Strategic Management Board</p> <p>YOS Strategic Management Board</p>	<p>February 2013</p> <p>February 2013</p>	<ul style="list-style-type: none"> Membership of the YOS Strategic Management Board meets the Statutory functions specified in the Crime and Disorder Act and associated guidance. All Members receive a copy of the Boards revised Terms of Reference to support their understanding of their role and function as Board Members.
The Youth Offending Strategic Management Board provides a strategic lead for the service and understands the way in which the YOS contributes to integrated offender management arrangements, reduction of crime and offending and public protection.	<ul style="list-style-type: none"> Ensure that Management Board members have a strong induction programme that includes opportunities to observe YOS practice to develop a clearer understanding of the unique role of the YOS. Ensure Management Board agendas focus on strategic issues that extended beyond the operational performance of the YOS (such as how educational achievement of young people who offend could be improved). 	<p>YOS Management Team</p> <p>YOS Strategic Management Board</p>	<p>February 2013</p> <p>Ongoing – reviewed at every Board Meeting</p>	<ul style="list-style-type: none"> All Members participate in an induction programme and participate in at least one observation of YOS practice per year. Every YOS Strategic Management Board agenda to incorporate at least one agenda item that focuses upon a strategic issue that extends beyond the operational performance of the

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
				YOS.
The YOS Management Team have clearly defined roles and responsibilities and have a shared vision and purpose to support the effective management of the service and drive up standards and performance.	<ul style="list-style-type: none"> The roles and function of the YOS Management Team are reviewed through consultation to establish the appropriate structure for the delivery of effective Youth Justice Services in Hartlepool. New Structure for the YOS Management Team developed. A shared vision for the service is established via service development activities to ensure all Managers and staff understand the purpose of their areas of responsibility and the broader, principles within which they operate. 	<p>Head of Youth Offending</p> <p>Head of Youth Offending</p> <p>YOS Management Team</p>	<p>February 2013</p> <p>February 2013</p> <p>February 2013</p>	<ul style="list-style-type: none"> Both managers and staff understand their areas of responsibility and how these compliment the broader service to prevent and reduce youth crime. YOS Management Structure ratified by YOS Management Board and HBC. YOS Management Structure shared with staff during service development activities. There is an increased use of the programmes available across the service within the intervention plans for all cases to ensure that internal resources are maximised.

Effective Practice

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
There is a clear understanding across the YOS of what constitutes effective practice in relation to the prevention and reduction of youth crime and the role of the service within the management of young peoples risk and vulnerability.	<ul style="list-style-type: none"> Effective practice in relation to the prevention of youth crime to be established by visiting high performing services, and through the review of existing and emerging national Youth Justice Board resources to inform an internal review of current practice. This needs to ensure that levels of intervention are based upon the Youth Justice Boards scaled approach and that individual interventions are linked to criminogenic factors. 	YOS Management Team	February 2013	<ul style="list-style-type: none"> Report produced to share learning and recommendations from high performing area(s) with YOS Management Board and broader service.
	<ul style="list-style-type: none"> Effective practice in relation to the management of risk and vulnerability to be established by visiting high performing services, and through the review of existing and emerging national Youth Justice Board resources to inform an internal review of current practice. This needs to ensure that the services role in the management of risk and vulnerability does not supersede the core youth offending role of preventing offending. 	YOS Management Team	February 2013	<ul style="list-style-type: none"> Report produced to share learning and recommendations from high performing area(s) with YOS Management Board and broader service.
	<ul style="list-style-type: none"> A review of YOS and Social Care roles and responsibilities is undertaken to 	YOS Management Team	February 2013	<ul style="list-style-type: none"> Clear protocols are established to

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
	establish how processes and practice can be integrated to further improve the joint management of risk and vulnerability in relation to young people at risk of or convicted of crime.			guide how risk and vulnerability will be jointly managed by YOS and Social Care in relation to young people at risk of or convicted of crime.
There is a clear understanding across the YOS of what 'good looks like' in relation to the development of Youth Justice Assessments, Reports, Plans, Interventions and effective case management arrangements.	<ul style="list-style-type: none"> Robust quality assurance arrangements and processes to be established by visiting high performing services, and through the review of existing and emerging national Youth Justice Board resources to inform an internal review of current quality Assurance arrangements and processes. 	YOS Management Team	February 2013	<ul style="list-style-type: none"> Report produced to share learning and recommendations from high performing area(s) with YOS Management Board and broader service.
	<ul style="list-style-type: none"> Templates are developed that establish service expectations relating to the standard, quality and depth of Youth Justice Assessments, Reports and Plans. 	YOS Management Team	April 2013	<ul style="list-style-type: none"> Robust quality assurance arrangements introduced via Team Meetings and Development activities, Templates introduced via Team Meetings and Development activities,
	<ul style="list-style-type: none"> An annual plan is developed to enable specific areas of practice to be scrutinised and reviewed at least annually (e.g. Intervention Plans). 	YOS Management Team	April 2013	<ul style="list-style-type: none"> Court Feedback Sheets demonstrate a consistent appreciation of the Court Reports by the Bench.
There is an appreciation of the resources, programmes and specialist expertise available across the YOS	<ul style="list-style-type: none"> Performance data relating to the effectiveness of YOS programmes is regularly reviewed and shared across the service to establish and inform practice. 	YOS Management Team	November 2012	<ul style="list-style-type: none"> A report on performance across the service is included in all YOS Team meetings.

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
and available resources are maximised within all planning.	<ul style="list-style-type: none"> • Clear guidance to be established regarding the consideration of: <ul style="list-style-type: none"> • Restorative Justice • Parenting Support • Deter Young Offenders Programme • Health including Substance Misuse • Education, Training and Employment support • Broader Family Support • Positive Activities • After Care <p>For all young people who are either subject to a court disposal or receiving support re risk of offending to support the prevention of offending and reoffending.</p>	YOS Management Team	November 2012	<ul style="list-style-type: none"> • Clear written expectations are developed and shared with the service through Team Meetings. • Use of the programmes available across the service are considered within the intervention planning for all cases to ensure that internal resources are maximised.
Practice across the service is integrated to ensure that young people receive seamless, high quality youth justice services in Hartlepool.	<ul style="list-style-type: none"> • The roles and functions of the YOS staff teams are reviewed to establish the appropriate structure for the delivery of integrated and effective Youth Justice Services in Hartlepool. • New Structure for the delivery of Youth justice Services developed via 	Head of Youth Offending	February 2013	<ul style="list-style-type: none"> • New Structure All staff understand their areas of responsibility and how these compliment the broader service to prevent and reduce youth crime. • New Structure ratified by YOS Management Board and

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
	consultation with staff, young people, partners and stakeholders.			Hartlepool Borough Council. • New Structure implemented.

Staff Development

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
All Team Managers and YOS staff develop skills and knowledge in core youth justice effective practice around risk assessment and appropriately targeted intervention aimed at risk reduction.	<ul style="list-style-type: none"> Guidance relating to the use of the Youth Justice Interactive Learning Space are developed to raise knowledge and standards across the service in relation to key areas of Youth Justice effective practice and in particular: risk assessment and appropriately targeted intervention aimed at risk reduction. 	YOS Principle Practitioner	February 2012	<ul style="list-style-type: none"> Hartlepool Youth Offending Service register with Youth Justice Interactive Learning Space. Key modules identified and prioritised to support staff development. Use of the Youth Justice Interactive Learning Space is monitored via YOS Principle Practitioner.
Expertise is developed within the service relating to high risk offending	<ul style="list-style-type: none"> Following the review of staff roles and functions a Training Needs Analysis is undertaken to establish 	YOS Management Team	April 2013	<ul style="list-style-type: none"> Training needs across the service are identified.

6.1 Appendix 2

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
behaviour.	gaps in knowledge with particular priority given to the procurement of training related to high risk offending behaviour.			<ul style="list-style-type: none"> • Appropriate training is procured via HBC Workforce Development Team. • All staff within the Post Court Team participate in training relating to high risk offending behaviour during 2013.

CABINET REPORT

3rd December 2012



Report of: Director of Child and Adult Services

Subject: CIVIC LOTTERY FUND 2012/2013
GRANT APPLICATIONS SECOND ROUND

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non key decision

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to advise and seek approval for the second round of Civic Lottery Fund Grant applications in the 2012/2013 financial year.

3. BACKGROUND

- 3.1 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, which amounts to £16,688.
- 3.2 Also, there was £1,737 to add back to the budget which was funding that has not been claimed by groups in previous financial years and can now be re-allocated. This being the case the total amount available for distribution in the 2012/2013 financial year is £18,425. Any grant awarded will not be released until evidence of expenditure is provided by the recipient group.
- 3.3 The 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. The guidelines are included as **Appendix 1**.
- 3.4 For the 2012/2013 financial year Officers recommended that £1,500 be top sliced for the Senior Citizens summer outings and Christmas Parties as has been done in previous years. Because of the unexpected number of applications for funding for the Queens Diamond Jubilee Celebration an

additional separate allocation of £3,000 was recommended for these applications and allocated in Round 1.

4. **PROPOSALS**

4.1 **Approach to applications for funding towards Senior Citizens' Summer outings and Christmas parties**

In Round 1 Members approved the process for the allocation of funding of £1,500 towards Senior Citizens Summer outings and Christmas parties. The approval of the awards was delegated to the Director of Child and Adult Services. The majority of the funding has already been allocated.

4.2 **Applications to the Civic Lottery 2012/2013**

The current criteria for eligibility and distribution from the Civic Lottery Grant Fund require the applications to be considered three times a year, in order that an overall view of applications can be obtained. One third of the balance available will be distributed at each of the three meetings. Therefore, the amount available for distribution at this meeting, Round 2, will be £4,641 plus the balance remaining from the previous funding round of £2,461 making the total available for distribution £7,102.

4.3 An increased number of applications to the Civic Lottery has been received for Round 2 after an advertisement for the fund was placed in the Hartlepool Mail.

4.4 Officers have considered each application and have made recommendations in relation to the allocation of funding, details of which can be found as **Appendix 2**. The total sum sought in Round 2 from this allocation is £12,182.

Applications for consideration where no previous grants have been awarded

There are 5 applications in this round from groups who have not received funding previously from the Civic Lottery.

App. No.	Organisation	Reason for Application	Total Cost	Sum Sought
3556	Hartlepool Gymnastic Club	Training courses for Coaches	£1,995	£1,995
3557	Dyke House Juniors under 11's FC	Assistance with Football strips, footballs, pitch and league fees	£1,088	£600
3559	Dyke House under 10's FC	Assistance with transport, league and affiliation fees	Information not provided	£300
3571	Teesside Twirlers	Room hire and travel to competitions in the UK.	£2,700	£2,000

3574	4th Hartlepool Boys Brigade	Upgrading of equipment and facilities	£1,319.85	£1,000
3577	Karen Liddle School of Dance	Assistance with students travel costs in London for a performance at Sadlers Wells Theatre	£1,372	£1,372

4.6 Applications for consideration – second and subsequent requests

App. No.	Organisation	Reason for Application	Total Cost	Sum Sought
3558	Hartlepool Bowling Club (Ladies Section) 3 previous grants	Running costs and social event for 80 th anniversary	£260	£260
3560	Hartlepool Fisherman's Friend's Football Club 1 previous grant	Assistance with pitch and league fees	£458	£200
3561	Hart Sequence Dance Club 2 previous grants	Assistance with hall rental	£1,009	£500
3562	Hartlepool Rovers FC 6 previous grants	Assistance with pitch, league fees, new balls and new nets	£655	£655
3563	Dyke House Warriors 1 previous grant	Assistance with pitch fees	£1,676	£200
3572	Lion Hillcarter FC 5 previous grants	Pitch, league, referees fees and travel costs	Information not provided	£500
3573	Hartlepool Rovers Quoit FC 6 previous grants	Running costs for football team	£1,500	£300
3575	Golden Flatts FC 1 previous grant	Pitch and referees fees.	Information not provided	£300
3576	Greatham FC 5 previous grants	League and referees fees, hire of sports hall.	Information not provided	£500
3581	The Princess Royal Restoration	Berthing fees and insurance costs	£1,527.44	£1,500

App. No.	Organisation Association 1 previous grant	Reason for Application	Total Cost	Sum Sought
4.7	The specific criteria for the Civic Lottery Fund relating to funding for team activities states that grants of up to £200 per team or up to £300 per group may be awarded as a contribution towards running costs which are likely to include pitch and league fees and transport.			
4.8	Copies of the application forms are available in the Members' Library.			
4.9	If Members approve the recommendations detailed in Appendix 2 amounting to £5,588 there will be a balance of £1,514 from Round 2 to roll forward to Round 3.			

5. RECOMMENDATIONS

- 5.1 The report asks Cabinet to approve:-
1. Grant aid to those organisations as recommended and detailed in **Appendix 2**.
 2. Any uncommitted balance of Round 2 allocation to be carried forward to Round 3 of the Civic Lottery grant fund for 2012/13.

6. REASONS FOR RECOMMENDATIONS

- 6.1 Round 2 of recommendations relating to the allocation of the 2012/13 Civic Lottery Grants Fund.

7. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE

- 7.1 Appendix 1: Civic Lottery Grants Fund Criteria
 7.2 Appendix 2: Recommendations for Civic Lottery 2nd Round 2012/2013

8. BACKGROUND PAPERS

- 8.1 Applications to the Civic Lottery Round 2 2012/2013

9. CONTACT OFFICER

John Mennear, Assistant Director, Community Services

HARTLEPOOL BOROUGH COUNCIL

CIVIC LOTTERY FUND

GRANT APPLICATION GUIDELINES



Background

The Chief Solicitor advises me that pursuant to Section 7 of the Lotteries and Amusements Act 1976, a local authority may promote a local lottery for any purposes, and in doing so must give such publicity to the objects of the local lottery as will be likely to bring them to the attention of persons purchasing tickets or chances, these objects are then reflected in the eligibility criteria. The authority are under a duty to apply the money accruing from the lottery (including interest) only to the objects of the lottery being that for which the lottery was promoted - as extended by the Secretary of State.

From 1977-1982 a Civic Lottery was promoted by this Council, and a Civic Lottery Fund was established, the original object being for leisure recreational or environmental projects. There is provision in the legislation under Section 7(4) for the consent of the Secretary of State to be given to the appropriation of lottery funds to purposes outside the consent, for an amendment in the Council lottery, to include the provision of grants to local charitable organisations, and on the 4th December 1989 the said consent was granted. Any further departure from the current criteria would require similar consent.

Current Criteria of the Civic Lottery Fund

The current eligibility criteria for assistance from the Civic Lottery Fund is as follows:-

1. Any application must be for either leisure, recreational or environmental projects, and following approval by the Secretary of State in December, 1989, it is now also possible for charitable organisations to qualify for assistance.
2. The Grants Committee will consider applications for assistance 3 times during the municipal year in order that an overall view of applications can be obtained.
3. The Grants Committee will assess each application on its merit.
4. Applicants must be based in the Borough of Hartlepool.
5. Applicants should be either organisations or individuals supported by a club/organisation.
6. Applicants are restricted to applying for assistance only once every 12 months.
7. The maximum amount of grant allocated is restricted to £2000.
8. Grants must be claimed within one year of their approval.

Supplementary Criteria:

Specific criteria relating to funding for team activities, including football, netball and jazz bands:

- i) Teams must comprise a majority of residents from areas of disadvantage as identified by the 1991 Census.
- ii) Grants of up to £200 per team or band up to a maximum of £300 per group may be awarded as a contribution towards running costs. These costs are likely to include pitch and league fees and transport.
- iii) Grant aid should not be used to establish new teams.
- iv) Applications for equipment will not be supported, i.e. the purchase of strips, nets, balls etc.

Specific criteria relating to funding for senior citizen groups:

Funding is available for senior citizens groups for either a summer outing or a Christmas party (not both). This is subject to funds being available and based on the number of members in the club.

- i) Senior citizens groups with under 30 members can apply for a maximum of £60 for an outing or party.
- ii) Groups with over 30 members can apply for a maximum of £100 for an outing or party.

Recommendations for Civic Lottery 2nd Round 2012/2013

Number	Group	Reason	Previous grants	Total Cost £	Request £	Recommend £
3556	Hpool Gymnastics Club	Training courses for coaching	No	1,995	1,995	1,000 towards level 1 training courses for coaches
3557	Dyke House Jnrs Under 11's FC	Pitch fees, football strips and footballs	No	1,088	600	200 towards pitch and league fees
3558	Hpool Bowling Club (ladies)	Running costs and social event for 80 th anniversary	Yes	260	260	260 towards running costs and social event
3559	Dyke House Jnrs under 10's FC	Assistance with transport, league and affiliation fees	No		300	200 towards pitch and league fees
3560	Hpool Fishermans Friends FC	Assistance with pitch and league fees	Yes	458	200	200 towards pitch and league fees
3561	Hart Sequence Dance Club	Assistance with hall rental	Yes	1,009	500	500 towards rental costs
3562	Hartlepool Rovers FC	Pitch and league fees plus new balls and nets	Yes	655	655	200 towards pitch and league fees
3563	Dyke House Warriors	Assistance with pitch fees	Yes	1,676	200	200 towards pitch fees
3571	Teesside Twirlers	Room hire and transport to competitions	No	5,772	2,000	500 transport and room hire
3572	Lion Hill Carter FC	Pitch and league, referees fees and transport	Yes		500	200 towards pitch, league, referees fees and transport

3573	Hpool Rovers Quoit FC	Pitch and league fees.	Yes	1,500	300	200 towards pitch & league fees
3574	4 th Hartlepool Boys Brigade	Upgrading of equipment and facilities	No	1,319.85	1000	500 towards upgrade of equipment
3575	Golden Flatts FC	Pitch, referees fees and hire of hall	Yes		300	200 pitch, referees fees and hall hire
3576	Greatham FC	Pitch, league, referees fees and hall hire	Yes		500	200 pitch, league, referees fees and hall hire
3577	Karen Liddle School of Dance	Travel costs in London to enable the group to perform at Sadlers Wells 10 th Nov 2012.	No	1,372	1,372	Up to 500 contribution towards travel costs in London, subject to success of other fundraising.
3581	The Princess Royal Restoration Association	Annual berthing fees and Insurance costs	Yes	1,527.44	1,500	528 towards insurance costs
		Total			£12,182	£5,588

CABINET REPORT

3 December 2012



Report of: Corporate Management Team

Subject: QUARTER 2 – COUNCIL OVERVIEW OF PERFORMANCE AND RISK 2012/13

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key

2. PURPOSE OF REPORT

- 2.1 To inform Cabinet of the progress made against the Council's 2012/13 Corporate and Departmental Plans, for the period ending 30 September 2012.

3. BACKGROUND

- 3.1 The Corporate Plan was agreed by Council on 12 April 2012 and the three Departmental Plans were agreed by Cabinet on 19 March 2012.
- 3.2 All of the plans contain an action plan setting out how the Council proposes to deliver the Council's priority outcomes. Key Performance Indicators are also included which can then be used to monitor progress throughout the year and at year end. Departmental Plans also contained a section listing the Risks that could prevent the department from delivering the priority outcomes.
- 3.3 The Council's Performance Management System (Covalent) is used to collect and analyse progress against the actions, performance indicators and risks detailed in the Corporate Plan and the three Departmental Plans. The information in the system was used to prepare this report.
- 3.4 The structure of the report is:

Paragraphs	Content
4.1 – 4.9	Council Overview of Performance and Risk
5.1 – 5.9	Child and Adult Services Departmental Plan Update
6.1 – 6.10	Regeneration and Neighbourhoods Departmental Plan Update
7.1 – 7.7	Chief Executives Department Update

8.1	Recommendations
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4. COUNCIL OVERVIEW OF PERFORMANCE AND RISK

- 4.1 In total the three departmental plans for 2012/13 include 181 actions and 168 performance indicators to deliver and measure improvements across key priority areas (outcomes) identified in the Community Strategy and Council Corporate Plan.
- 4.3 Officers have assessed the indicators and actions included in the plans, making judgements based on progress to the 30 September 2012. Progress is categorised as: -
- **PI target achieved or Action completed**
 - **PI on track to achieve target or Action on track to be completed**
 - **PI/Action having made acceptable progress**
 - **PI/Action requiring intervention**
 - **PI Target not achieved or Action not completed.**
- 4.4 The Corporate Plan addresses the key priorities and issues facing the Council, and includes an action plan that draws the key actions and performance indicators from the Council's three Departmental Plans. The 2012/13 Corporate Plan includes 65 actions and 20 performance indicators (that have targets and are monitored quarterly).
- 4.5 Charts 1 and 2 below summarise officers' assessments of the Corporate Plan actions and indicators (that have targets **and** are measurable throughout the year). As at 30 September 2012, the position was a positive one, with: -
- 62 actions (95%) have already been completed or assessed as being on target to be achieved by their scheduled completion date;
 - 18 performance indicators (75%) have been assessed as being on track to achieve their year end target;
 - 3 actions (5%) and 4 performance indicators (17%) have been assessed as having made acceptable progress;
 - There are no actions and just one indicator (4%) have been assessed as requiring intervention, and further information relating to these can be found later in the report – see paragraphs 6.6;

Chart 1: Corporate Plan Action Progress for period to 30 September 2012.

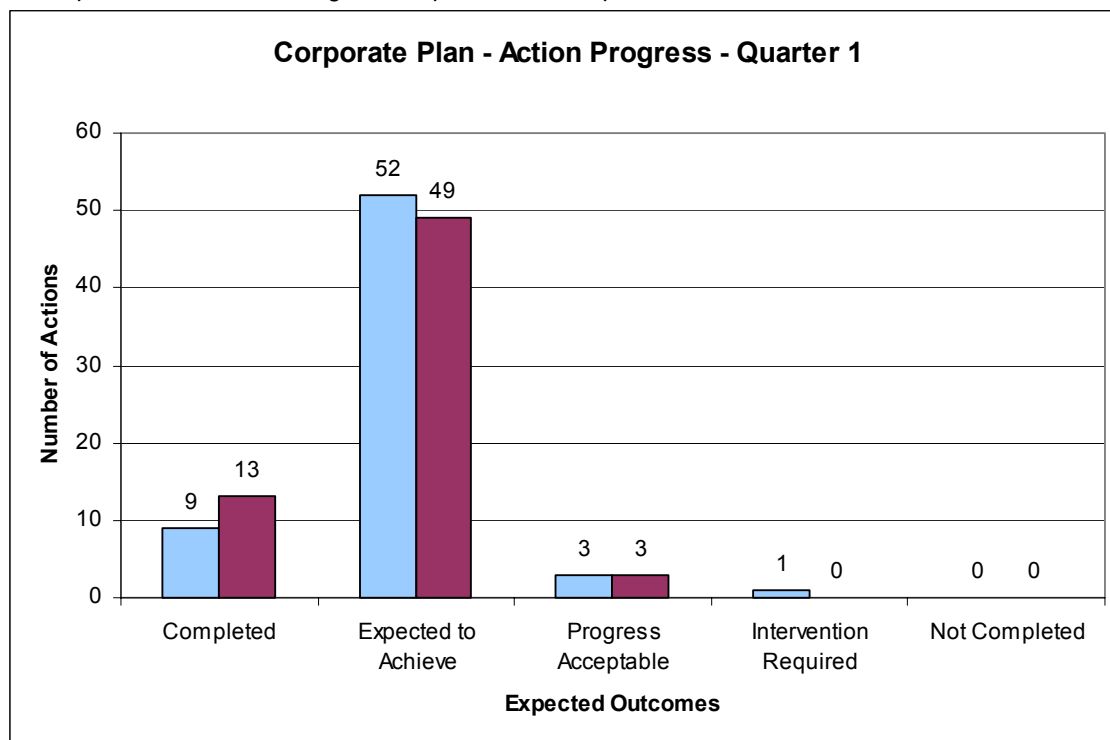
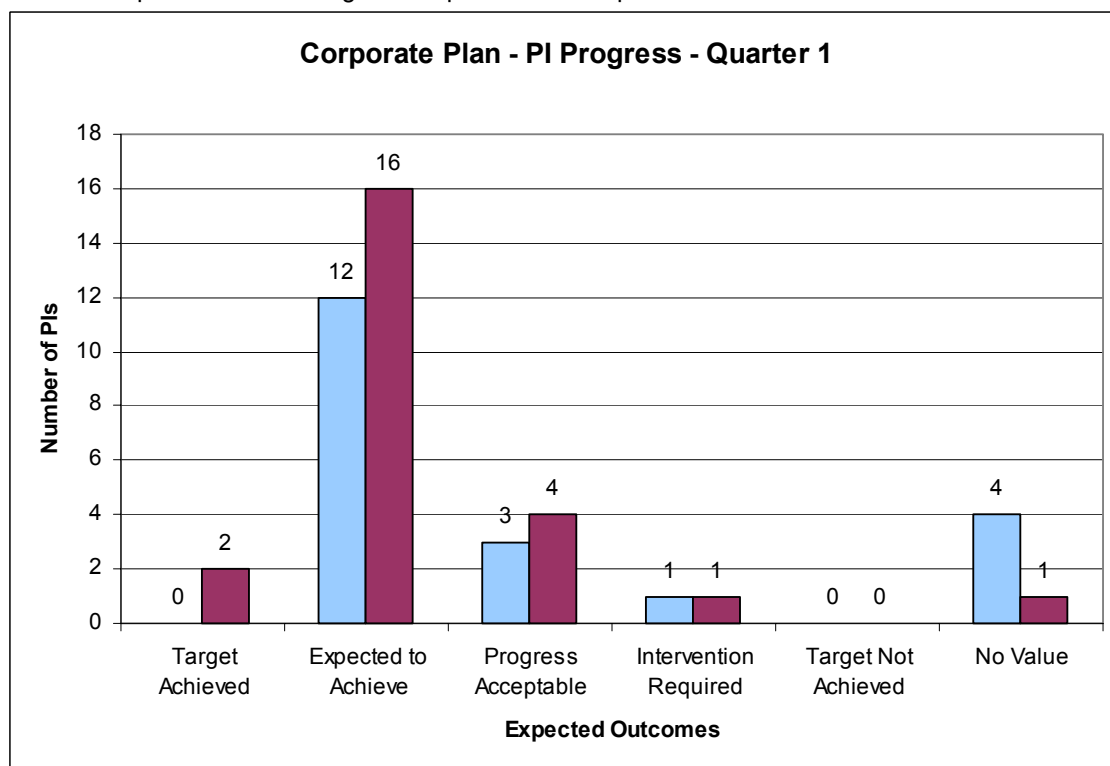


Chart 2: Corporate Plan PI Progress for period to 30 September 2012



4.6 As previously stated (paragraphs 4.1 and 4.2) the three Departmental Plans include 181 actions and 51 performance indicators that can be monitored on

a quarterly basis and have had targets set. Progress is illustrated in Charts 3 and 4.

4.7 Across all 3 Departmental Plans progress is good as demonstrated in Charts 3 and 4:

- Over 96% of actions (174 actions) are on track to be achieved;
- 3% (6 actions) have been assessed as having made acceptable progress;
- A further single action (1%) has been flagged as requiring intervention. Further information relating to these actions can be found later in the report (paragraph 6.3);
- 44 indicators (86%) have been assessed as being on track to achieve their year end target or having made acceptable progress;
- The remaining 4 indicators (8%) has been flagged as requiring intervention and more information is included later in the report (see paragraph 5.4 and 6.6);
- The remaining indicators can not be assessed at this stage as all have a 'time-lag' on the performance data which means that quarter 2 data is not available at the time of writing this report, and therefore a judgment on whether or not year end target will be achieved can not be made at this time.

Chart 3 – Departmental Plans Overall Action Progress for period to 30 September 2012

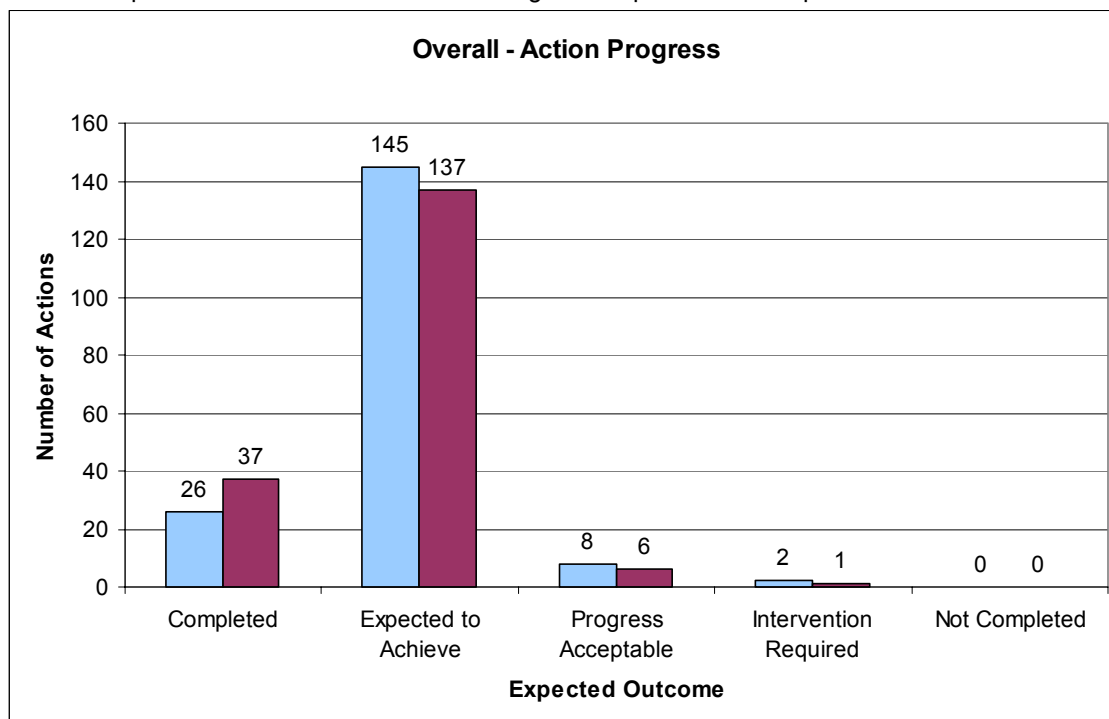
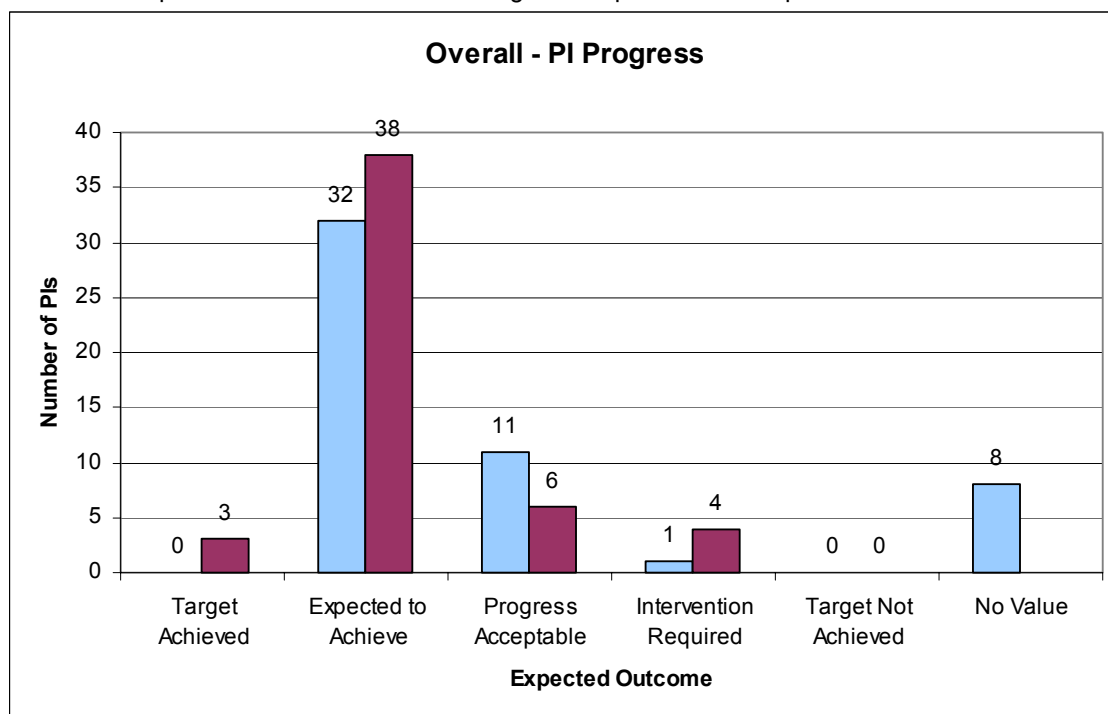


Chart 4 – Departmental Plans Overall PI Progress for period to 30 September 2012



4.8 There are 127 corporate risks have been identified across the Council. These are being managed in accordance with the Council's Risk Management Framework as agreed by Performance Portfolio Holder on 23 March 2011. This splits risks into two categories:

- Actively Managed Risks: those where additional control measures are being pursued or need highlighting and monitoring through senior managers and elected members; and
- Accepted Risks: those risks that have been identified by departments as under control.

4.9 Accepted risks continue to be monitored by individual departments to ensure the risk is kept at an acceptable level. These risks are assessed at least once a year in accordance with the Risk Management Framework. This reassessment exercise was completed during the quarter 2 updates and ensures that all accepted risks are up to date and reflective of the current environment. **Appendix A** shows a full list of all Accepted Risks with notes on changes where applicable. A report on the actively managed risks is included in the quarterly monitoring reports and this will continue throughout the year. The new and existing risks have been assessed within this exercise and will continue to be re-evaluated through the year as Risk Management is an on going process. Sections 5.6, 6.8 and 7.6 of this report provide an update on the Actively Managed Risks.

5. CHILD AND ADULT SERVICES DEPARTMENTAL PLAN UPDATE

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

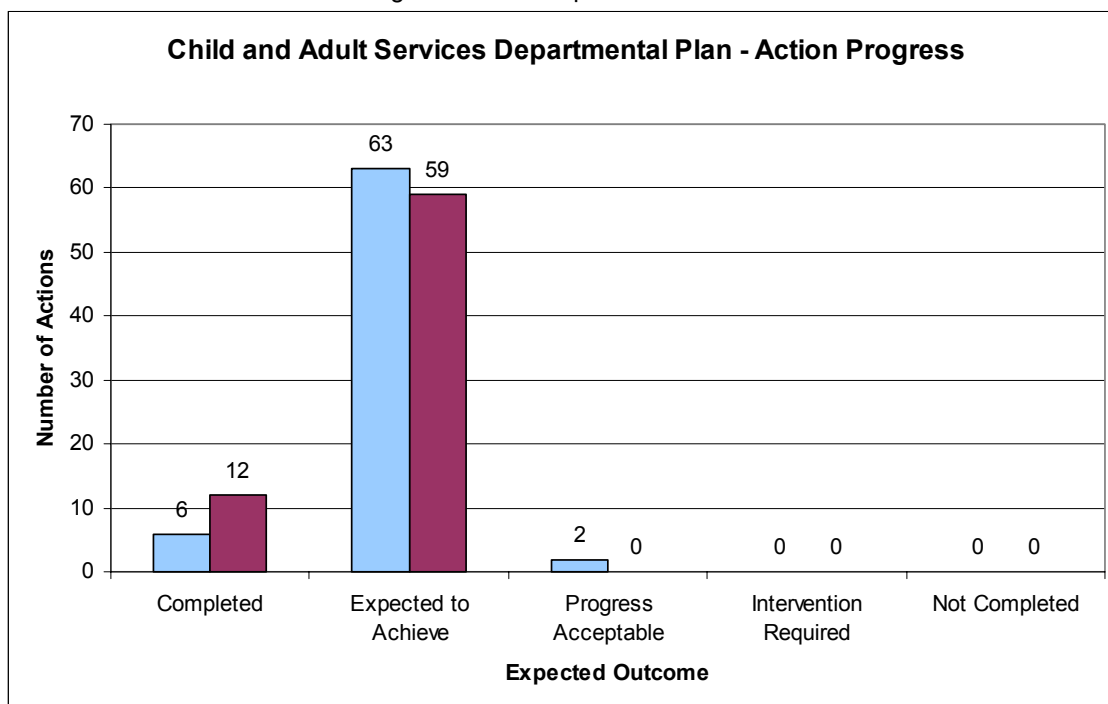
- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Culture and Leisure
- Strengthening Communities

5.2 Included in the Departmental Plan are 71 actions and 93 performance indicators spread across 11 outcomes. In addition the department has identified 52 corporate risks that are included in the Council's Risk Registers.

5.3 As can be seen in chart 5 overall progress is good with:

- 12 actions have been completed and (17%) having been completed and a further 59 assessed as being on target to be achieved by their scheduled completion date;

Chart 5: CAD Overall Action Progress – to 30 September 2012



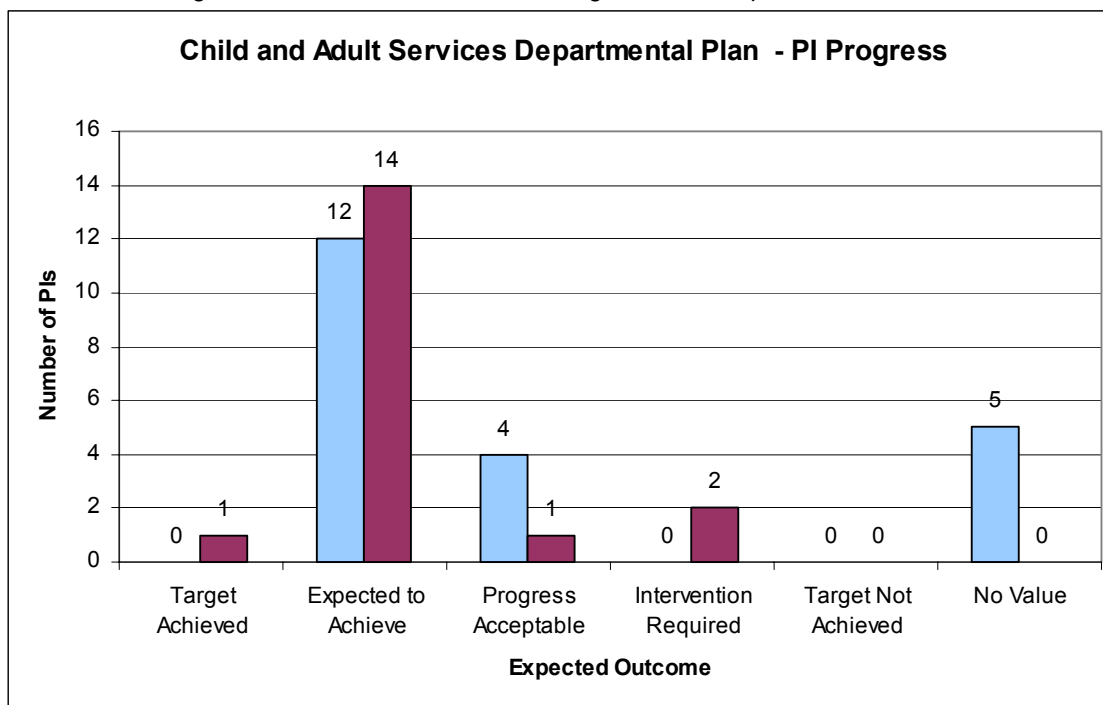
5.4 Chart 6 summarises officers' assessments of the 18 Performance Indicators that have targets **and** are measurable throughout the year. As at 30 September 2012, the position was a positive one, with:

- 14 indicators (78%) being assessed as being on track to achieve their year end target;
- One indicator has achieved its target (6%)
- A further indicator (6%) has been assessed as having made acceptable progress;
- Two indicators requires intervention

Table 1: CAD Performance Indicators requiring intervention

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				
Ref	Indicator	Q2 2012/13 Outturn	Year End Target	Note
ACS P072	Clients receiving a review as a percentage of adults and older clients receiving a service	25.6%	75%	This figure at the half year point is under the 75% year end target. Work is underway to look at the causes of this low figure, as well as actions that need to be taken to improve performance in this area. Detailed lists of those service users who have not yet received a review are being generated - these will be passed on to care management teams to follow up these cases and, where relevant, complete the review for the service use and record this review in CareFirst.
Outcome: 09 Improve health by reducing inequalities and improving access to services				
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	1011	2494	The PI is being monitored closely. The PCT Quality Improvement Productively and Performance initiative is designed to strengthen practise, protocols and pathways to reduce hospital admissions. Work is in hand with GP's social care and in hospital settings to improve links between acute and community treatment. The initiative also includes Tees wide activity.

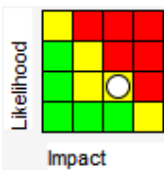
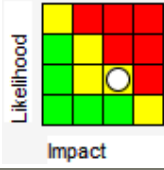
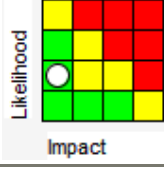
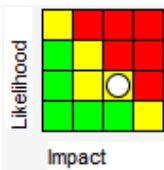
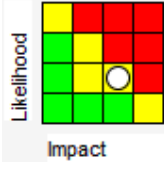
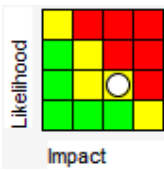
Chart 6: CAD Targeted Performance Indicators – Progress to 30 September 2012

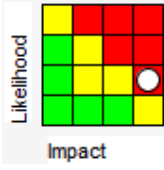
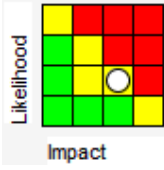
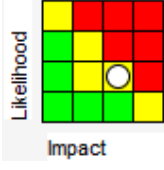
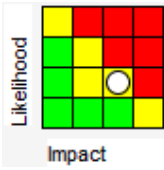


- 5.5 A further 75 indicators have targets which can only be assessed at the year end or are for monitoring purposes only.
- 5.6 There has been a major review of the risk registers across all departments with Child and Adults moving from 10 actively managed risk and 7 accepted risks to 11 risks on the Accepted Risk Register and a further 41 on the Actively Managed Risk Register. The table below provides a summary of the position of the risks on the Actively Managed Risk Register along with details as to what action is being taken with regard to these risks.

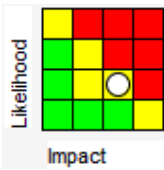
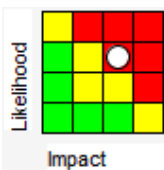
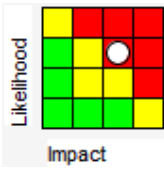
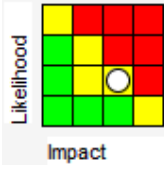
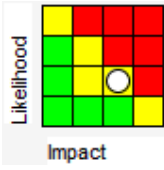
Table 2: CAD Actively Managed Risks 2012/13

Code	Title	Current Risk Matrix	Latest Note
CAD R006	Alcohol investment does not enable the provision of sufficient services to meet the increased level of need. (Actively Managed)		THIS RISK HAS REDUCED ITS LIKELIHOOD FROM ALMOST CERTAIN TO LIKELY Issues introduced through GP Clinical Commissioning Group. Review of PCT commissioned specialist alcohol service completed in December. Alcohol needs assessment and business case being developed thereafter to include recommendations from PCT QIP programme.
CAD R001	Service issue as a result of insufficient budget allocation or changes in national funding/grants (Actively Managed)		Additional capacity has been built in to the schools improvement service as from September 2012, as schools have provided a source of funding to support improvement work, however the overall risk to the service generally remains. (NO CHANGE IN

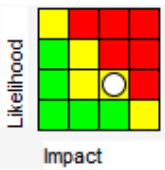
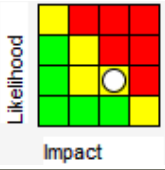
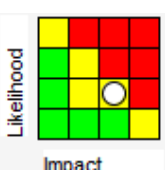
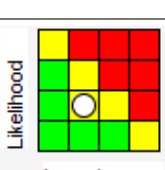
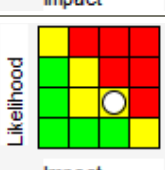
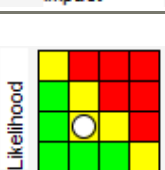
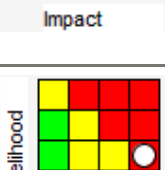
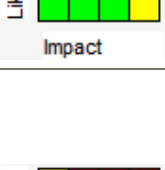
Code	Title	Current Risk Matrix	Latest Note
			RATING)
CAD R004	An increase in the number of schools falling below Performance Achievement Standard (Actively Managed)		1 primary and 1 secondary school fell below the DfE floor target in July 2012 Performance in the secondary school is the greater concern and a number of actions have been put in place to support the school in line with the Hartlepool Schools causing concern protocol. (NO CHANGE IN RATING)
CAD R005	Failure to meet the statutory duties and requirements vested within the Child and Adult Services department (Actively Managed)		Ofsted review May 2012 of LAC provision indicated that all statutory duties were been met. (NO CHANGE IN RATING)
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)		New services introduced alongside publicity information. Annual programme of events and campaigns in place. Positive press stories and presentations to groups.. (NO CHANGE IN RATING)
CAD R008	Damage / Disruption due to violence to staff, health & safety incidents or poor working conditions (Actively Managed)		Violence to staff procedures and guidance has been reviewed corporately and are with the trade unions for approval. Training is ongoing via the H&S wellbeing team. The VAS group meet on a monthly basis to review EPR entries. All teams have procedures in place for out of office and out of hours working, the lone working policy currently being reviewed by out of office H&S meeting. (NO CHANGE IN RATING)
CAD R011	Failure to work in effective partnerships with NHS, including risk of cost shunting. (Actively Managed)		There is an ongoing risk in relation to continuing healthcare funding and ensuring that people's health care needs are appropriately assessed, met and funded. There is an emerging risk in relation to hospital discharges in terms of volume of work and appropriateness of discharges. Operational care management arrangements are being reviewed to ensure that systems are in place to manage demand and risks appropriately. (NEW RISK)
CAD R017	Failure to recruit & retain suitable staff in childrens services (Actively Managed)		There are no issues currently in relation to recruitment and retention of suitable staff within children's services or adult social care. Turnover is low and staff are supported through supervision, appraisal and personal development. (NO CHANGE IN RATING)

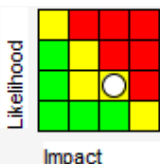
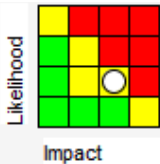
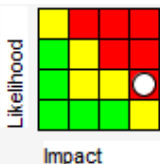
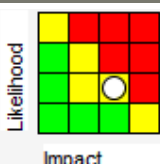
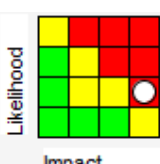
Code	Title	Current Risk Matrix	Latest Note
CAD R019	Failure to plan for future need and ensure sufficient placement provision to meet demand (Actively Managed)		Sufficiency duty upon the local authority to ensure the provision of sufficient range of accommodation to meet the needs of children looked after. Service continues to regularly recruit foster carers to service which meets the needs of the vast majority of children in care. The department is in process of opening a local authority ran children's home to meet the sufficiency requirements and reduce reliance on external placements. A framework agreement is in place with list of preferred providers from the independent fostering sector which provides additional placement capacity when required. (NEW RISK)
CAD R020	Insufficient capacity in the independent sector to meet placement demand (Actively Managed)		Main risk is the availability of appropriate placements for teenagers in Independent Fostering Agencies and Residential Care, those that are available are high cost and a long way from Hartlepool. (NEW RISK)
CAD R021	Increased demand on services due to socio-economic pressures (Actively Managed)		Increasing demand for services has been noted over the past 2 years with noted increase in numbers of children referred for services, numbers of children receiving a service and increase in number of children in care. Early intervention Strategy aims to reduce the needs of children and their families before they reach a critical point and prevent demand for more specialist services. Early intervention teams are now in place and supporting children and their families. Edge of care team in place to support families in crisis and maintain children within their own families wherever safe to do so rather than becoming looked after. Welfare reforms to be implemented in 2013/14 are likely to have further impact upon demand for services and workforce is being equipped to support families affected by this. Additional capacity has been agreed within children's social care to support assessment of children presenting for services. (NEW RISK)
CAD R022	Failure to provide statutory services to safeguard children and protect their well-being (Actively Managed)		Service meets its statutory requirement in terms of children's safeguarding through the provision of social work teams where children's needs are assessed and plans implemented to ensure their safety and promote their well being. Service is fully compliant with safeguarding requirements as outlined in Working Together to Safeguard Children and this compliance is monitored by the Local Safeguarding Children Board. (NEW RISK)

Code	Title	Current Risk Matrix	Latest Note
			RISK)
CAD R023	Impact of change to funding arrangements across Children's Services (Actively Managed)		Monitoring is in place to highlight where proposals are being put forward for funding arrangements to change. This forward planning enables the service to predict and plan for changes in funding arrangements. Currently it is known that there will be changes in the Early Intervention Grant and Youth Offending Service, both areas of service are aware of proposals published to date and have taken action to mitigate risks associated with changes to funding arrangements. (NEW RISK)
CAD R024	Failure to meet statutory duties and functions in relation to the Youth Offending Service (Actively Managed)		Recent participation in a youth justice peer review of Hartlepool youth offending service has enabled the service to identify areas of improvement and potential non compliance with national standards an action plan is currently being developed to address any areas for development and this will be implemented in the coming months. (NEW RISK)
CAD R029	Failure to effectively manage risks exhibited by young people and families (Actively Managed)		Multi agency risk management arrangements are in place for individual children, young people and their families where these are required and actively reviewed. Risk assessments are undertaken on young people who exhibit harmful behaviours and case management systems include flagging arrangements in relation to individuals who present a risk. (NEW RISK)
CAD R031	Failure to recruit and retain staff in educational support services (Actively Managed)		Latest post advertised, Senior School improvement officer attracted high quality field of 14 candidates, 4 interviewed & successful appointment made. (NEW RISK)
CAD R032	Increase in the number of schools falling below national average for pupil attendance (Actively Managed)		Number of schools in Hartlepool falling below the national attendance average has increased in 2012. This could potentially increase levels of anti-social behaviour, negatively impact on pupil's levels of achievement and put schools at risk during OFSTED inspections. (NEW RISK)
CAD R033	Failure to plan for future need and ensure sufficient placement provision to meet demand within adult social care. (Actively Managed)		Ongoing data collection & analysis enables monitoring of occupancy levels and trends. Seasonal factors such as a flu pandemic or an increase in hospital discharges could have a significant impact on residential care placements, particularly for older people; therefore an emergency plan is in place to manage placements in such

Code	Title	Current Risk Matrix	Latest Note
			circumstances. There is currently an emerging pressure in relation to care home placements for older people with dementia and this will be closely monitored over coming months. (NEW RISK)
CAD R034	Insufficient capacity in the independent sector to meet placement demand within adult social care. (Actively Managed)		Older Peoples care home contracts renegotiated to provide some stability in terms of capacity until 2015. Regular strategic oversight of the provider market undertaken to maintain a range of services. (NEW RISK)
CAD R035	Increased demand on adult social care services due to demographic pressures. (Actively Managed)		Demand on adult social care services is increasing due to the ageing population and increased prevalence of dementia, as well as the need to support younger people with complex needs. The impact of this increase in demand is closely monitored and there is currently a piece of work underway to assess the impact on how quickly assessments are carried out and whether people are receiving an annual review. (NEW RISK)
CAD R037	Failure to achieve targets in relation to assessments within 28 days and annual reviews, due to increased pressures on services. (Actively Managed)		There is a high risk of failure to achieve this ambitious target in the current circumstances given that a considerable amount of pressures are due to changes in the Health Service provision linked to community nursing and hospital discharge arrangements, which we have little control over. (NEW RISK)
CAD R038	Failure to provide statutory services to safeguard vulnerable adult. (Actively Managed)		Partner agencies continue to work together through the Hartlepool Safeguarding Vulnerable Adults Board and the Teeswide Safeguarding Vulnerable Adults Board to ensure that services are in place to safeguard vulnerable adults. (NEW RISK)
CAD R039	Impact of change to funding arrangements across adult social care services. (Actively Managed)		Any changes to local authority funding, or NHS funding that supports social care and reablement priorities, will have a significant impact on the delivery of adult social care services. HBC currently receives £1.2m from the NHS to support social care services, as well as reablement funding that contributes to the delivery of low level support services. The PCT also contributes to the costs of carers services and rehab beds. The impact of any changes to funding arrangements will be closely monitored and reported through appropriate the route. (NEW RISK)

Code	Title	Current Risk Matrix	Latest Note
CAD R040	Failure to deliver the Reablement Strategy. (Actively Managed)		The delivery of the Reablement Strategy relies on effective partnership working between the Local Authority, CCG and Foundation Trusts and securing NHS funding for services that will help deliver against the reablement agenda. Funding has not yet been agreed for 2013/14, and there is a meeting planned for December 2012 which will review progress and performance of current services as well as considering funding priorities for the future. The aim of reablement services is to promote independence, prevent hospital admissions and maximise independence following an illness or hospital stay. If reablement does not work effectively, there will be an increasing pressure on services for older people, including increased care home admissions. (NEW RISK)
CAD R041	Failure to recruit & retain suitable staff in adult social care. (Actively Managed)		At the present time there are no difficulties recruiting and retaining staff within adult social care. A number of fixed term social work posts have been advertised recently to cover maternity leave or provide backfill, and the posts have been successfully appointed to. The age profile of the workforce is not a concern in relation to social work posts, although there are likely to issues in home care services in the next couple of years. Plans are being developed to address this through apprenticeships, subject to funding being identified. (NEW RISK)
CAD R043	Delayed transfers of care from hospital due to reduced capacity and changing working arrangements for hospital discharge. (Actively Managed)		There is a high risk of failure to achieve this ambitious target in the current circumstances given that a considerable amount of pressures are due to changes in the Health Service provision linked to community nursing and hospital discharge arrangements, which we have little control over. (NEW RISK)
CAD R044	Failure to retain suitably skilled staff in the Museum Service (Actively Managed)		Currently stable but temporary funding due to end in march 2013 which could lead to loss of experience. New initiative being pursued with national portrait gallery. (NEW RISK)
CAD R045	Failure to deliver statutory elements of the Library Service (Actively Managed)		The risk for Hartlepool is currently low/medium for 2013/14 provided no changes are made to planned efficiencies. If new targets are imposed then lack of time for consultation will heighten risk. (NEW RISK)

Code	Title	Current Risk Matrix	Latest Note
CAD R046	Failure to provide statutory service of archaeological planning advice and Historic Environment Record (Actively Managed)		The service is currently responding well to recent cuts and downsizing. The new delivery plan safeguards against any immediate risk. (NEW RISK)
CAD R047	Failure to fulfill the targets for recruitment set by the SFA leading to loss of income (Actively Managed)		This is a constant risk, current recruitment in the academic year is encouraging overall. Family learning has increased dramatically. (NEW RISK)
CAD R048	Failure to reach the minimum levels of performance for the SFA or Ofsted (Actively Managed)		Ofsted may be implemented at short notice, meanwhile challenge is encouraged and any area of low performance is currently targeted for immediate support and improvement. Overall the service is on track for retention of current grading. (NEW RISK)
CAD R049	Failure of MIS and IT systems preventing return of electronic data for funding purposes (Actively Managed)		Significant impact on the service leading to non payment of SFA grant if information return of data not handled efficiently and to strict deadlines. (NEW RISK)
CAD R050	Failure to recruit or retrain sufficient staff in key areas of a changing programme offer (Actively Managed)		Adult education staffing in key areas is critical to be able to deliver a flexible course programme. Very important that maximum flexibility is required to recruit at short notice contract staff. (NEW RISK)
CAD R051	Failure of partnerships resulting in insufficient venues to deliver training (Actively Managed)		The value of community based venues for service delivery cannot be overestimated. Retaining suitable premises managed by 3rd parties is essential for long term service outputs. Risk perceived relates to the ability for the 3rd sector in particular to maintain premises. (NEW RISK)
CAD R052	Failure to meet the licensing requirements of the Adventurous Activity Licensing Authority (Actively Managed)		This licence retention is critical to the ability to provide the service. A licence is required to enable adventure activities to be undertaken. Loss of licence means loss of ability to deliver leading to direct job losses. (NEW RISK)
CAD R053	Failure to adhere to the recommended standards regarding pool safety management (Actively Managed)		This is a critical area of direct service delivery in respect to the Mill house leisure Centre swimming pool for both public and primary children alike. The Authority also has a responsibility to monitor and advise safe swim lifeguarding standards through the Secondary school pool managers and the primary headteachers regarding regular pool access use. Both sectors are regularly advised of their responsibilities in this regard. (NEW RISK)

Code	Title	Current Risk Matrix	Latest Note
CAD R054	Failure to ensure awareness and training of staff regarding safeguarding (Actively Managed)		Ensuring staff in all areas of activity and service delivery are suitable trained in safeguarding procedures and general alertness to help assist in the identification of incidents. (NEW RISK)
CAD R055	Failure to establish new partnerships and meet funding conditions of external partners in relation to grant funding, MOU's or SLA's (Actively Managed)		Essential issues need to be constantly addressed to minimise the risk to service by loss of opportunity and grant / income generation. (NEW RISK)
CAD R056	Lack of adequate investment in public buildings affecting ability to income generate (Actively Managed)		The maintenance of quality facilities is essential to safeguard the building and the service which in turn then succeeds in maximising levels of patronage and earned income. Ensuring that maintenance regimes are prioritised for economically important service property. (NEW RISK)
CAD R057	Impact of recruitment freeze, gaps in staffing caused by length of time taken in process and use of redeployed staff lacking appropriate skills and experience (Actively Managed)		Whilst acknowledging the impact of budget reductions, timely recruitment into essential posts is necessary to minimise threat to earned income and service delivery. (NEW RISK)
CAD R058	Failure to adhere to recommendations of the Playing Pitch Strategy (Actively Managed)		The PPS is due for adoption in Dec 2012, the support that it requires will ensure that a) pitches are improved and invested in, b) this strategy will minimise the threat of planning challenge by statutory consultees. All provided its recommendations are adhered to and supported. (NEW RISK)

5.9 For the period up to 30 September 2012 the Child and Adult Services Department have identified a number of achievements including: -

- Development of the new children's home is progressing and should be opened in April 2013. Foster carer recruitment continues to be effective.
- Once again Hartlepool has been able to implement a highly successful September guarantee for Year 11 school leavers and Year 12 young people. This should support further reductions in the numbers of young people classified as Not in Education, Employment or Training (NEET). However, whilst we are still awaiting confirmed starters across each of the local and regional colleges it is difficult to determine exact numbers at this stage.
- Implementation of recommendations from the fostering inspection is in progress. Recent inspection undertaken of Exmoor Grove Children's Home. The service retained a GOOD judgment and the final report is awaited. An action plans is underway to implement the recommendations. Safeguarding Peer Review received and

action plan to be developed to address areas for further consideration. All other actions plans have been completed.

- The contract for the delivery of positive activities for children and young people is now established and provision is being delivered across the town in line with service specification.
- Integration of the Young People's Substance Misuse Service has been slowed by a number of staffing issues that are being rectified. This has not had an impact on frontline services and all young people have been seen. There has however, been an impact on the widening of the service including the education programme. It has been agreed that the newly implemented substance misuse steering group will also cover young people's issues. This is very helpful and will ensure that the service continues to develop effectively.
- The number of people using personal budgets to direct their own care and support continues to increase with 93% of people who have an ongoing social care need and are eligible for support now accessing a personal budget
- Performance in the first part of the year has progressed well from 812 users to 898, which is in line with the newly revised and more challenging target of 1000 people with Telecare by March 2013 (originally the target was set as 750 people)
- The flu vaccination programme is now underway to help ensure that all eligible people and particularly those in high risk groups are vaccinated.
- The PCT Quality Improvement Productivity and Prevention initiative is designed to strengthen practise, protocols and pathways to reduce hospital admissions for alcohol related harm. Work is in hand with GP's social care and in hospital settings to improve links between acute and community treatment. The initiative also includes Tees wide activity.
- HME and Art gallery have retained their VAQAS quality status following inspection from Visit England, September 2012

6 REGENERATION AND NEIGHBOURHOODS DEPARTMENTAL PLAN UPDATE

6.1 The Regeneration and Neighbourhoods Departmental Plan contributes to 21 outcomes, spread across 7 themes.

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

6.2 Included in the departmental plan were 59 actions and 49 performance indicators spread across the 21 outcomes. In addition the department has identified 39 risks that are included in the Council's Risk Registers

6.3 As can be seen in chart 7, overall progress is good with:

- 56 actions (95%) having already been completed or assessed as being on track to be completed by the agreed date;
- Two further actions (3%) has been adjudged to have made acceptable progress;
- The remaining action (2%) have been flagged as requiring intervention, and these actions are shown in the table 3.

Chart 7: RND Overall Action Progress – to 30 September 2012.

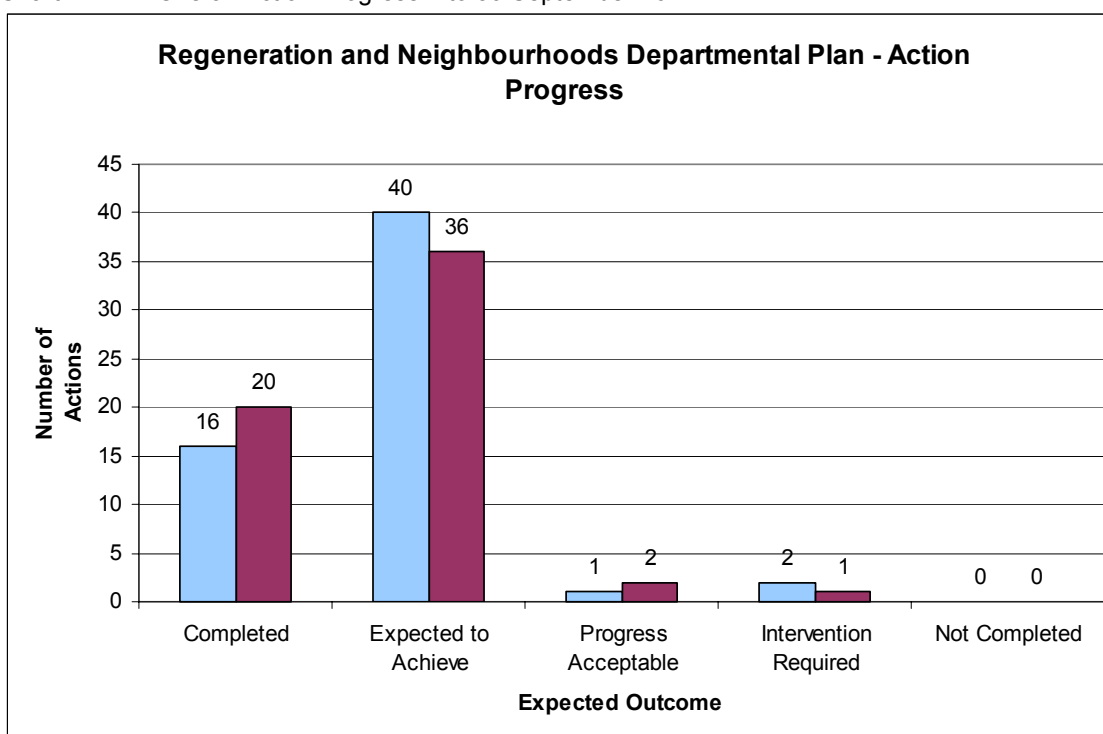


Table 3: RND Actions requiring intervention

Outcome: Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design			
Ref	Action	Due Date	Note
HS 1B3	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	30-Sep-2012	DATE CHANGE REQUEST: From 30/09/12 to 31/03/13 REASON: Information is currently being collated with a view to complete this action by March 2013 further to on going discussions within the division as to how to take this forward.

6.4 For the reasons stated in the table above it is proposed to change the due dates of the following action to: -

- HS 1B3 change to 31 March 2013

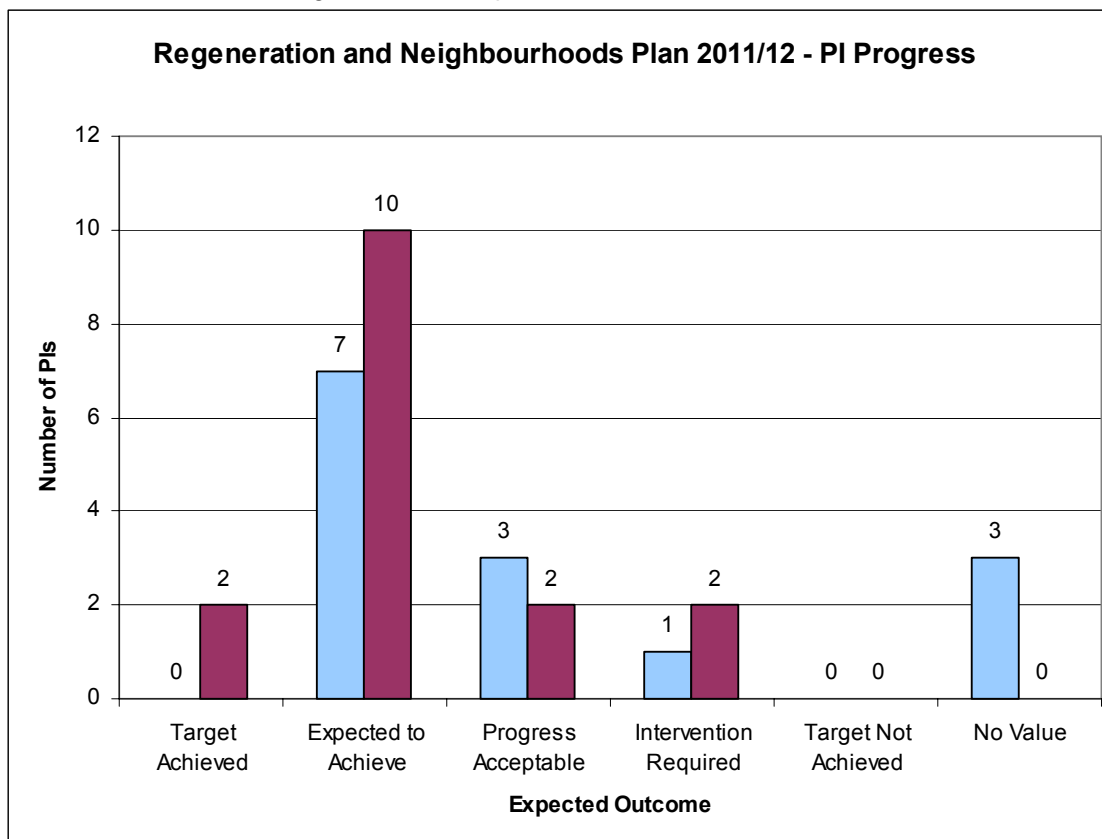
There is also another action with a proposed date change request

- ERS 11/14 – A03 change to 30 November 2012

ERS 11/14 - A03	Undertake audit of existing commercial premises and business infrastructure in context of growth sectors and produce report for commercial premises and business parks	30-Sep-2012	DATE CHANGE REQUEST: From 30/09/12 to 30/11/12 - Reason: The first draft has been produced but needs amendments and consultation before it is completed. This extension will allow for a more meaningful document to be produced. Qtr 2 note: Draft report written. To be completed and reported on by end of November. An Action Plan will be developed to build on the outcome of the report.
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6.5 Chart 8 summarises officers' assessments of the 16 performance indicators that have targets **and** are measurable throughout they year.

Chart 8: RND Overall PI Progress – to 30 September 2012.



- 6.6 It can be seen that, as at 30 September 2012, the position was a positive one with:
- 12 indicators (75%) having been assessed as being on track to achieve year end target or have achieved target
 - 2 (12%) indicators have been assessed as having made acceptable progress.
 - The remaining two indicators (12%) have been flagged up as requiring intervention, and further information is provided in Table 4.

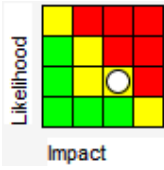
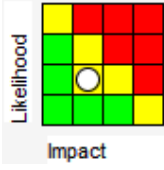
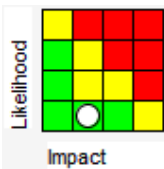
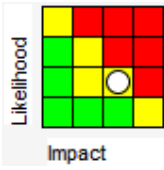
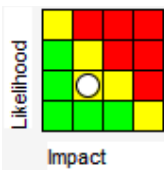
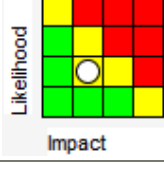
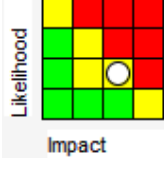
Table 4: RND Performance Indicators requiring intervention

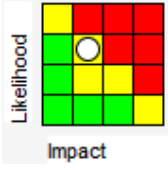
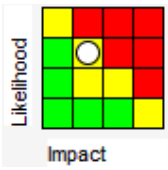
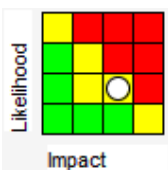
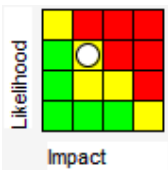
Outcome: 23 Housing services and housing options respond to the specific needs of all communities within Hartlepool				
Ref	Indicator	2011/12 Outturn	Year End Target	Note
RND P051	Number of households where homelessness has been prevented through Local Authority action	3.11	12.00	At the end of Q2 115 households were prevented from becoming homeless. This equates to 3.11 per thousand households which is still short of our target for this time period but the impact of welfare reforms has significantly reduced alternative housing options for those affected.
NI 185	Percentage CO2 reduction from local authority operations	4.7%	7%	Work continues to reduce the carbon footprint through the work of the CAN-DO and CREE groups. Projects are currently being considered to form a bid for an interest free loan from Salix Finance. Lighting, voltage optimisation and heat recovery projects have been investigated. New target will be set during this financial year following discussions at the CAN-DO and CREE groups.

- 6.7 A further 33 indicators have targets which can only be assessed at the year end or are for monitoring purposes only.
- 6.8 Before the recent review there were 17 risks on the accepted risk register and 17 on the actively managed risk register. Today there are 18 risks on the accepted risk register within the Regeneration and Neighbourhoods Department and a further 19 on the actively managed risk register. The table below provides a summary of the position of the risks on the Actively Managed Risk Registers along with details as to what action is being taken with regards to these risks. The table also details whether the risk has changed since its last review. Appendix A contains a copy of the accepted risk register for information.

Table 5: RND Actively Managed Risks 2012/13

Code	Title	Current Risk Matrix	Latest Note
RND R054	Failure to maintain highway infrastructure to acceptable standard resulting in additional cost implications through insurance claims (Actively Managed)		THIS RISK HAS HAD AN INCREASE IN LIKEILHOOD FROM POSSIBLE TO LIKELY. Lack of significant investment in highway maintenance and possible future pressure will maintain this risk at a score of 6 and possibly higher should we experience a severe winter period.
RND R055	Failure to provide an effective transport infrastructure for disabled people (Actively Managed)		THIS RISK HAS HAD A REDUCTION IN IMPACT FROM HIGH TO LOW. Provision of low floor bus infrastructure continues on an annual basis funded by TVBNI capital investment. All new infrastructure and maintenance programme included provision of dropped crossing facilities with appropriate tactile paving
RND R063	Lack of resources to maintain building stock (Actively Managed)		THIS RISK HAS A REDUCTION IN LIKELIHOOD FROM LIKELY TO POSSIBLE. No formal budget in 12/13 for capital works. CCFT bids to capital receipt fund.
RND R051	Failure to comply with DDA legislation in Council buildings (Actively Managed)		Capital bid approved, works being programmed. (NO CHANGE IN RATING)
RND R052	Council liability for RTA related accidents resulting from employees driving whilst on council business (Actively Managed)		Road Safety Team are now administering the process. (NO CHANGE IN RATING)
RND R053	Failure to effectively implement selective licensing (Actively Managed)		As update on 16.7.12. Implementation of the current scheme is operating well and the evaluation of the current scheme and any expansion has commenced. (NO CHANGE IN RATING)
RND R057	Reduction in funding for Housing Investment (Actively Managed)		The situation is still the same as the previous update on 9.7.12. The Housing investment funding has deadline to be spent this is either March 2014 or March 2015. (NO CHANGE IN RATING)
RND R059	Failure to provide a 'sound' Planning Policy Framework leading to a lack of clear planning guidance (Actively Managed)		Core Strategy now known as the Local Plan has been submitted to the SoS for examination. The document has been out to consultation extensively. On track to achieve adoption on Core Strategy in 2013, however it is likely to be later than Autumn given the Examination in Public is to begin 28 January 2013 and anticipated to last 2 weeks.

Code	Title	Current Risk Matrix	Latest Note
			Meanwhile Local Plan 'saved policies' remain in place, the NPPF have given local authorities a year to adopt a Core Strategy (until March 2013). (NO CHANGE IN RATING)
RND R060	Failure to deliver current regeneration programmes (Actively Managed)		The development proposals for Seaton Carew have been designed to be largely self funding with the establishment of a rolling regeneration fund based on enhanced land values for residential development. (NO CHANGE IN RATING)
RND R061	Inability to meet very high levels of local housing needs including affordable housing		In addition to the update of 16.7.12. Welfare Reform will also have an impact on the numbers of property available to let as householders seek to downsize to mitigate the effects benefit changes, this is being monitored via a number of methods and groups. (NO CHANGE IN RATING)
RND R062	Effective delivery of housing market renewal affected by external decisions and funding (Actively Managed)		No Change to previous updates, original CPO sites, either all outstanding claims have been settled or ring fenced funding is in place to mitigate claims. Work is currently taking place to assess risks on the Perth Street Site; to assess the likely hood of breaching the ring fenced funding to cover claims from former owners on this site. Carr/Hopps Street has funding in place and is being actively managed to mitigate risks. (NO CHANGE IN RATING)
RND R064	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation (Actively Managed)		Medium and long-term accommodation strategy is constantly reviewed through the Council's corporate financial team. Key strategic reports to Cabinet and Scrutiny provide position statements/ proposals to ensure active management of the portfolio. (NO CHANGE IN RATING)
RND R079	Failure to meet the statutory requirements of the Regeneration and Neighbourhoods department (Actively Managed)		Legislation continues to be monitored to identify changes and action where appropriate. (NO CHANGE IN RATING)
RND R080	Failure to monitor and maintain Council owned trees (Actively Managed)		The inspection programme continues, with any remedial work undertaken. No change (NO CHANGE IN RATING)
RND R081	Failure to provide sound planning advice / enforcement in relation to waste sites in the borough (Actively Managed)		Waste sites are complex planning issues, whilst advice is given in good faith; we do not have specialist planning officers who deal with these as their main element of work. Where necessary we do use consultants or Counsel on particular contentious planning issues, as an

Code	Title	Current Risk Matrix	Latest Note
			example Niramax. Monthly meetings to discuss problem sites occur and multi agency visits carried out, group working well albeit some issues can be protracted. (NEW)
RND R083	Loss of personal or sensitive data resulting from a lack of information security (RND)		Support Services continue to promote good practice and work with managers to ensure Information Security issues are identified and actively managed. New information security policies have been discussed and informally agreed with the unions in Q2 and now await Single Table agreement and roll out. (NEW)
RND R084	Unsafe or unsatisfactory building conditions occurring due to lack of available maintenance resources (Actively Managed)		CCFT bids made to capital fund. Revenue underspend 60k 12/13 held in reserve. (NEW)
RND R085	Failure to achieve the Council's Capital Receipts target because of the difficult economic climate and market conditions (Actively Managed)		Despite the economic climate being difficult sales have been agreed, with a number due to complete imminently, these capital receipts that are expected to complete in the coming financial years are expected to far exceed the capital receipts target. Provided that completions are achieved on 50% of the agreed sales then the risk is covered. (NEW)
RND R086	Failure to achieve the required level of financial rebate through the NEPO arrangements (Actively Managed)		Close monitoring of NEPO performance is required to flag up any forthcoming shortfalls or increases in costs as early as possible. This risk has been reviewed as 'likely' on the basis that there is a distinct possibility that should NEPO not cover their cost base through income from contracts (and they currently have an £800,000 financial gap) then LA rebates will be reduced to make up any shortfall. (NO CHANGE IN RATING)

6.9 During the recently review it was decided that two risks are no longer applicable and should be deleted from the risks register. The following table details the risks and reasons for removal.

Code	Title	Reason for removal
RND R031	Failure to secure co operation of Partners in undertaking CCTV review	An internal review of CCTV cameras has been undertaken by the Community Safety Team, with a further detailed review of the location of cameras to take place. As the remaining part of the review is to use data already available to the Team, it is not considered that that co-operation of partners for this is needed and therefore this risk id no longer relevant.
RND R067	Failure to achieve government recycling targets	The Council is currently exceeding the 2015 recycling target of 45%

Code	Title	Reason for removal
		and, with the proposed changes in kerbside collection, the Council is well on course to achieve the 2020 target of 50%. Accordingly, at this time, failure to meet the required target is not considered a risk; however, close monitoring of performance will continue.

6.10 For the period up to 30 September 2012 the Regeneration and Neighbourhoods Department have identified a number of achievements including:

- The implementation of the Carr / Hopps Street regeneration scheme has commenced following the completion of the public consultation. The process of acquisition has begun following the completion of the public consultation.
- Revised Neighbourhood consultation mechanisms continue to be implemented with consultation on new ward profiles being completed during the last quarter.
- The Council has successfully implemented identified improvements to the tenant / landlord liaison service with the newly configured services working well both internally and externally. A number of landlords have complemented officers on the advice and support offered resulting in improvements in housing management standards and general private sector standards in Hartlepool.
- The Hartlepool Managed workspace feasibility study for former Crown House site and the selection of preferred business model has been completed with the business model s being evaluated. The project will be considered be considered during the development of a masterplan for the Lynn Street Depot and Surtees Street area. The appropriate timing of the project will be considered during the development of the masterplan
- Through increased contact with owners of empty properties, the Housing Services team have already exceed the target of bringing 57 properties empty for over 6 months back in to use with at total so far of 78 properties.

7 CHIEF EXECUTIVE'S DEPARTMENTAL PLAN UPDATE

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

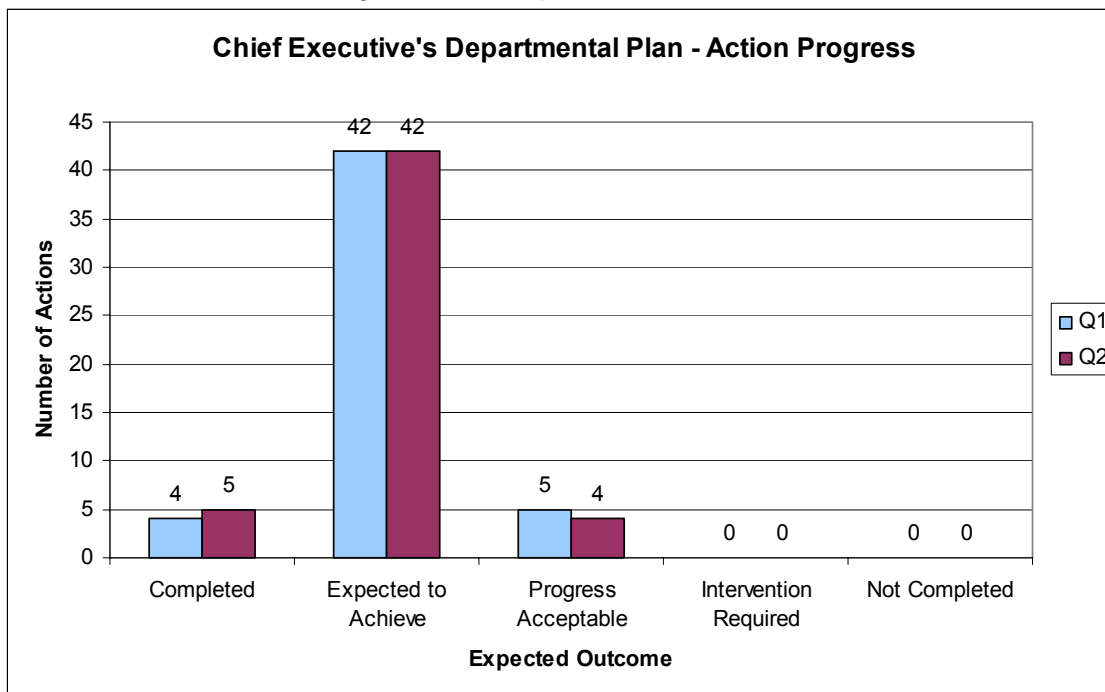
- Jobs and the Economy
- Organisational Development

7.2 Included in the departmental plan are 51 actions and 33 performance indicators spread across 7 outcomes. In addition the department has identified 36 risks that are included in the Council's Risk Registers.

7.3 As can be seen in chart 9, overall progress across the department is positive, with:

- over 92% of actions (47 actions) having already been completed or being on track to be completed by their agreed due date.
- The remaining 4 actions (8%) have been assessed as having made acceptable progress.

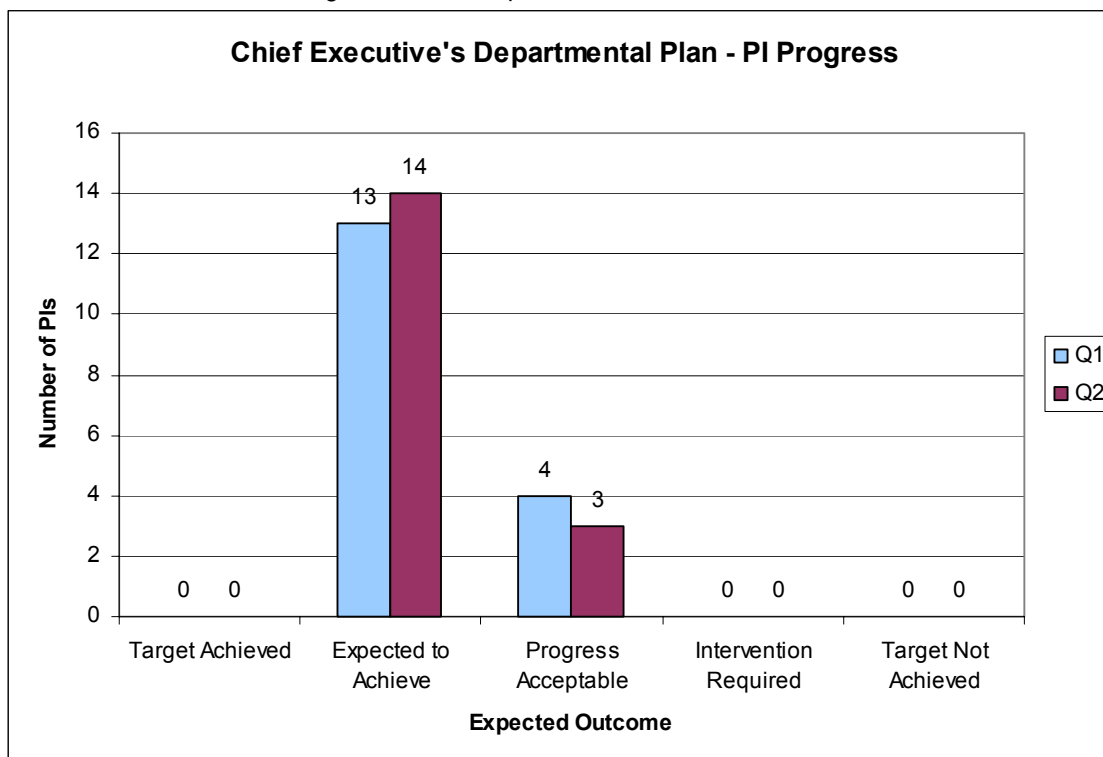
Chart 9: CED Overall Action Progress – to 30 September 2012.



7.4 Chart 10 summarises officers' assessments of the 17 performance indicators that have targets **and** are measurable throughout the year. It can be seen that, as at 30 September 2012, the position was also positive, with:

- 14 indicators (82%) either having been assessed as being on track to achieve target ;
- 3 indicators (18%) having had made acceptable progress.

Chart 10: CED Overall PI Progress – to 30 September 2012

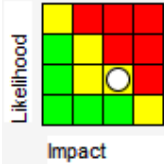
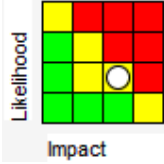
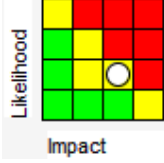
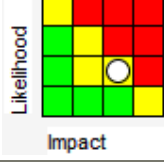
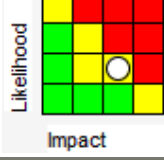


7.5 A further 9 indicators have targets which can only be assessed at the year end or are for monitoring purposes only.

7.6 There are 29 risks on the Accepted Risk Register within the Chief Executive's Department and a further 7 on the Actively Managed Risk Register. The table below provides a summary of the position of the risks on the Actively Manager Risk Register along with details to show what action is being taken with regards to these risks.

Table 6: CED Actively Managed Risks 2012/13

Code	Title	Current Risk Matrix	Latest Note
CED R059	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims (Actively Managed)		The Council equality objectives agreed and performance information published. (NO CHANGE IN RATING)
CED R088	Future and Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims (Actively Managed)		On-going case right of all Equal Pay claims. Risk assessment of terms and conditions arrangements reported to CMT for action. (NO CHANGE IN RATING)

Code	Title	Current Risk Matrix	Latest Note
CED R089	Experiencing failure or lack of access to Critical ICT systems (Actively Managed)		The system arrangements are under review through service / contract meetings to ensure that adequate arrangements are in place. (NO CHANGE IN RATING)
CED R090	Failure to meet the statutory requirements of the Chief Executive's department (Actively Managed)		There is ongoing monitoring of the requirements of the potential legislative changes in respect of the Localism Bill, Open Public Services White Paper and finance and welfare reform consultations through Chief Executive's department management team in conjunction with responses to white papers and consultation documents through Cabinet and update reports as appropriate. (NO CHANGE IN RATING)
CED R091	Failure to have corporately adequate arrangements in place to manage and deliver the budget strategy and the savings programme (Actively Managed)		The programme and all the component elements have been completed and reported to cabinet and the savings levels required achieved. (NO CHANGE IN RATING)
CED R094	Failure to deliver a new ICT Contract (Actively Managed)		The project is currently running to timescale with no issues to address (NEW)
CED R095	Failure to have in place effective governance arrangements (Actively Managed)		Processes are in place to ensure the authority has effective governance in place. (NEW)

7.7 For the period up to 30 September 2012 the Chief Executive's Department have identified a number of achievements including: -

- A Fun with money workshop programme being delivered across Childrens Centres starting September 2012.
- A take up campaign to encourage more pupils to claims free school meals during summer 2012 resulted in 144 new awards of free school meals
- The Council is engaging and supporting households that re affected the Welfare Reform Benefit capping. A first DWP data scan (following HBC accuracy validation) highlighted 74 households that would be affected. All 74 have received an engagement visit and been provided with advice and support.
- New procedures and a revised Code of Conduct for Members and co-opted members were approved by Council on 2 August 2012.

- The first meeting of the Strategic Partners Group took place on the 19th September 2012 and the Terms of Reference for the Group were agreed.
- The Children's Partnership also agreed a new Terms of Reference at their meeting on 1st October 2012.
- Work is underway to prepare for the Shadow Health & Wellbeing Board becoming statutory in April 2013.
- Quarter 1 updates on the Housing Strategy and Economic Regeneration Strategy were taken through the Housing Partnership and Economic Regeneration Forum respectively. This is part of a new approach to performance management for the Hartlepool Partnership providing real ownership of the plans to the theme groups.

8. RECOMMENDATIONS

8.1 Cabinet is asked to: -

- Note the current position with regard to performance.
- agree to the proposed date changes as detailed in paragraph 6.4

9. REASONS FOR RECOMMENDATIONS

9.1 Cabinet and the individual Portfolio Holders have overall responsibility for the monitoring of the Corporate Plan and the three Departmental Plans.

10. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE

10.1 Appendix A – Accepted Risk Registers.

11. BACKGROUND PAPERS

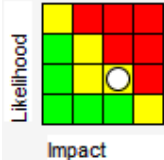
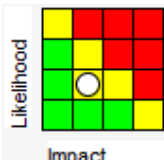
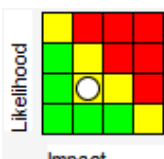

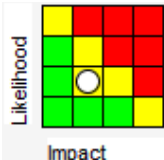

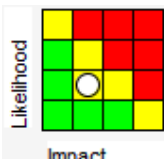
11.1 There were no background papers used in the preparation of the report.

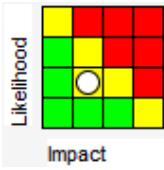
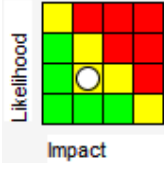
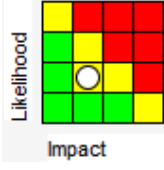
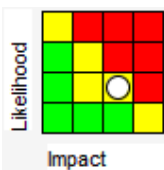
12. CONTACT OFFICER

12.1 David Hunt Strategy and Performance Officer Tel: 01429 284073 E-mail: david.hunt@hartlepool.gov.uk

Appendix A – Accepted Risk Registers

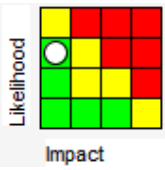
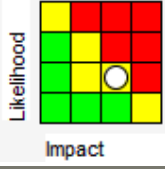
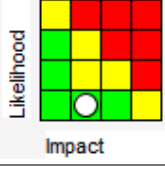
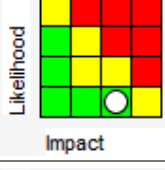
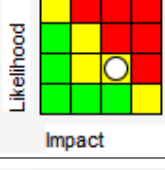
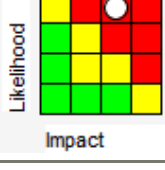
Child and Adult Accepted Risk Register

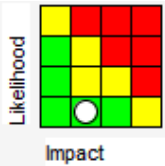
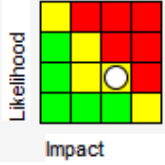
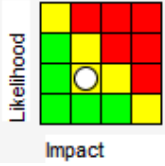

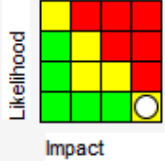
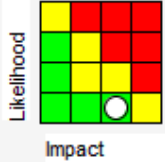
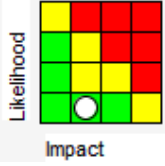
Code	Title	Current Risk Matrix	Latest Note
CAD R012	Failure to plan school provision appropriately		Still awaiting James Review. Housing Strategy factored in. (NO CHANGE IN RATING)
CAD R013	Failure to achieve required customer and visitor income levels		The current economic position is having a variable effect on current facilities and usages. Services where admission fees are chargeable are experiencing difficult trading with some reductions in visitor/user levels eg Hartlepool maritime experience, Town Hall theatre. Free facilities are showing major % increases eg Museum of Hartlepool. (NO CHANGE IN RATING)
CAD R014	Failure to make significant inroads in Health Impact		The transition of public health to the Local Authority in the light of the health and Social Care Act is significant. However, there is a comprehensive risk assessment underpinning the transition. There is an officer group meeting regularly to oversee the implementation of the transition plan and ensuring all issues of due diligence are considered. A legacy document is being developed. (NO CHANGE IN RATING)
CAD R015	Failure to carry out specific statutory duties and/or comply with regulatory codes of practice		Outcomes of new financial arrangements for schools are still not known and risk remains. (NO CHANGE IN RATING)
CAD R016	Failure to safeguard physical assets and ensure contingencies in place		Risk remains but Business Continuity Plan under review. (NO CHANGE IN RATING)
CAD R018	Government reduces grant allocations i.e. Pooled Treatment and DIP (Drug Intervention Programme)		Funding to be announced in December 2012. Ringfenced drug funding available within Public Health resources due to be transferred to local authority. Clinical Commissioning Group agreed alcohol as strategic priority. Situation likely to remain as current but allocation confirmation in December will clarify. (NO CHANGE IN RATING)
CAD R025	Failure to meet statutory duties and functions in relation to childcare sufficiency		The childcare team undertake an annual assessment of childcare and have a comprehensive understanding of the market. There are sufficient vacant childcare places amongst existing providers (including day nurseries, childminders and out of school care providers) for current parental demand (NEW)

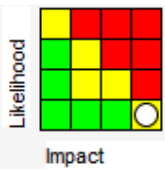
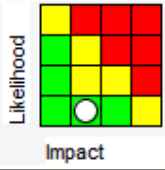
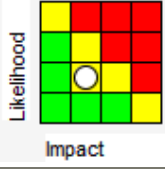
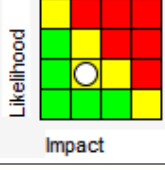
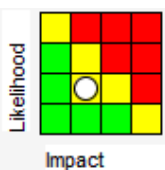
Code	Title	Current Risk Matrix	Latest Note
CAD R026	Failure to deliver Early Intervention Strategy		Early Intervention Strategy now in first year of implementation phase. Teams and services have been established and services commissioned. Management information is being collated to inform year one review of implementation of strategy. There is a risk to future funding of early intervention services in 2013/14, report has been presented to cabinet highlighting risks and putting forward proposals to as far as possible mitigate these risks to enable the service to be scaled back in a planned and evidence based way. (NEW)
CAD R027	Failure to meet statutory duties and functions in relation to the post 16 cohort and raising of the participation age		There currently remains capacity within Local Authority youth support services to ensure that the statutory duties in relation to the tracking of the post 16 cohort and the reduction of the numbers of young people who not in Education Employment Training (and in particular those young people with a statement of special educational needs) are met. However further reduction's in capacity are likely to impinge upon the authorities ability to undertake these functions and will need to be taken into consideration during any further discussions relating to departmental savings. (NEW)
CAD R028	Failure to provide reasonable access to safe and appropriate out of school activities for young people		Work is underway to review and further develop how the local authority in partnership with voluntary community sector partners can sustain a viable Youth Offer in light of the current economic climate to ensure that young people in Hartlepool continue to be able to access safe and appropriate youth provision outside of school time. (NEW)
CAD R030	Failure to deal with sensitive, personal or confidential information in a secure way, resulting in loss of data with associated fines, loss of public confidence and/or damage to reputation.		Implications are significant around data loss including large fines, damage to reputation of the council and the consequences to individual clients if there information is lost or disclosed. Since large volumes of information are held and exchanged with multiple agencies & individuals, we need to ensure that this is done securely. To do this, we: (1) continue to develop Information Sharing Protocol's (which are also being added to contracts as these are renewed), (2) have encryption tools in place for emailing information to external contacts, (3) have a corporate IG group in place that oversees information security & governance issues for the council, (4) are piloting a document classification scheme to ensure documents are shared/distributed appropriately, (5) provide regular training, support, advice & guidance to all users via departmental IG leads (Kay Forgie and Trevor Smith), (6) have a Caldicott Guardian in place. These issues are regularly highlighted at departmental management meetings, as well as working with the corporate ICT team and

Code	Title	Current Risk Matrix	Latest Note
			Northgate to develop improved IT security solutions

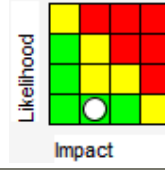
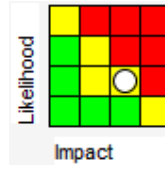
Regeneration and Neighbourhoods Accepted Risk Register

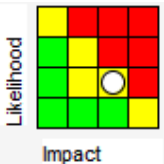
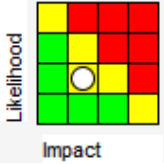
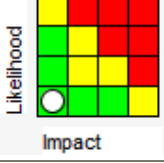
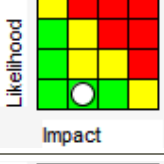
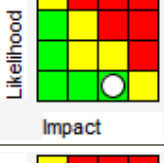
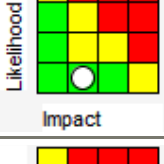
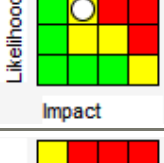
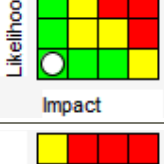
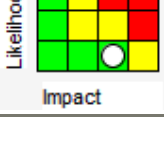
Code	Title	Current Risk Matrix	Latest Note
RND R048	Failure to achieve the Councils 5 Year carbon reduction target of 35% and Carbon credit penalties within market		THIS RISK HAS HAD A REDUCTION IN IMPACT FROM MEDIUM TO LOW. The 5 year target was always intended to be an aspirational target. It now seems likely that this target will not be met. Work is underway to establish a new more achievable target as part of the review of the carbon reduction strategy. This will be complete by end March 2013. Encouragingly, an impressive 4.3% CO2 reduction was achieved from 2010-11 to 2011-12. This has reduced the anticipated cost of the governments CRC scheme, which imposes a tax on carbon emissions. Work continues to reduce the carbon footprint further.
RND R010	Insufficient recovery of the Property market to enable the viable redevelopment/disposal of land and buildings.		To date the Council has achieved its targets and is on course to meet its programme and levels of capital receipt income. This is reviewed regularly in the medium term financial strategy. (NO CHANGE IN RATING)
RND R015	Failure to secure funding for delivery of empty homes strategy		As previous update, nothing further to report other than good progress on delivery. (NO CHANGE IN RATING)
RND R045	Failure to manage gas and legionella could lead to prosecution. Corporate manslaughter		Appropriately qualified staff and regular inspection routines are in place to reduce risk to low level (NEW)
RND R047	Failure to execute procurement activities within the guidelines leading to challenges to contract award decisions		No changes to existing risk levels (NO CHANGE IN RATING)
RND R050	Continued economic uncertainty		Queens Meadow has secure 2 further expansion projects in the advanced manufacturing sector. A major inward investment project has been shortlisted in the round 3 process of RGF which if approved will lead to 120 new jobs. (NO CHANGE IN RATING)

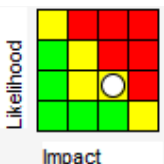
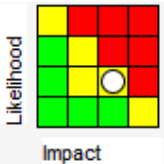
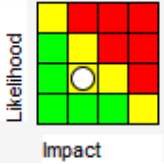
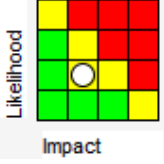
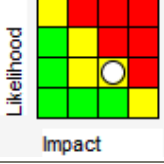
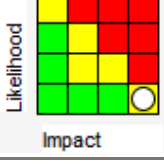
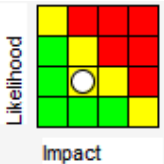
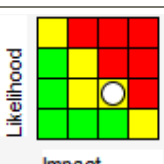
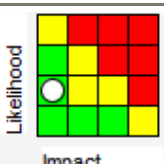
Code	Title	Current Risk Matrix	Latest Note
RND R066	Non compliance with Civil Contingency Legislation		Cuts in the budget of for the Emergency Planning unit over the last two years and further cuts proposed for the coming financial year are likely to lead to have an effect on the unit, however capacity would remain to deliver at least the minimum standards required by The Civil Contingency Act. (NO CHANGE IN RATING)
RND R070	Failure to provide correct housing advice to the public		Change in ownership for this risk to Nigel Johnson. Risk reviewed and no changes at this point. (NO CHANGE IN RATING)
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners		Economic Regeneration Forum Working Groups have been established to take forward key projects including High Street Regeneration. (NO CHANGE IN RATING)
RND R072	Decision making on planning applications being challenged		No change in terms of decision making on applications being challenged. In major/contentious applications there maybe a need to seek Counsel advice; however this is a rare occurrence. (NO CHANGE IN RATING)
RND R073	Failure to implement new planning related legislation		Regular attendee at seminars/conferences. Regular team updates and all members of the Royal Town Planning Institute subscribe to professional journal which provides latest information on relevant issues. Planning legislation is fast paced and officers need to be up to date with changes. Planning bulletins are also provided daily by the RTIP to keep officers up to date. Directors of Place, Planning Managers, DC Officer Group and Development Plan Officer Groups meeting regularly to discuss issues which can include keeping abreast of new planning legislation. (NO CHANGE IN RATING)
RND R075	Contaminated Land		Leathers Chemical Site - the contaminated land regulatory process is underway. Monitoring of public areas is ongoing and action taken to cap off exposed materials is being taken as required. (NO CHANGE IN RATING)
RND R076	Environmental, social/community and financial consequences of climate change		CAN-DO group continues to meet to discuss a range of carbon reduction projects, encouraging staff to switch off electrical items. New 'switch off' screen saver will be rolled out in Q2. (NO CHANGE IN RATING)

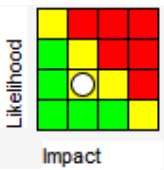
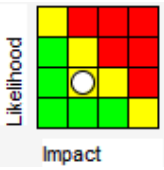
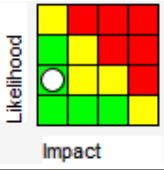
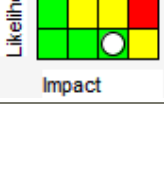
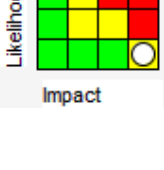
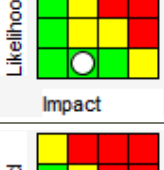
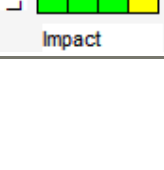
Code	Title	Current Risk Matrix	Latest Note
RND R077	Loss of Operators License		Vehicle risk and inspection continued as recommended by VOSA. (NO CHANGE IN RATING)
RND R078	Failure to develop an integrated transport strategy		Collaboration discussion continuing. (NO CHANGE IN RATING)
RND R087	Market volatility for recyclable waste material.		The Waste Management Team is tracking and monitoring the Recyclate market, using letsrecycle.com pricing index and regular tonnage information provided by our kerbside contractor and MRF. (NEW)
RND R088	Failure to achieve sufficient uptake of school meals		The profile of the school meals service continues to be raised by actively seeking the views from parents, pupils, governors and Head teachers on the way forward for the service. (NEW)
RND R089	Impact on existing commissioned services of transferring community safety budgets to the Police & Crime Commissioner		Mitigation measures are in place through the development of a business case and meeting with reps from the Police Authority transitions team. Budget pressures in relation to supporting victims of crime have also been submitted through HBC's budgetary process due to the ending of a previous funding stream (LPSA). (NEW)

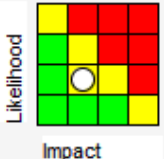
Chief Executives Accepted Risk Register

Code	Title	Current Risk Matrix	Latest Note
CED R052	Failure of Contact Centre to improve service delivery		THIS RISK HAS HAD A REDUCTION IN LIKELIHOOD FROM POSSIBLE TO UNLIKELY. Replacement telephone system under consideration to ensure that service users can easily access relevant teams
CED R054	A major health and safety accident or incident may occur as a result of employees actions or inactions		THIS RISK HAS HAD A REDUCTION IN IMPACT SCORE FROM EXTREME TO HIGH BUT AN INCREASE IN LIKELIHOOD OF UNLIKELY TO POSSIBLE. Refresher of H&S for Strategic Managers held 15/16 May. IOSH Managing Safely course introduced for relevant managers. Pilot held awaiting moderation by IOSH next courses planned for September. H&S inspection programme ongoing, revised h&s safety committee in place. Risk assessment assurance programme ongoing. Reports to CMT/CMT SG reviewing position

Code	Title	Current Risk Matrix	Latest Note
			undertaken.
CED R061	Electoral problems/failures/legal challenges lead to Mayor/councillors not being elected to Council		THIS RISKS HAS HAD AN INCREASE IN LIKELIHOOD FROM UNLIKELY TO POSSIBLE The likelihood of this risk has been increased from a 1 to a 2 due to the forth coming Police Commissioner Elections and the Mayoral Referendum
CED R062	The risk of a breach of conduct by elected Members/co-opted members		THIS RISK HAS HAD A REDUCTION IN IMPACT FROM HIGH TO MEDIUM. The risk has been reduced due to the removal of sanctions.
CED R005	The failure to maintain a positive/excellent reputation.		Continuing to seize upon opportunities to promote Hartlepool at a national level. An example includes working with the Daily Mail which featured Hartlepool in it 'a Great Day Out' travel supplements. (NO CHANGE IN RATING)
CED R007	Decision Making Meetings not taking place due to a loss of council facilities or serious problems preventing Councillors/staff attending		No change during this quarter. (NO CHANGE IN RATING)
CED R028	Failure to provide Statutory Registration duties (including IT system)		Registration Service Review ongoing and will be implemented by 31 March 2013. (NO CHANGE IN RATING)
CED R031	Performance management arrangement fails to operate as intended resulting in unanticipated service/governance failure within the Council / Partnership		Quarter 2 - internal controls still in place and system is working well so risk rating remains the same. (NO CHANGE IN RATING)
CED R037	Failure to embed risk management framework leads to service/governance failures resulting in reputation/financial loss		Quarter 2 - risk assessment remains unchanged. Review of actively managed and accepted risks is nearing completion and the outcome will be reported with the quarter 2 performance updates. (NO CHANGE IN RATING)
CED R042	The Council is targeted by individuals / organisations in order to launder money from criminal activity.		Continued implementation of core financial controls and staff training / awareness raising. (NO CHANGE IN RATING)
CED R043	Treasury management decisions on borrowing and investment fail to optimise benefit for Council		Investment Counterparty list reviewed June 2012 in light of the credit rating downgrades. Existing lending limits maintained. (NO CHANGE IN RATING)

Code	Title	Current Risk Matrix	Latest Note
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.		All control measures in place. Regular monitoring takes place. (NO CHANGE IN RATING)
CED R053	Poor workforce planning and development may lead to poor service delivery/behaviour by employees		Additional safer recruitment processes implemented. Development of improved competencies framework to ensure clearer assessment techniques and criteria. (NO CHANGE IN RATING)
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		No change for this review (NO CHANGE IN RATING)
CED R056	Failure of external occupational health etc suppliers / providers to consistently provide services, leading to HR not delivering services to departments		Currently improving contract monitoring arrangements through support services. (NO CHANGE IN RATING)
CED R057	Failure to achieve external Income leading to budget reductions resulting in a reduction of staff		Buy back arrangements due for renewal in April. Some feedback that schools are not 100% satisfied with the services being provided by the Council. (NO CHANGE IN RATING)
CED R060	Failure to deliver an effective Corporate Legal Service		Reviewed and no change required. (NO CHANGE IN RATING)
CED R063	Lack of data quality for performance information results in poor decision making and worsening performance		Quarter 2 - no change to risk rating. A number of Performance Indicators have been identified as not having appropriate data quality information in covalent and work is underway to deal with this. The data quality policy will be reviewed over the next few months. (NO CHANGE IN RATING)
CED R069	Failure to support the HR aspects of the Savings Programme leading to a detrimental impact on services		Reviewed and no change required (NO CHANGE IN RATING)
CED R072	The Council becomes a target for fraudulent activities		Reviewed and no change required all necessary process in place to ensure risk is as low as possible (NO CHANGE IN RATING)

Code	Title	Current Risk Matrix	Latest Note
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		Quarter 2 - No change to risk rating. Departments continue to ensure staff have suitable knowledge to complete this work. (NO CHANGE IN RATING)
CED R076	Partnership structures no longer fit for purpose resulting in relationship breakdown between Hartlepool Borough Council and key partners.		Quarter 2 - no change to risk rating. First meeting of the Strategic Partners Group took place on 19th September and terms of reference were agreed. Terms of reference for the Children's Partnership have also been refreshed. Work is ongoing to develop the Shadow Health & Wellbeing Board into its statutory form in time for April 2013. Review of partnership arrangements to take place during quarter 4. (NO CHANGE IN RATING)
CED R079	Full opinion on governance arrangements not provided.		Currently processes in place to ensure all governance arrangements are in place. (NO CHANGE IN RATING)
CED R080	Statutory deadlines for the production of the Council's accounts may not be met		2011/12 Accounts complete before the statutory deadline of 30/06/12. (NEW)
CED R083	Failure to provide council services during emergency conditions		New Business Continuity Planning Database has been developed by CICT Team. Training of Tier 4/5 officers on Business Continuity and updating database has been completed corporately. Data within new access database has been challenged by Business Continuity Group departmental Reps and by respective DMT's. CMTSG has undertaken a peer challenge review of the data. Decant plans are being developed in conjunction with Property Services. (NO CHANGE IN RATING)
CED R092	The risk of ineffective delivery of PR representation when the Council PR Team is representing more than one organisation		Daily prioritisation to ensure that Council PR is not adversely affected. (NO CHANGE IN RATING)
CED R093	Failure to perform a statutory duty across the authority		All necessary processes in place to ensure that statutory duties are performed across the authority. These processes are regularly reviewed. (NEW)

Code	Title	Current Risk Matrix	Latest Note
CED R096	Lack of data quality of consultation conducted results in poor decision making and worsening performance		Quarter 2 - no change to risk rating. Improvements being made to quality of consultation to ensure that this risk is reduced. (NO CHANGE IN RATING)

CABINET REPORT

3 December 2012



Report of: Assistant Director, Child and Adult Services

Subject: THE 2012 LOCAL ACCOUNT

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-key : for information and approval to publish the Local Account.

2. PURPOSE OF REPORT

- 2.1 To inform Cabinet of the Local Account for Hartlepool Borough Council; and
- 2.2 To seek approval for this Local Account to be published as a key mechanism for reporting back to citizens on performance in Adult Social Care.
- 2.3 The Local Account will become a key accountability mechanism to the public, a means of engaging with citizens and consumers of our services around priorities and outcomes and a useful tool to inform self-improvement activity at a local level.

3. BACKGROUND

- 3.1 With the abolition of the Annual Performance Assessment, the publication of a single data set for local government and the development of an outcomes framework for adult social care, the Local Account is a key mechanism for councils to find a meaningful way of reporting back to citizens and consumers about performance. The Local Account is also a practical expression of sector self-regulation and improvement.
- 3.2 The concept of producing a Local Account builds on work that all councils are already doing on local quality assurance frameworks and safeguarding annual reports.
- 3.3 Local Accounts were mentioned in the Department of Health's 'Transparency in Outcomes: A Framework for Adult Social Care' consultation paper (November 2010) in the context of localism and transparency, and in the subsequent 2011/2012 Outcomes Framework published in March 2011. Responses from the adult social care sector to the Local Government Consultation on 'Taking the Lead: Self –Regulation and Improvement in

Local Government' also included many positive responses to the wider use of self-assessment as a tool for improvement and local accountability.

- 3.4 The 2012 Local Account is Hartlepool Borough Council's first annual Local Account.
- 3.5 The Local Account is a valuable mechanism to hold the council accountable and responsible for the service it delivers. The Care Quality Commission (CQC) no longer inspects councils' social care department and this annual report will be a vital means of telling the citizens of Hartlepool about performance, progress, priorities, challenges and plans for future service developments.

4. SUMMARY OF THE LOCAL QUALITY ACCOUNT

4.1 What we do and our aims:

Adult social care offers support and services to older people and people with disabilities in Hartlepool. The aim is to keep people living independently in their own homes for as long as possible with good quality, residential or nursing care homes available when this is no longer possible. There is a focus on personalised services that treat people with dignity, respect and offer them choice and control over the services they receive. The overall aim is to deliver services that are high quality, give value for money, keep people safe and are delivered by well-trained and motivated staff.

4.2 Our Challenges

People are living longer with more complex health needs; the numbers of people above retirement age will increase by 27% over the next twenty years. The numbers of people with disabilities, long-term illnesses and dementia will, together with increasing economic constraints, pose significant challenges to health and social care services in future years.

4.3 Key facts about our performance

- 74% of people using services say they have control over their lives;
- 59% of people using services say they can access information easily;
- 63% of people using services say they feel safe;
- 79% of people assessed in 2011/12 now receive a service from us;
- 18% of people with a learning disability were supported into work in 2011/12;
- 93% of people say they are happy with the care and support they receive.

In addition in 2011/12;

- We provide 5,200 pieces of equipment to help people live safely at home;
- 2,604 people were referred to us and received an assessment;

- Over 2,000 carers had an assessment;
- 3,486 people had a review of their service(s).

(Sources: 2011/12 Adult Social Care Survey and 2011/12 RAP return.)

4.4 How we spend our money

Adult Services, in 2011/12, spent over £40 million on providing social care services for adults in Hartlepool;

- 42.13% on Personal Budgets
- 42.37% on Residential Placements
- 15.01% on Care Management
- 0.48% on Savings.

4.5 Key Achievements in 2011/12:

- We have increased the number of people in receipt of a personal budget and this continues to increase steadily – particularly for people with mental health issues.
- We have set up the Reablement Service as a free service for approximately six weeks with the aim of helping people relearn or build their independent living skills and gain confidence to live as independently as possible. There is strong evidence that, after a period of reablement, people need fewer care and support services than before.
- We commissioned Who Cares (NE) to provide low-level support to people to help them stay at home, keep them safe and connected to their communities, family and friends.
- We have supported family carers with the Carers' Emergency Respite Care Scheme (CERCS), a Carers' Information Service and we have used the Carers' Grant to support carers' initiatives across the town.
- We have developed the Centre for Independent Living (CIL) which provides a range of health and social care related services including an independent living suite, an information and resource centre and a community hub for disability related third sector organisations.
- We have increased the number of extra-care housing units so more people have been able to live in their own accommodation with care staff available 24 hours a day if this is needed.
- We have increased the number of Telecare and Buddi units – assistive technologies that promote safety in the home and when people are out in the community.
- We have established four accessible "Changing Places" facilities for people with disabilities in Hartlepool. These facilities provide additional support to people so that they can use the toilet comfortably and safely.
- We have made keeping people safe a priority and we work in partnership with the Teeswide Safeguarding Vulnerable Adults Board to improve our arrangements for safeguarding vulnerable adults. We

have developed new, clear information about safeguarding and we are working to raise awareness of bullying and hate crime. We have invested in a pilot project called Experts by Experience so that people involved in the safeguarding process can tell us about their experiences and how we might make it better.

4.6 Further Achievements

We have:

- Supported people with learning disabilities to move from hospital 'campus' provision to their own accommodation in the community;
- Set up the Waverley Terrace Allotment project;
- Worked with the education service, the library service and the sports and recreation service to provide a range of learning and leisure opportunities for older people and people with disabilities in Hartlepool.

4.7 Feedback and Consultation

93% of people surveyed in the national Adult Social Care User survey say they are satisfied with the care and support they receive.

We have seen a reduction in the number of complaints received about adult social care from 17 in 2010/11 to 12 in 2011/12.

The Local Account gives examples of what people have told us and what we have done to help put things right.

We aim to improve services through consultation processes by means of:

- The National Adult Social Care Survey;
- Service User experience sampling twice a year;
- Service User Focus Groups four times a year;
- The Learning Disability Partnership Board monthly;
- The Mental Health Forum four times a year;
- The Champion of Older Lifestyles (COOL) Group bi-monthly;
- The Carers' Strategy Group bi-monthly.

We are committed to ensuring that people who use services and their families are involved in the design and delivery of services. To foster this we have worked with In-Control and Partners in Policymaking to deliver Family Leadership Courses in Hartlepool. We also use 'Working Together for Change' (WT4C). This is a tried and tested approach to working with people to produce change and improve outcomes for people by ensuring that services provide the things that people want and need in a way that makes sense to them. In 2011 we used WT4C to review our Day Services and the findings have helped inform our priorities for the future.

4.8 Our plans for the future

The vision for adult social care over the next three years is to make sure that our services are more personalised, more preventative and more focused on delivering the best outcomes for people who use these services. To do this we will:

- Provide advice and information so people can chose services;
- Ensure people are offered good quality services so they can recover as quickly as possible live a good quality of life; and/or
- Increase the numbers of people with a personal budget;
- Work with other agencies and the voluntary and community sectors to make sure that the services people want are in place.

4.9 The Local Account presents information in an accessible, simple and consistent format with 'story boards' throughout the document to illustrate the contents in a meaningful way. This is a public document which will have a wide-ranging audience and its style reflects the overriding need to make it meaningful, relevant and accessible to the citizens and consumer of services in Hartlepool.

5. **RECOMMENDATIONS**

- 5.1 The Cabinet notes the contents of the 2012 Local Account and endorses its publication.
- 5.2 The Local Account contains forewards written by Councillor John Lauderdale, Portfolio Holder for Adults Services and Public Health and Margaret Wrenn, Chair of Hartlepool Local Involvement Network (LINK).

6. **REASONS FOR RECOMMENDATIONS**

- 6.1 Hartlepool Borough Council's Local Account, published annually, is a key document to evidence the Council's commitment to be transparent with local citizens about the services we deliver. The Local Account showcases where we are doing well and identifies where we need to do better.
- 6.2 Feedback about the Local Account will be used to inform subsequent annual reports and will be captured by means of an online consultation and face to face contact with people who use our services.
- 6.3 The Local Account is an accessible means of engaging with the public about our performance and their views and will provide a useful tool for us to evidence accountability and inform self-improvement activity at a local level.

7. **APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ONLINE**

7. Our Local Account 2011/2012 (**Appendix 1**)
www.hartlepool.gov.uk/localaccount

8. CONTACT OFFICER

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Our Local Account 2011/2012

Hartlepool Borough Council
Child and Adult Services



Hartlepool Borough Council
Child and Adult Services department

Local Account
Published November 2012

Cover image: Waverley Terrace Allotment Project (details on page 22)
Photographs © Hartlepool Borough Council and www.careimages.com



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Welcome to our first Local Account



I am delighted to welcome this Hartlepool Borough Council Local Account as an important part of the council's commitment to be transparent with local residents about the services we deliver.

It shows how the council's adult social care services have performed from April 2011 to March 2012. It describes some of the really good work we have done and identifies where we need to try and do better.

We hope it reflects the partnership work that we do with the independent and voluntary sectors and NHS partners. As demand on services increases and funding becomes tighter, it becomes increasingly important that we continue to make sure that these partnerships work.

It is important to us that you let us know your views on our services and we hope that you will give us feedback about the Local Account so that we can make sure it is relevant to you in the future.

A handwritten signature in blue ink, reading "John Lauderdale".

Councillor John Lauderdale

Portfolio Holder for Adults' Services and Public Health



Hartlepool LINK welcomes the production of this first annual Local Account. The report is an important step in providing Hartlepool residents with the opportunity to hold the council accountable and responsible for the services it commissions and delivers.

The LINK expects the Local Account to be transparent and open in providing evidence for what has been achieved and we look forward to working with the council on the Local Account in future years.

A handwritten signature in blue ink, reading "Margaret Wren".

Margaret Wren

Chair of the Hartlepool Local Involvement Network (LINK)

About the Local Account

As the Care Quality Commission (CQC) no longer inspects councils' adult social care departments, the Government has instead asked councils to publish an annual report explaining to residents how well their social care services are performing. This document is called a Local Account.

This is Hartlepool's first Local Account. It is simply a report which tells the people of Hartlepool the priorities, progress and future direction of adult social care in the town.

Our Local Account tells residents:

- how well we have performed in the past year
- the challenges that we face, and
- our plans for future improvements.



Adult Social Care in Hartlepool

» What we do

Hartlepool Borough Council's Child and Adult Services department delivers adult social care services in the town. We offer support and a wide range of social care services to older people, people with learning disabilities, people with mental health needs, those with physical disabilities and vulnerable people. We also offer support and services to the carers and families of those receiving our services.

We try hard to keep people living independently in their own homes for as long as possible. However, we recognise that, for some people, residential or nursing care is the safest and most suitable option.

Our focus will always be on protecting people who are vulnerable. As a partner of the Teeswide Safeguarding Vulnerable Adults Board we work together with other local agencies to help keep people safe.

» Our aims

We have been transforming adult social care services in Hartlepool ever since the 2006 White Paper *Our Health, Our Care, Our Say* laid out a major programme of change for social care. Our services promote independence and focus on personalisation and partnership working across the health and social care sector. We believe that people are individuals who have the right to be treated with dignity and respect.

We have organised and taken part in many public consultation events over the last year, with much discussion about what is important to the people of Hartlepool. In 2011 we published *Moving Forward Together: The vision for adult social care in Hartlepool 2011-2014*.

Moving Forward Together details the priorities that the people of Hartlepool helped us to identify. They are:

- We will work with people to help them keep their independence and continue to live at home.
- We will support people to take control of their own care by explaining upfront how much money they will have to use to buy the care and support they need. We will explain the different options and support available to people.
- We will ensure that there is a choice in the care available.

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- We will work with other agencies such as the health service and voluntary sector to develop services.
 - We will ask people to work with us to tell us how we are doing and we will make sure that services are of excellent quality and give value for money.
 - We will do all we can to keep people safe from abuse.
 - We will make sure we support staff, and that they are trained to help people make use of the best possible services for them.

» **Our challenges**

People are living longer and, whilst this increase in life expectancy is to be welcomed, it also presents many challenges to adult social care. People can have increasingly complex health needs as they become older and, though we expect Hartlepool's overall population to get smaller, we expect the numbers of people above retirement age to increase by 27% over the coming years.

Hartlepool is one of the most deprived areas in England. It has high levels of unemployment, high levels of people with limiting long-term illnesses and a high level of people with mental health problems. We anticipate that the numbers of people with disabilities in Hartlepool will increase and the numbers experiencing dementia will rise quite dramatically. All of these factors - together with increased economic constraints - combine to pose considerable challenges to the future of both health and adult social care services. Nevertheless, we have continued to develop good services that provide a strong solid base on which to move forward.

Key facts about our performance

74% of people who use services said they feel as though they have control over their daily life



We provided more than 5,200 pieces of equipment to help people live safely at home



59% of people who use services and carers said they found it easy to find information about services

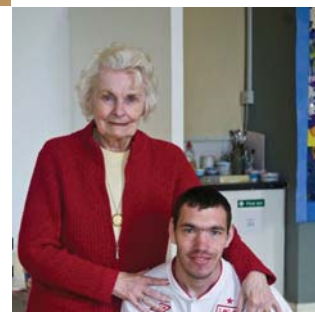


2,604 people were referred to us and received an assessment

63% of people who use services said they feel safe



Over 2,000 carers had an assessment during 2011/12 and received support



79% of people assessed during 2011/12 now get a service from us



3,486 people had a review of their service during the year

18% of people with a learning disability were supported in employment during 2011/12



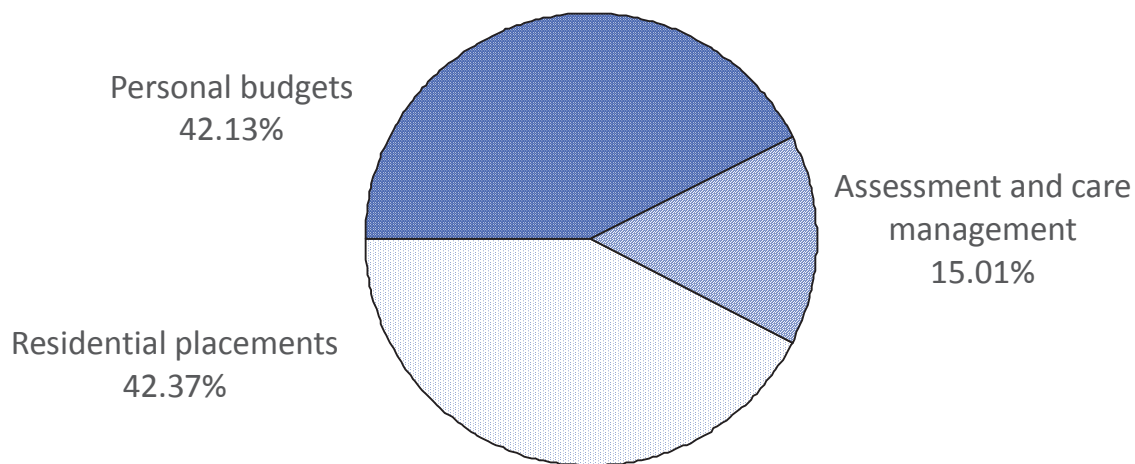
93% of people who used our services were happy with the care and support they received



Sources: 2011/12 Adult Social Care Survey and 2011/12 RAP return

How we spend your money

Of Hartlepool Borough Council's three departments, Child and Adult Services has the largest budget. Last year, we spent over £40 million on providing social care services for adults in Hartlepool. The graph below shows how we spent that money.



Key achievements in 2011/2012

The national economic climate and increasing numbers of people who need care and support services all have a local impact. While facing these challenges, it has still been possible for us to deliver services that enhance the quality of life for people with care and support needs and to delay and/or reduce the need for care and support. Our key achievements for this year include:

» Ensuring more adults and older people are helped to live independently

We have built upon our commitment to enable people to live the life they want with the support they choose to meet their needs.

We have continued to promote personal budgets. In 2011/12 over 5,000 people received a service; 4,111 of these were living independently. 1,882 people currently receive a personal budget. The number of people who receive personal budgets has steadily increased, particularly for those people with mental health issues.

Sue's story

I suspect most people, who are carers, when faced with the prospect of having to deal with a personal budget would think as I did "oh no, not something else for me to do!" or "not another pile of forms for me to fill in".

I thought all of these things and more when we, as a family, had to do exactly that for our two sons. It was initially confusing, scary and very daunting.

But the budgets are now in place and working well to provide a full, varied life for the guys and support for us as a family. The great thing about personal budgets is that nothing is set in stone. It's versatile and most things are possible – within reason! The thing I find the most comforting is I don't worry as much about the future. Now my sons can have a life they have chosen for themselves with support in place and help from social workers.

Using his budget, our youngest son attends an accredited music course at the Sage in Gateshead, works two days a week, plays pool, goes bowling and is taking drumming lessons. Our eldest son studied at the College of Art and Design for three years and now attends an art studio. He does so many things I can't keep up with him!

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- **We continue to promote and develop personal budgets** and have held awareness raising sessions with staff and volunteers from the voluntary and community sector and providers of social care. Our staff have visited voluntary and community groups to talk to people who use services or who might use them in the future about the potential of personal budgets.
 - **We have set up the Reablement Team** to help people who need it with day-to-day living, even if they do not qualify for adult social care. Our reablement officers help people to build confidence, relearn or regain skills and to get more involved in their local community. The service aims for people to live as independently as possible for as long as possible.

The service is free and offers a time limited (usually about 6 weeks) period of support. The ultimate aim of reablement is to build on what people already do and support them to regain skills to increase their confidence and independence.

There is strong evidence that at the end of a reablement programme people need fewer care and support services than before.

Mrs W's story

I am 85 and have always been busy. I drove, went to the Springs gym a few times a week, met my friends ... was out everyday. Then I had a stroke. I was in hospital for 6 weeks, came out 2 weeks ago. When I first came home my daughter stayed with me. When I first came home after hospital I didn't know if I would be able to stay at home.

They brought my bed downstairs and gave me a commode. My daughter had to go back to work so had to go home. She was worried about me. They put carers in and for the first 3 nights they stayed with me. I was doing OK though, getting out of bed and going to the commode on my own so the night time carers were stopped.

I did want to stay at home and I wanted to be independent. The first thing I really wanted was to get back upstairs. My family have rented me a stairlift and it's marvellous, I go up and down all by myself.

Now I've got some goals and want to get back to doing stuff. I can make my drinks myself again – I make the best smoothies – I am going to walk to Aldi and am going back to Springs to meet my friends.

The reablement officer's story

When Mrs W first came home we were worried about whether she would be able to stay at home. Mrs W has no family in the town but her son and daughter are very supportive of her. Her daughter stayed with her when she was first discharged and her son and his wife came up at weekends. Her son has put rails in the garden so that she can get out there which she really enjoys doing.

Mrs W had always been really active and independent and my job is to help her get back her independence. We started off with a few simple goals – for Mrs W it was getting back upstairs to bed. The stairlift and Telecare that has been put in means she can do that and she feels safe. Now we are looking at walking round to the shop. I will go with her the first time, a carer will go with her then until she feels able to go on her own. She is also really keen to go to Springs mainly because she meets her friends there. I am going with her tomorrow, a carer will go with her next week and then we hope she will have the confidence to go on her own in a taxi.

Mrs W has only been out of hospital for a couple of weeks and although she gets frustrated, she really is doing well.

- **We commissioned the social enterprise Who Cares NE** to provide, via Connected Care and Supported Access to Independent Living Services (SAILS), care navigation and support services across the town. The services work with local people to help them do the things that help them stay at home, safe, happy and in touch with their families and friends.

The type of low-level support provided includes:

- Handyman services
- Gardening services, including clearing pathways
- Luncheon and friendship clubs
- Social events and outings
- Prescription collection and shopping services
- Slips, trips and falls advice
- Help to find and use appropriate care services

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- Support to attend GP or hospital appointments
 - Debt management advice
 - Welfare benefits advice
 - Fuel poverty advice/keep warm initiatives
 - Crime prevention and fire safety advice

Mrs B's story

Following the recent death of her husband, Mrs B moved to warden controlled sheltered accommodation in the town to be near her family. However, as her family work, Mrs B was feeling more and more alone which was making her depressed. Her health and memory were getting worse and relationships with her family were becoming more difficult with the family not being able to provide the support Mrs B needed.

Mrs B was referred to the SAILS team and after an initial assessment they were able to support her to go to luncheon clubs which meant she met different people and had at least one good meal a day. The team were able to take Mrs B shopping and go with her to doctors appointments.

Since the involvement of the SAILS team, Mrs B feels much more able to manage things on her own. She goes shopping by herself or with friends and goes to the doctors on her own. She now regularly attends three luncheon clubs a week so is meeting people and getting out of the house. All of these things mean that the pressure on the family to provide Mrs B with support during the week has dramatically reduced.

The family relationships are now much more settled and secure. Mrs B feels less isolated and more confident in living in her own home on her own.

- **We introduced the Welfare Notice:** a short, simple form which provides basic information to SAILS. On receiving a welfare notice SAILS will carry out a home visit to establish what support the person might need. SAILS will then either help the person get those services through other agencies or provide the services themselves.

We have been raising awareness about welfare notices to our own staff and staff in

agencies such as Housing Hartlepool, the Fire Service, and Police. Work is now starting on raising awareness about welfare notices to the general public.

- **We have supported family carers** with the Carers' Emergency Respite Care Scheme (CERCS) and a Carers' Information Service. The Carers' Strategy Group has overseen the distribution of monies from the Carers' Grant to support carers' initiatives in the town. A grant has helped carers access the leisure facilities at Hartfields Retirement Village and contributed to the start-up costs of the shop at the Laurel Gardens Extra Care Housing Scheme.
- **We have developed the Centre for Independent Living (CIL)** in the former Havelock Day Centre on the Burbank estate. The CIL provides a range of health and social care related services including an independent living suite, an information advice and resource centre and a community hub for disability-related third sector organisations.

The objectives of the CIL are:

- To provide support for people with disabilities to live and work in the community
- To provide a forum for people with disabilities to explore and realise their human, civil, social, political and economic rights
- To facilitate the raising of disability issues
- To provide a fully accessible site to accommodate the independent life choices of people with a disability



More information about the CIL is available from www.hartlepool.gov.uk/cil

- **We have increased the number of extra care housing places** which means that more people have been able to live in their own fully-accessible house or flat with a kitchen, bathroom, bedroom(s) and living areas, with care staff available 24 hours a day should they be needed.

Extra care is a really positive step for people who have a long-term health condition. The level of support that a person can get when living in extra care can change over time in order to suit their needs.

Kathy's story

I lived in Hartlepool with my husband and family. My husband died leaving me at home on my own. I miss my husband. I had a fall at home and ended up in hospital. When I left hospital I went to rehab. What happened then was I just sat there. I sat for 24 hours and did nothing... I got so low, I was giving up. I thought "this is it now". My son said "no it isn't", he said he was not leaving me there and got me a flat here and I have not looked back. When I first came here I had physio and mobile rehab but they said they couldn't do anymore. Then Let's Dance and the 'Rink Revival' people visited and the next thing I stood up and was dancing! Now I am having physio again and can walk a bit with the tripod and do all sorts of things. If I had stayed where I was, I would have got worse. I didn't think I would get this far. It's marvellous!

- **We have established four accessible 'Changing Places' facilities** for people with disabilities across Hartlepool. There are a considerable number of people in the town with profound and multiple learning disabilities, as well as other serious impairments such as spinal injuries, muscular dystrophy, multiple sclerosis or an acquired brain injury, who cannot use standard accessible toilets. They often need extra facilities to allow them to use the toilet comfortably. Changing Places toilets are different to standard disabled toilets as they have extra features, the right equipment and more space to meet a range of needs.

Without these facilities, families would have to change their loved ones on a cramped and dirty toilet floor. The alternative is to limit outings to a few short hours - or to not go out at all.

Facilities are available on Coronation Drive, Marina Way, at the Central Library on York Road and Mill House Leisure Centre on Raby Road.



For more information on accessible changing facilities and where to find them in the North East visit www.changing-places.org

- **We have increased the number of Telecare and Buddi units** which means that people can live safely in their homes or feel safer when out in the community.
Telecare is the name given to a wide range of equipment and services designed to

help people live more safely in their own homes. Telecare alarms and detectors use the normal telephone line and a unit called a Lifeline to connect to a control centre run by Housing Hartlepool. It is not an emergency service but staff should respond to an alarm call within 2 minutes and if they need to visit the person, should arrive within 30-40 minutes of the alarm being raised.

Telephone control staff are available 24 hours a day, every day. They are trained to help people and to provide a response which meets the needs of the person calling on them.

The **Buddi system** uses assisted global positioning satellite (GPS) technology to calculate the location of a user in possession of a Buddi unit. Buddi units are extremely useful to help people who are at risk of wandering or getting lost due to memory problems or lack of understanding. It can:

- help them feel safe when travelling
- let carers or the police know if they get lost or need help when alone, and
- help them to travel alone safely.

Buddi is particularly useful for people with dementia, learning disabilities or an acquired brain injury. The system allows increased freedom for a person when, in other circumstances, they would be unable to go out on their own or even be deprived of their liberty.

Mrs A's story

Mrs A has dementia and lives with her husband. Whilst Mrs A does tend to go out with her husband during the week she still wants to go out on Saturdays and get her hair done just like she always has. The problem is that Mrs A started to become disorientated when she left the hairdressers and got lost a few times.

Mrs A was referred for a Buddi by her social workers. Whilst the Buddi doesn't stop Mrs A becoming disorientated, it does allow her family to be reassured that she will be easily found, should she get lost.

A few months after receiving the unit, Mrs A did not return home when expected. Mr A called the Buddi emergency line and was told where Mrs A was. Within 20 minutes of not returning home when expected, Mrs A's daughter had collected her mother.

» Keeping people safe

Keeping adults safe is a priority for us and we work hard to promote dignity and respect for all. We worked in partnership with the Teeswide Safeguarding Vulnerable Adults Board, to improve our arrangements for safeguarding vulnerable adults.

Our dedicated safeguarding unit works closely with organisations that provide social care services, particularly residential care homes. We believe that safeguarding is everybody's business and have invested in safeguarding training for social services staff, workers in residential care homes and home care providers and other staff in the council.

The Learning Disability Partnership Board (LDPB) has also consistently raised safeguarding as a theme for people with a learning disability. The LDPB has worked to develop a local action plan and is now working to raise awareness of bullying and hate crime.

We have developed new, clear information about safeguarding and we ran a Life Channel campaign in GP surgeries across the town. However, things can still be difficult for people.

S's story

My mother-in-law was in residential care. My husband and I were away when we got a call saying that she had had a fall and been admitted to hospital. She'd had a number of falls so we weren't that surprised but when we came home and visited her in hospital, we were shocked with how she looked and the bruises she had.

We were invited to her hospital discharge meeting with the nurse and social worker. During the meeting the social worker asked a question about the photographs that had been taken of my mother-in-law's bruising. They then started talking about safeguarding. No one had mentioned anything to us about safeguarding. The representative from continuing care realised that we didn't know anything about it and stopped the meeting.

The care home invited us to a safeguarding meeting. They were really difficult meetings. They were saying things about what had happened to my mother-in-law that I really did not want to know about after the event. As the meetings went

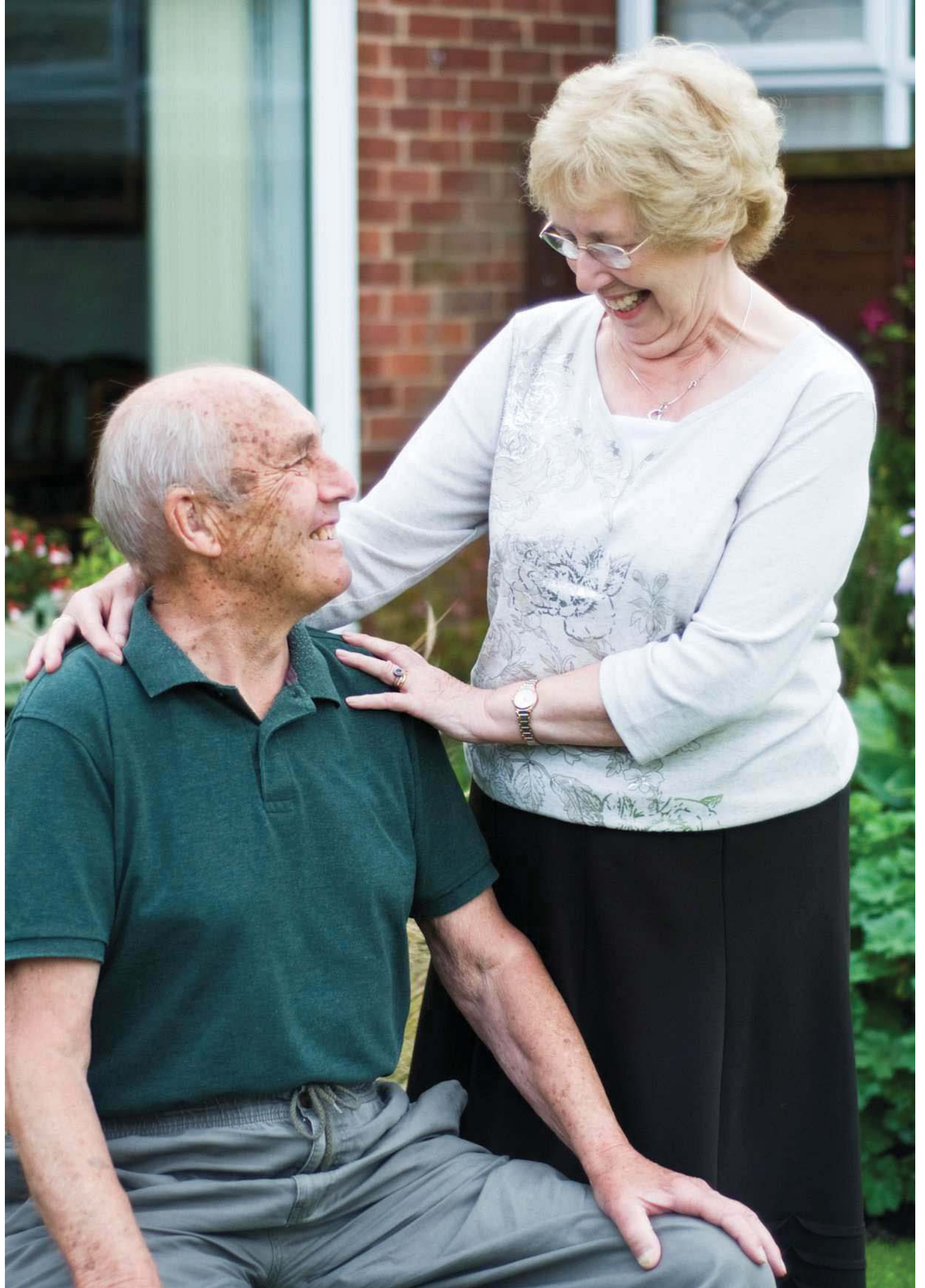
on and more things came out, it was obvious that they hadn't been sharing things, nobody had been piecing it all together. It was really hard listening to it all – very upsetting. The only meeting that I thought helpful was the final one when everyone involved agreed what lessons had been learnt and what they were going to do about it. The only thing is I don't know if those things have been done or who follows-up on it. We got the minutes from the meetings but not any follow up.

I think we need to be better about telling people more about safeguarding – raising awareness about what people need to do and what's going to happen. Don't get me wrong, the safeguarding team were good, really supportive and answered all my questions but they are just part of it. Everybody else needs to understand how it affects families.

Because of stories like this we have looked at what changes we can make to improve the way we support people who become involved in safeguarding. Through the Hartlepool Safeguarding Vulnerable Adults Board and the Teeswide Safeguarding Vulnerable Adults Board **we have:**

- worked with all partner agencies to ensure that:
 - any information which the Board(s) produce is clear, and
 - people are supported when attending meetings.
- ensured that the chairperson of any safeguarding meeting will take responsibility for making sure that the families do get feedback on what lessons have been learnt and how changes are being implemented.

We have also invested in a pilot project called Expert by Experience. We have asked an organisation, Skills for People, to contact people who have been involved in safeguarding to ask them what they thought of the process and if there is any way that we could make it better. We know that getting involved in safeguarding can be very difficult and upsetting for people; we want to make it easier.



Further achievements

» Social care

- **We have supported people with learning disabilities to move** from hospital 'campus' provision to new accommodation and access the support they need to lead their lives within the community.

G's story

G moved from campus accommodation to Hartfields 3 years ago.

Even after the death of his mother, G was quite happy where he lived before and he struggled to adapt to living at Hartfields. When he first moved in to his flat he had staff with him all the time. This included staff sleeping in his spare bedroom at night. G had no confidence living on his own.

Over the years things have got much better for G. When he first moved in he talked about the many happy memories he had of riding around York on his red bike with his mum when he was a child. G and his support worker went around the bike shops until they found the exact copy of G's childhood bike. This now has pride of place in his spare bedroom.

Gradually over the years the amount of support needed by G has gone down. He now stays at home on his own at night and although he has a good staff team around him, he no longer needs someone sitting with him all the time. In fact, when the cricket is on, he prefers to watch on his own. G knows how to use his Buddi or press the alarm if he needs help.

G now takes part in some of the activities that are held at Hartfields. He likes to play darts, have a chat with people in the restaurant, go on the trips to Scarborough and Blackpool and buy sweets from the shop. He likes to wear his suit and tie and likes to look smart everyday. He is happy. It has taken a while but he has got there and feels safe and secure. On his 70th birthday a party was held for G with a cake and a singer – G had a lovely time.

- **We have implemented a new version of the main care management computer system, CareFirst.** This helps us provide a better service to our clients as we can record assessment information directly on to the system, making the process more effective.

- **We have set up - with investment from Hartlepool Borough Council and the co-operation of local partners - the Waverley Terrace Allotment project.** The project has transformed a disused patch of waste ground into a thriving allotment site.

Waverley Terrace Allotment is a result of partnership working between a number of local charities and organisations including Hartlepool Mind, DISC, Nacro and Hartlepool College of Further Education, as well as various teams and officers from the council. It aims to provide an opportunity for vulnerable, socially excluded adults - offenders, those with a history of substance misuse, a learning disability or a mental health need - to make a contribution to their community.

The site has grown from strength to strength and now offers opportunities to people who are volunteers, users of day services, apprentices and students from the local college.

People from the site who access adult social care have pooled their personal budgets to employ a worker to develop the site and offer support to users for 30 hours each week.

A large selection of fruit, vegetables and flowers are grown on the site. Produce is available to buy on the site and at the Centre for Independent Living.



» Community Services

- **The Adult Education service** is working with disability services to deliver an apprentice scheme for people with a learning disability and people with a mental health condition. The scheme builds on the success of last year's pilot scheme which saw 14 people with a learning disability work 30 hours per week for 12 months across a wide variety of occupations including horticulture, retail and catering. The apprentices also received employability training - including interview skills and literacy and numeracy training - leading to a national qualification in their chosen occupation.

This year a number of organisations including Remploy and Creative Support are working in partnership with the council's Economic and Regeneration team, Disability Services and Adult Education to recruit 15 people to take part in the scheme. This year's scheme will focus on improving the employability skills of young people (aged 18-24 years old) with disabilities.

- **The Library service** continues to deliver a thriving home delivery service and mobile library. The mobile library has wheelchair access and visits communities with no easy access to library services.

The home delivery service visits people who are wholly or partially confined to their homes and have no other way of getting to the library. Staff who run the service make time to get to know their clients and, once each month, deliver a selection of books based on their personal preferences.

The Library service has delivered 'First Click' basic internet lessons. Small classes have allowed for personal tuition which has been particularly valuable for older people.

The Library service also runs two reading groups for people with learning and physical disabilities.

The Reading Group

Warren Road and Voyage Housing, who are groups of adults with learning difficulties and physical disabilities, visit Central Library every Wednesday to take part in a reading group using story-packs.

The story-packs have been especially designed to get and keep the listener's interest. The contents are made to be touched, smelt and played and all encourage interaction. The story line encourages the teller to use exaggerated voice tones and timing.

The items in the boxes are handed around the group so that everyone in the group takes part in telling the story. For example, a tale about two gerbils includes squeaking sounds and the rattle of the animals' play wheel plus some artificial fur to stroke. The stories are for learning and leisure and are fun for both listener and teller. A lot of interaction takes place and a lot of fun is had during the nearly always noisy sessions.



Both groups also have an added incentive by taking part in the "Six Book Challenge." The Six Book Challenge is a UK-wide annual incentive scheme for less confident adult readers. Adults are invited to read six books and record their reading in a diary in order to receive a certificate.

Both groups have completed the "Six Book Challenge" and are looking forward to the next challenge. All the carers who come with the groups say that they themselves, and people they support, really look forward to the sessions and get so much pleasure from them.

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- The **Sports and Recreation service** delivers the Hartlepool Exercise for Life Programme (H.E.L.P.). H.E.L.P. provides an introduction to physical activity for people with a wide range of health problems. Ten-week courses are run at venues across the town. Specialist tuition ensures that the courses are targeted at individual need and capabilities.

The service also provides a whole range of activities to people with a learning and/or physical disability. These activities include the Sportability Club, Boccia, New Age Curling and the disability football league.

Mrs U's story

I am 77 and at the end of May I broke my hip ... my hip was pinned and the next step was to recover some mobility. I went to physio and got some basic exercises but felt that my progress was sporadic and limited.

Then I heard about the water therapy sessions that a friend of mine was attending (she has really bad arthritis). I enrolled for a 10 week course and I cannot be too heartfelt in my appreciation of this form of supervised exercise. My mobility is now better than it has been for years.

Thank you. This is an amazingly effective scheme that helps and – dramatically in some cases – improves the mobility of people of all ages who are affected by movement problems in their daily activities.

Feedback and consultation

The national Adult Social Care User Survey, completed at the beginning of 2011 by people who use our services, told us a number of things about what our clients think of our services. It told us that:

- 93% of the clients we surveyed are satisfied with the care and support they receive.
- Over 74% of people surveyed felt that they had some control over their daily life
- 74% of people surveyed felt adequately safe.

We are pleased with the findings from the Adult Social Care User Survey. This was the first year local authorities had a statutory duty to carry out this survey. We will repeat the survey each year and we will track the results and share them with other councils to ensure that we are providing at least as good or better services. We will also use the results to make sure we maintain the standard of our services. However, we realise not everyone is satisfied.

» **Adult Social Care complaints**

We have seen a reduction in complaints received about adult social care, from 17 in 2010/2011 to 12 in 2011/2012. Whilst we hope that this reduction reflects increased satisfaction with our services, we are not complacent and are concerned about any experiences that fall below people's expectations.

When we receive complaints, we listen and respond to them in a timely and fair manner. When we have resolved the complaint we ensure that we follow up on any lessons learned from the investigation and implement any recommendations. We publish details of the complaints we receive in our annual complaints report. The following are examples of recent things that clients and/or family carers have recently told us and what we have done to help put things right.



Our complaints report is available from
www.hartlepool.gov.uk/socialcarecomplaints

- **You said ...** that arrangements to carry out a reassessment of your Occupational Therapy (OT) needs were not actioned and when you phoned the department we said we couldn't do anything until you had been re-housed.

We... explained about the process and apologised for the inappropriate response

we had given. We carried out an OT reassessment and responded appropriately to your changed needs.

- **You said...** the details contained in your mother's assessment and care plan were inaccurate.

We... investigated your complaint and found that some of the information had been provided to us by hospital staff. Errors had occurred when social care staff 'copied and pasted' information from the incorrect document. The social worker and team manager apologised for these errors. We have reinforced to social work staff that families should be involved with the whole assessment process to ensure that we record the correct information. We have also reminded staff that, though 'copying and pasting' between documents is not common practice, it should not happen.

- **You said...** that a formal mental health assessment for your mother had not taken place, that the length of time taken for your mother to receive help was too long and that you were left in a position of trying to care for a vulnerable elderly lady with no other support.

We... asked an independent investigator to look into this complaint. It was agreed that we needed to improve our communication to ensure that people understand exactly what the process and procedures for assessment are. In particular, the Emergency Duty Team have been asked to make sure that anyone who requests a formal mental health assessment that doesn't go ahead for any reason is notified of delays so that they can look at alternative support, particularly at weekends.

» **Improving services through consultation**

We have a number of ways in which people are able to give us their views about services. Some examples of this are:

■ ***The National Adult Social Care Survey***

The National Adult Social Care Survey is a statutory survey of all users of adult social care. This survey first took place in 2010/2011. We have recently completed the second year of the survey. Some of the key findings were:

- In both years, around 80% of people who completed the survey felt that they had at least adequate social contact with people that they like.
- In both years, around 68% of people completing the survey felt that they were able

to spend time doing things that they value or enjoy.

- The proportion of people who have found it easy to find information and advice about support, services or benefits has increased from 48% in 2010/11 to 59% in 2011/12.

As a result of this survey, we will:

- continue to work with SAILS to ensure that there is support in place to help people maintain relationships with friends and family, and, if they choose, have the opportunity to make new friends by joining luncheon clubs or taking part in some of the activities offered by Community Services
- continue to develop and promote Hartlepool Now (www.hartlepoolnow.co.uk) as the main source of information about services that are available to people in the town
- continue to develop information designed specifically to help people with a learning disability make informed choices, and
- work to ensure that we appoint a good, effective local Healthwatch which will work with us to make sure that the information we provide is accurate and up-to-date. Healthwatch Hartlepool will also support people in the choices that they make about the services they need and will help us to design good quality, safe services.

■ ***Service User Experience Sampling***

As part of our ongoing engagement work senior staff interview a random sample of service users twice each year to ensure that people are happy with the support they receive from us. This also helps our managers to check that services are working as they should out in the community.

An example of how we have used this sampling exercise was to check on the findings and concerns raised by the Equality and Human Rights Commission in their research into home care. We concentrated one series of interviews on what people thought of the home care services we commissioned. We interviewed 24 people who receive home care services.

Generally, the interviews found that people who were using home care services were satisfied with the services provided.

There was one example where the interviewee had expressed dissatisfaction with the home care service. The user felt that visits were rushed and workers often did not have



enough time to complete tasks completely.

In other cases, some people did tell us that they experienced some problems when their home care packages were originally set up, especially problems with different carers turning up. However, most people did say that once things settled down, they found they were getting the same carer and things were much better.

Our Commissioned Services Team regularly monitors home care services.

■ ***Service User Focus Group***

The Service User Focus Group meets four times a year to talk about some of the things we do or are planning to do. The group is made up of users of different adult social care services, as well as family carers.

The focus group has been meeting since 2009. The members have raised a number of issues, some of which are outlined below together with our response.

- **The group said...** That there was too much change and that those changes were imposed on service users and carers rather than with them.

We... acknowledged that there was a great deal of change taking place in adult social care. We explained that some changes are made as a result of government policy and some are made because of cuts to our budget. We are sorry that people feel that changes are being imposed on them but, with the pressure of cuts in public services, we have to look at how to change services whilst still trying to make sure that people remain safe and have their needs met. We agreed that, wherever possible, we would consult on future recommendations for change.

- **The group said...** that there was a lot of confusion about personal budgets, what people could do with them and what options were available. There was also concern that more traditional services would be closed because of people taking personal budgets.

We... explained the personal budget policy and procedure to the group. We agreed to continue to work to raise awareness of personal budgets and how they are implemented. We have held a series of awareness-raising sessions which staff, people who use services and people from the voluntary and community sector have attended. This work continues.

- **The group said...** that they were not always clear about the different roles and

responsibilities of staff involved in providing care.

We... invited a number of adult social care staff, including a social worker, occupational therapist, social care officer and user property and finance officer to attend the group meeting and give a short presentation about their roles. We then used this information to create individual factsheets which explain each job role. We presented the factsheets to the group who approved their content. The factsheets are now published alongside our other public information.



All of our adult social care information is available from www.hartlepool.gov.uk/factsheets

Working with people who use our services and family carers

■ **Learning Disability Partnership Board (LDPB)**

The LDPB helps us make sure that we meet the needs of people with a learning disability and their carers. The LDPB was set up in 2002 and meets on a monthly basis. It is attended by family carers, people with a learning disability, and representatives from a number of statutory and non-statutory organisations

The LDPB acts as a champion for all people with learning disabilities in Hartlepool. It works to the principles of Valuing People and Valuing People Now (www.dh.gov.uk) and checks how it is doing using Valuing People toolkits and reports.

It works to influence decisions makers to make Valuing People Now happen in Hartlepool.

The work priorities for the partnership board (decided by its members) are:

- Health
- Employment
- Housing
- Carers

The partnership board writes an annual report which it sends to the Learning Disability Health Observatory to show how it is working to improve services and also share examples of good practice.



A copy of the report and minutes from LDPB meetings are available from www.hartlepool.gov.uk/ldpb.

■ ***Mental Health Forum***

Following a number of meetings and consultation events we worked to establish the Mental Health Forum. Its first formal meeting took place in September 2012.

The forum is made up of service users, members of the voluntary and community sector and representatives from statutory services. The members of the forum have agreed to work in partnership and collaboratively together to optimise:

- sharing information
- maximising resources / avoiding duplication of services
- ensuring accountability to the Health and Wellbeing Board and that the “voice” of mental health providers and users of services are well represented to the Board and the clinical commissioners, and
- implementing a ‘themed’ approach to forum meetings.

■ ***The Champions of Older Lifestyles (COOL) group***

The Older People’s Champions and Older People’s Local Implementation Team recently came together to form COOL. COOL acts as a powerful voice to ensure that the issues and concerns of older people are taken into account in service design and provision.

The group meets every other month and is co-chaired by an older person. The group asks for information and challenges service providers where they believe older people’s views are not being taken into account.

The group also monitors the actions identified in the Older People’s Strategy.

■ ***Carers’ strategy group***

The Carers’ Strategy Group is made up of carers, carer representatives, voluntary organisations and agencies who support or provide services to carers. The group has overseen the distribution of small grants from the Carers’ Grant fund, developed and monitors the Carers’ Strategy and works to ensure that carers’ issues are taken into account.

■ ***Family Leadership courses***

We are committed to ensuring that service users and families are involved in designing and developing services which meet their needs. To help with this, we have worked with In-Control and Partners in Policymaking to deliver Family Leadership Courses in Hartlepool.

Partners in Policymaking is an umbrella name for a suite of leadership training courses for disabled adults, parents and carers of disabled children, professionals and other service providers working in education, health and leisure. It has developed a national network of people who believe that all people have the right to live the life they choose.

Partners in Policymaking, through their courses, help people understand how the health and social care system works and how to organise meetings and present questions to service providers without getting frustrated. Partners in Policymaking courses aim to help find solutions to improve people's lives and give participants the confidence to work together to enable them or their loved ones to have choice and control over their lives.



■ ***Working Together for Change (WTFC)***

WTFC is a tried and tested approach to working with local people to produce change and improve outcomes for people by ensuring that services provide the things that people want and need in a way that makes sense to them. We use results from WTFC sessions to support the planning and delivery of services.

During April and July 2011 we used WTFC to review our day services. The people who 'buy' services (commissioners), those who provide services, people with support needs and their carers and families worked together to understand the results of 156 person-centred reviews.

We looked at what was working well for people, what was not working so well and what we might need to change in the future.

There were some real positives with people feeling that:

- They were helped to stay connected with their family and friends.
- There was a choice of activities.
- There were good staff with the right skills.

Some of the things identified as not working particularly well for people related to:

- transport, and
- not getting out and about enough.

Things that were identified as being most important for the future included:

- increased work opportunities
- maintaining friendships
- getting out and about
- feeling valued, and
- flexibility and choice.

All of the findings from this work have helped inform our priorities for the future.

Our plans for the future



I am very pleased with the feedback and information we get from the people who use our services. There are many examples in this document of the things that we have done well and things that we are improving.

Our vision for adult social care in Hartlepool over the next three years is that the services and support that we make sure are in place, or provide, will be more personalised, more preventative and more focused on delivering the best outcomes for people who use those services. We will work to make sure that wherever possible:

- people can stay independent
- people are clean and comfortable
- people can enjoy a clean and comfortable home
- people are safe
- people can meet their friends and families
- people can keep active and alert
- people live healthier and longer lives
- people have an adequate income
- people find opportunities to contribute to the community
- people feel valued.

To do this ,we will:

- Provide advice and information so that people can choose services
- Ensure that people who need higher levels of support are offered choice, control and good services so that they can recover as quickly as possible or live a good quality of life
- Increase the numbers of people who have a personal budget
- Work with other agencies and the voluntary and community sector to make sure that services that people want are available.

We are committed to delivering the best standards of service that we can within the money available. We will do this by listening to you and, where we can, changing the way we do things.

We look forward to updating you on our progress.

A handwritten signature in black ink, appearing to read 'J. Harrison'.

Jill Harrison
Assistant director

Useful contacts

» **Adult Social Care**

Our Duty team acts as the first point of contact for social care in Hartlepool. You can contact the Duty team by:

- **Telephone:** 01429 523872
- **Textphone/minicom:** 01429 284130
- **e-mail:** socialcare@hartlepool.gov.uk

» **Benefits advice**

For welfare benefits advice, contact Hartlepool Citizens Advice Bureau by:

- **Telephone:** 01429 273223
- **Fax:** 01429 868803
- **e-mail:** enquiries@hartlepool.cabnet.org.uk

» **Care Quality Commission (CQC)**

- **Website:** www.cqc.org.uk
- **Telephone:** 03000 616161
- **Fax:** 03000 616171

» **Hartlepool Local Involvement Network (LINK)**

Hartlepool's Local Involvement Network (LINK) is hosted by Hartlepool Voluntary Development Agency. You can contact HVDA by:

- **Telephone:** 01429 262641
- **Website:** www.hvda.co.uk

» **Let us know what you think about this Local Account**

We would like to know:

- what you think about this Local Account, and
- what information you want to see in future Local Accounts.

We would like feedback on this Local Account from Hartlepool residents and other stakeholders. We will also consult directly with carers and people who use our services.

Please visit www.hartlepool.gov.uk/localaccount to take part.

CABINET REPORT

3rd December 2012



Report of: Director of Public Health

Subject: ALCOHOL UPDATE

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-Key.

2. PURPOSE OF REPORT

- 2.1 This report provides detail on alcohol activity associated with Hartlepool Alcohol Harm Reduction Strategy to be presented to Council 6th December as requested at the Council meeting on 18th October 2012.

3. BACKGROUND

- 3.1 Following a Children's Services scrutiny into alcohol and young people Hartlepool Borough Council requested that the Mayor in his capacity as Chair of Safer Hartlepool Partnership assume the lead on action to tackle the harm associated with alcohol misuse.
- 3.2 Safer Hartlepool Partnership is a multi agency partnership consisting of the five Responsible Authorities (Local Authority, Police, Probation, PCT and Fire Brigade) other key stakeholders which at the time had strategic responsibility for the Youth Offending Service, Drug Action Team and Community Safety.
- 3.3 In response to the Governments national Alcohol Harm Reduction Strategy (2004) and Safe, Sensible, Social: The next steps in the national Alcohol Strategy (2007) Hartlepool developed a multi-agency Alcohol Strategy with the aim of improving education; delivering better treatment; ensuring better enforcement around alcohol related crime and encouraging the drinks industry to promote responsible drinking.

- 3.4 Unfortunately, in the first national Comprehensive Area Assessment in December 2009, Hartlepool received a 'red flag' for tackling the harm caused by alcohol which led to the Chief Executives from the Local Authority and Hartlepool PCT conducting a rigorous review of the local situation and a refresh of the strategy.
- 3.5 During 2010 there was detailed analysis, consultation with key stakeholders, including Hartlepool Partnership and a Health Scrutiny, and assistance from the NHS Alcohol Support Team which resulted in a new Alcohol Harm Reduction Strategy for 2011-2016 which was approved through Safer Hartlepool Partnership and Cabinet on 21st March 2011.
- 3.6 The recommendations also included the establishment of an alcohol task force with membership of all major stakeholders to be chaired by a HBC Member. The Alcohol Strategy Group was established within Safer Hartlepool Partnership.
- 3.7 One of the other recommendations agreed by Cabinet was that minimum pricing be explored as a priority and the chair instigated a comprehensive campaign through summer of 2011. Initially the majority of people were sceptical with many misunderstanding the issue.
- 3.8 By means of educational campaigns, surveys and events, the involvement of Balance the regional alcohol office and Blue Grass research consultants which culminated in an event in Middleton Grange Shopping Centre, the outcome was that generally people would support the introduction of minimum pricing particularly to protect young people from alcohol harm, but there was concern about the actual unit price and any economic impact to Hartlepool business if none of the neighbouring towns introduced minimum pricing. The report is available on request.
- 3.9 The Alcohol Strategy Group were advised that potentially HBC could introduce the initiative through Bye-laws and initial thoughts were on health grounds rather than it being a licensing issue. In May 2012, however the Scottish Parliament passed legislation to introduce a minimum unit price in Scotland. MUP was due to come into force in 2013, but it is now being challenged. It is claimed that the MUP of 50p will break European free trade rules. Member states of the EU were notified of the bill, resulting in comments and opinions being received by 12 members. These comments have not been made public but they argue that less trade restrictive alternatives, such as taxation, are available.
- 3.10 EU free trade law does not prevent restrictions on the sale of alcohol if they are justified on health grounds, providing the restrictions are shown to be appropriate and necessary to achieve the objective and cannot be achieved by any less trade restrictive means. The EU will now enter in discussions, expected after the standstill period which expires in December with the UK/Scottish governments to seek removal of the minimum pricing regulation. All the challenges to MUP are being led by commercial interests which represent some of the biggest alcohol organisations in the world.

- 3.11 In Scotland, the SWA has begun legal challenge arguing that MUP is unlawful as it infringes international free trade rules. It is also arguing that Scottish government does not have the devolved power to introduce MUP. Their challenge was due to be heard on the 23rd October at the Court of Session in Edinburgh and was expected to last six days but due to industry presenting 200 pieces of alleged new evidence, the hearing was discharged until January 2013.
- 3.12 In addition to the position in Scotland the coalition Government in England had begun to publicly state its support for a MUP and was to include reference to it when it published its National Alcohol Strategy. However, the publication of the strategy for consultation has been delayed several times and may now not happen until January 2013. In light of the developments in Scotland it may be considered that any future attempts to introduce a local by law would be ineffective until such time as the legal challenge against Scotland's proposal has been resolved so activity in Hartlepool has ceased.
- 3.13 For some while there have been two similar task groups operating in Safer Hartlepool Partnership, the Drug Joint Commissioning Group as defined and required by Department of Health to manage the Drug Action Team function and remit and the Alcohol Strategy Group but following the review of SHP structure the Executive agreed on 16th July 2012 to merge the groups into a single Substance Misuse Strategy Group (SMSG) to reflect the national move to merge the drug and alcohol agendas into a substance misuse response and also to acknowledge of capacity issues faced by a number of organizations that have undergone staff cuts and reductions.
- 3.14 The Terms of Reference for both groups were very similar having delegated responsibility from SHP Executive to determine strategic direction, manage performance and finances and commission service related to drugs and/or alcohol. One difference however related to the chairing of the groups with the Drug JCG chaired by the PCT Director of Public Health and the Alcohol Strategy Group chaired by a HBC Councillor. The Executive decided that as the SMSG is not a Council led initiative, to reflect the multi partnership nature and to ensure effective links to the NHS, Health and Wellbeing Board and transitional Clinical Commissioning Group that the SMSG should be chaired by the Director of Public Health.

4. UPDATE ON ACTIVITY

- 4.1 The Alcohol Strategy 2011 – 2016 includes for the development of annual multi agency action plans which confirm the priorities and activities arranged in three strands that reflected the harms and lead agencies involved:
- (i) Prevention and young people – Children's Services
 - (ii) Treatment and Support – DAAT and PCT
 - (iii) Control - Enforcement and Licensing – Police and Local Authority

- 4.2 The 2012/13 plan was approved at through SHP and Cabinet on 19th March 2012 with regular progress reports received by the Substance Misuse Strategy Group and performance reported periodically to SHP Executive. Report available on request and in Members Library At the moment needs assessment exercises are in hand and the action plans for 2013/14 will be reported through Cabinet and SHP Executive during March 2013.
- 4.3 Prevention - This section of plan is generally led by Children and Young People Services and includes events and campaign programmes including Alcohol Awareness Week from 19th November where literature and workers were providing advice and promoting services in shops and at community venues; training there has been a significant increase in primary care, social care and hospital in use of screening tools such as AUDIT and e-learning to extend brief intervention work; Workplace policies are being strengthened through work of Health Training and new services have been introduced to support Families and increase Peer Mentor volunteering and befriending.
- 4.4 The Early Intervention Strategy has a major focus on supporting families where alcohol is an issue. HYPED is the current provider for the Young People's Substance Misuse work with a contract worth £200,000 per annum. The service is fully integrated into the locality services and the Family Information and Support Hub. This has enabled Hartlepool to respond quickly and effectively to individuals and families dealing with alcohol issues. Officers in the service believe that this integrated working model will in the short term offer targeted interventions that have a real impact on families as well as a longer term expectation that messages regarding the risks in using alcohol will eventually have an impact.
- 4.5 The Early Intervention Locality Teams have an agreement in place to be delivery agent for all public health messages. Staff in the service will be trained to give messages that are consistent and clear to all families as part of their intervention. Where problems arise the working relationship with the Health and enforcement services is such that key lines of communication are already in place. The Think Family Think Communities project will undoubtedly strengthen this work with families where alcohol features as a real concern.
- 4.6 Balance are supporting Hartlepool leading on a number of campaigns and there have been several promotional events and development days with new providers promoting their services and strengthening pathways and networks. An annual programme of events is available/Members Library. In addition services are making greater use of IT, texts and websites such as Hiwecanhelp.com which contains information and detail of facilities and support.
- 4.7 The Anti Social Behavior Day (ASBAD) continues to be successful working with schools and the Early Intervention Services have been able to respond by planning and implementing a range of educational opportunities in Primary Schools, Secondary Schools and Colleges. Our experience with interventions such as Operation Stay Safe is that children exposed to alcohol

as part of their everyday life can see alcohol and its misuse as both normal and acceptable. The strategy for young people is that the HYPED service will provide educational experience at Y6 in each Primary School so that the myths and risks of alcohol use can be dealt with in a way that is age appropriate. As well as providing specific interventions to individuals in secondary schools the HYPED service will work alongside teachers to ensure that clear messages regarding alcohol are delivered consistently and effectively. This specialist work will be supported by partners at every level to ensure that young people are educated about the dangers of alcohol and supported to make better life choices. HYPED staff can be contacted via the Family Information and Support Hub, The Locality Teams or the One Stop Shop.

- 4.8 Treatment – new services are in place as from April 2012 offering a greater range of recovery, aftercare and relapse prevention support. Clinical interventions include supported community detoxification programmes, and increased access to in-patient and residential detoxification. There are additional offender alcohol programmes in place too and changes within the Custody Suite now include alcohol assessment, brief intervention and referral. A Domestic Violence Perpetrator programme is due to begin after Xmas to contribute to the Domestic Violence Strategy and address alcohol related violence by those in treatment.
- 4.9 The PCT funded QIPP (Quality, Innovation, Productivity and Prevention) initiative has helped to strengthen joint working and pathways between GP Primary Care, Social Care, hospital and community treatment actually reducing alcohol related hospital admissions with considerable cost savings beginning to be identified. There are now regular care coordination clinics established within primary care, clearer mechanisms for effective hospital discharge and coordination panels between social care and treatment services have been introduced to better manage those individuals with complex issues. The Team around the Household evaluation demonstrates the improved joint working which will be enhanced through Think Family/Think Communities initiative.
- 4.10 There is now an agreed comprehensive treatment pathway across services introduced following consultation with agencies and delivered through GP Lunch and Learn sessions, and wider workforce development days.
- 4.11 Control – Enforcement – weekend policing of the Church Street area has changed with traffic restrictions and environmental improvements to the area. There have been significant increases in the number of community sentences using Alcohol Treatment Requirement Orders and Specified Activities and the piloting of the offender alcohol initiative has managed to reduce both alcohol consumption and offending of most of those participating in the scheme.
- 4.12 The Taxi Marshalling scheme continues to be effective and those enjoying the night time economy appear to be moderating behavior even when the Marshalls are not in attendance, whilst the church Street Pastors, who now

have access to their Church premises in Whitby Street as a drop in Centre, have made an invaluable contribution.

- 4.13 There are two significant recent developments relating to licensing provisions. Both of these issues were taken to the Council's Licensing Committee on 6th November 2012. Firstly, the Licensing Act 2003 has now been amended so as to allow Council's to set a terminal hour for all, or some, of its licensed premises through a process referred to as an 'EMRO' (*Early Morning Alcohol Restriction Order*). This could mean, if the Council considered it appropriate, that all premises in the town centre area must cease supplying alcohol at no later than 0200 hours – there are currently a significant number of premises licensed between 0200 hours and 0400 hours.
- 4.14 At its meeting on 6th November the Licensing Committee indicated that it would like to see an EMRO introduced as soon as possible with a latest terminal hour for the sale of alcohol of 0200 hours. A further meeting of the Committee is to be arranged for mid-December where the exact terms of the EMRO will be agreed prior to a consultation exercise being carried out for a minimum of 42 days (a statutory requirement).
- 4.15 Secondly, Council's have been given the opportunity to charge an additional financial levy on all premises that supply alcohol after midnight. The additional fees that can be charged range from £299 to £4440 per year – depending on the size of the premises concerned. A minimum of 70% of revenue generated through the levy scheme must be allocated to the Police but there is no requirement for the Police to actually spend this on Night Time Economy related issues.
- 4.16 At its meeting on 6th November 2012 the Licensing Committee determined that it would not be appropriate and necessary to implement a Late Night Levy at this time and as such no further development of this initiative is being planned.
- 4.17 Hartlepool Borough Council and the Police continue to work closely with the local licensing trade and attend meetings of Hartlepool Licensees Association. There is some level of support from the trade for the possibility of bringing the terminal hour back to 0200 hours through the EMRO process detailed in 3 above but there has been no support identified for the introduction of an additional financial levy

5. RISK IMPLICATIONS

- 5.1 There continue to be significant challenges in Hartlepool as the most recent local LAPE confirm Hartlepool is still one of the worst areas nationally for binge drinking; increasing rates of high risk drinking behaviour, and increasing rates for alcohol related liver disease. Culturally Hartlepool like much of the North East drink outside of national guidelines.

- 5.2 Within the extensive review developing the Alcohol Strategy all agencies agreed that SHP afforded the best framework for a multi agency response. The Substance Misuse Strategy Group membership has been strengthened through the addition of a representative from the GP CCG, Balance and the National Treatment Agency and can collectively respond to the variety of issues (education, prevention, violence, crime and treatment) to address the harm associated with alcohol misuse.
- 5.3 There still remains limited dedicated finance for alcohol. Current services are resourced in the main by £200,000 PCT alcohol funding secured in 2011, a local authority contribution of £29,000 and a Community Safety grant of £50,000 supports the offender initiative. During the review and the Alcohol Strategy Group did consider mapping investment and conducting a total place type of review of finance and investment however in this economic environment the organisations agreed it would be difficult to proceed as many had had significant cuts to their budgets, were unclear about future budget allocations and were not aware of any no growth money
- 5.4 The Health and Wellbeing Board and GP CCG have had presentations on local alcohol issues and confirmed that alcohol is a strategic priority with the substance misuse needs assessment, QIPP recommendations and any business case to be reported from March 2013
- 5.5 The public health budget does contain a ringfenced element which offers some protection short term for substance misuse. The external Department of Health allocation for drugs is being maximised with services commissioned to respond to all substances with alcohol a priority.
- 5.6 The appointment of Police Crime Commissioner includes the transfer of resources from the Early Intervention Grant, YOS, Community Safety and the Home Office Drug Intervention Programme grant and as yet there is no confirmation of his proposals.
- 5.7 In addition the NHS are undertaking a review of their contracted specialist drug and alcohol services and all of these different changes and pressures will need to be reflected when setting priorities and actions in plans for 2013/14.

6. RECOMMENDATIONS

- 6.1 Members are asked to note the detail in the report and provide any comment as appropriate.

7. REASONS FOR RECOMMENDATIONS

To advise Members of activity around alcohol issues in Hartlepool and ask for comments to assist in the development of responses for tackling alcohol issues.

8. BACKGROUND PAPERS

- Alcohol Harm Reduction Strategy 2011-2016 and 2012/13 action plan updates
- Alcohol Treatment pathway
- Minimum Pricing Report
- BalanceCampaigns via www.balancenortheast.co.uk
- Local Alcohol Profile via North West Public Health Observatory website www.nwph.net

9. CONTACT OFFICER

Chris Hart, Drug and Alcohol Manager, Level 4, Civic Centre. Telephone 01429 284301.